

## **FOREWORD BY THE EXECUTIVE MAYOR–COUNCILLOR EM MADONSELA**

In creating a developmental local government for the next remaining two (2) years term in office, it is essential for us as Council to review our Integrated Development Plan in line with our Process Plan and Programme that is clearly aligned and informing our Annual Budget. 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 and
- Financial Management/Viability

*Responding to the imperative to move forward as quickly as possible to contribute in the building of South Africa defined by a common dream, our government committed itself, working with all South Africans, to implement detailed programmes intended:*

- \* *to raise the rate of investment in the First Economy;*
- \* *to reduce the cost of doing business in our country;*
- \* *to promote the growth of the small and medium business sector;*
- \* *to speed up the process of skills development;*
- \* *to improve our export performance, focusing on services and manufactured goods;*
- \* *to increase spending on scientific research and development;*
- \* *to implement detailed programmes to respond to the challenges of the Second Economy;*
- \* *to implement programmes to ensure broad based black economic empowerment;*
- \* *to continue with programmes to build a social security net to meet the objectives of poverty alleviation;*
- \* *to expand access to such services as water, electricity and sanitation;*
- \* *to improve the health profile of the nation as a whole;*
- \* *to intensify the housing programme;*
- \* *to implement additional measures to open wider the doors of learning and of culture*
- \* *to improve the safety and security of all citizens and communities;*
- \* *to ensure that the public sector discharges its responsibilities as a critical player in the growth, reconstruction and development of our country;*
- \* *to accelerate the process of renewal of the African continent, and increasingly*

\* *to contribute to the resolution of major questions facing people of the world."*

The Integrated Development Plan for 2009- 2010 is a strategic document for the municipality to achieve the following:

- Support Government efforts to put the people at the centre of development, not merely as beneficiaries, but as drivers of transformation
- Move faster and further in providing the better life for all
- Contribute to half unemployment and poverty by the end of 2014
- Strive to ensure that each of our municipal administrative unit has a Thusong Centre(one stop Government Centre) by the end of 2014
- Communities should have access to clean water by the end of 2010
- Communities should have access to electricity by the end of 2012
- Utilization of the distributed land for developmental and agricultural purposes.
- Communities should have access to decent sanitation by the end of 2010
- Communities should have access to decent housing by the end of 2010
- Provide the skills required by the district economic development and growth
- Ensure that all Pixley ka Seme Communities are fully able to enjoy the full dignity of freedom
- Working with our National and Provincial Governments to improve service delivery and access to basic services
- Ensure participation of the people to allow citizens to identify the problems that their community face and partner in providing solutions to deal with these problems and improve public service
- Speed up the delivery of free basic services
- Build sustainable human settlements and viable communities
- Provide infrastructure that will create an environment that is conducive to economic growth and development that facilitate and increase capacity to provide basic services, which will contribute to a safe and healthy environment
- Create job opportunities and fight poverty through infrastructure development and service delivery, procurement and support for SMME's and Broad Based Black Economic Development
- Ensure that councillors are responsive, accountable and effective and that everybody is involved in local government understands and honours the duty to respect and serve the people.

## **OVERVIEW BY THE MUNICIPAL MANAGER – MR L DE JAGER**

The Integrated Development Plan 2009 – 2010 sets up challenges in our strategic planning and Performance Management System. It is through it - that we can confidently say: *“What gets done gets measured.”*

We will continue to measure service delivery and ensure our compliance to the Batho Pele principles and the direction that government is taking to its communities. As a municipality, we have thus far achieved to identify ourself in terms of corporate direction.

Council at its meeting held on 27 March 2007 approved a corporate logo for the municipality as per resolution A43/2007. Here-under is the said logo and explanation of symbols for your noting:

- The rising sun on top represents the Mpumalanga province as the place of the rising sun.
- The sledge which appears as a shield, represents the Touristic Panorama of the municipality. The colour blue represents the waterfalls and the dams found in the area.
- The bird represents the various species found in the area.
- The plants on the sides represent the richness in agriculture of the Municipal area.



Access to electricity, water and sanitation has improved. By 2005, South Africa had already achieved the Millennium Development Goal in respect of basic water supply, with improvement of access from 59% in 1994 to 83% in 2006. According to the United Nations Development Programme (UNDP) South Africa is one of the few countries that spend less on military budgets than on water and sanitation. In the words of the UNDP Human Development Report of 2006:

*"... South Africa has demonstrated how the human right to water can serve as a mechanism for empowerment and a guide to policy... Rights-based water reform has enabled it to expand access and overcome the legacy of facial inequality inherited from apartheid, partly through rights-based entitlements". (pp62/63).*

Our municipality will continue to ensure full public participation through iZimbizo. The other challenge facing us is to identify sustainable Local Economic Development projects in partnership with other government sector departments.

We need to further apply the PGDS in marketing our municipal area in terms of tourism. Getting investors to develop our area will curb poverty, unemployment and dependency among residents.

We are determined that through the efforts and the fact that we are resilient, we will continue to support Council in making the municipality successful in terms of:

- Best administration processes
- Implementation of best models on Performance Management
- Achieving the result orientated IDP
- Creating a well understood and approachable Local Economic Development Strategy
- Ensuring Good Governance through proper and transparent systems
- Increasing the service Delivery activities that respond to the needs of our communities
- Attracting and maintaining the scarce skills needed by our municipality in order to achieve milestones set for us.

In as far as administration is concerned we will strive to support the **Pioneering Spirit** of our Province Mpumalanga.

Taking part in the Annual Vuna Awards will be a measure between our outputs and learning gaps-thus will be utilized as a tool to guide us in making the best of our ability whilst promoting better service delivery, bearing the **Batho Pele Principles** in all our dealings.

Capacity building and skills retention and programmes that attract scarce skills will be a focus area for our municipality. We will continue to strive for the achievement of the Five Local Government Key Performance Indicators. Finding innovative ways to service delivery is our common key focus area. Changing the mentality of "Poverty Alleviation" projects to Entrepreneurships projects that are sustainable; create employment and add to our economic growth and stability will be addressed in our Local Economic Development For a and Strategies.

Our tourist friendly environment will be marketed in a manner that will contribute positively in the economical growth of the municipal area during 2009-2010 financial year. Whilst we strive for the best, we will continue to preserve those areas of our municipality that are sensitive. We will continue to partner with all government sectors and NGO's in protecting the flora and fauna of our region.

## **KEY FOCUS STRATEGIES 2010**

Our municipality is positioned in such a manner that we are a gateway to Gauteng, Greater Mpumalanga, Free State and Kwazulu-Natal.

With 2010 coming up, we need to join hands together with the other role-players in making sure that 2010 and beyond leaves a legacy for one municipal area. This we can achieve through developing key focus strategies.

1. **Urban Regeneration and precinct development for 2010:**  
Parks development in all administrative units, public viewing sites which offer locals and visitors a unique African experience.

**Legacy:**

Vibrant 24/7 CBD repositioned along our R23 and N11 gateways to the neighbouring provinces and municipalities within Gert Sibande District.

2. **Tourism for 2010:**  
Sufficient graded accommodation to attract one or more countries to use the municipal area as team for accommodation based camp.

**Legacy:**

Home of wetland, bird view, historical and cultural heritage tourism preferred place for domestic tourists.

3. **Soccer development for 2010:**  
Enhanced passion for the game;  
Increased young talent pool;  
Frequent sports;  
Precinct and soccer stadiums within all municipal administrative units.

4. **Safety and security for 2010:**  
Guaranteed safety and security for all locals and visitors and at 2010 events, places of accommodation.

**Legacy:**

A safe and secure municipal area within Gert Sibande District Municipality.

At its meeting of 23 October 2007, Council adopted the key Focus Strategies for 2010 and beyond as per CR154/2007. These initiatives will be implemented jointly with all the relevant stakeholders.

## **1. IDP OVERVIEW**

### **1.1 INTRODUCTION**

The Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, 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), whose main objective is the improvement of coordination and integration of planning, budgeting and development within a 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 plan, which guides 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, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System

This document therefore represents the Revised Integrated Development Plan as prepared by the Pixley Ka Seme Local Municipality (PKSLM) as part of its 2009/10 IDP Review process.

It is submitted and prepared in fulfillment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

PKSLM is demarcated as MP304 as per the Municipal Demarcation Board, and is one of the seven (7) Local Municipalities that constitute Gert Sibande District Municipality (demarcated as D30).

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to in section 1.1 above, (the original GSDM IDP), 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:

- a) 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;
- b) 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 organizational objectives as well as implementation delivery, and also takes into cognizance 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 to Chapter 4 of the MSA (2000).

In terms of the IDP Review Guidelines, IDPs are reviewed based on 4 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 the flow chart below represents a continuous cycle of planning, implementation and review. Implementation commences after the Municipal Council adopts the initial IDP whilst Public Participation remains pivotal throughout the process of the IDP.

### **Pixley Ka Seme Local Municipality Vision, Mission and Core Values:**

**Vision:** Pixley ka Seme Local Municipality is a credible, affordable and well developed municipality.

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

**Core values:** Honesty, Openness, Responsiveness, Nurturing

### **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 and 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 2009 – 2010 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 Pixley Ka Seme Local Municipality.

## **1.2 MUNICIPAL OVERVIEW**

### **1.2.1 Locality**

The Pixley Ka Seme Local Municipality is situated on the eastern border between Mpumalanga and Kwa Zulu Natal. 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 Pixley Ka 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. Although the study focuses on the demarcated municipal area and its people, regional and provincial influences are not ignored.

### **1.2.2 Area**

The Pixley Ka Seme Local Municipality comprises of an area of approximately 5227, 98km<sup>2</sup> which includes the following major disestablished urban areas or towns:

- Amersfoort
- Ezamokuhle
- Perdekop
- Siyazenzela
- Volksrust
- Vukuzakhe
- Wakkerstroom
- Esizameleni
- Daggakraal

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

### **1.2.3 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.

### **1.2.4 Topography**

The larger region is known for its rolling grass landscapes and the Pixley Ka 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.

### **1.2.5 Geology**

A major portion of this area is occupied by the Karoo Outcrop, which belongs to the Dwyka, Vryheid and Volksrust formations. Several types of dolerite in the form of silts and dykes have intruded the sediments. On site sediments of the Vryheid formation and dolerite intrusions predominate. Quaternary deposits comprise small patches of terrace ground and gully wash along the gullies, some talus along the foot of the steeper dolerite hills and a widespread but thin covering soil of ferricrete on the plains. The Vryheid formation consists predominantly of mudrocks with sub-ordinates sandstone, gravel and coal seams.

The DBSA (1989: Map – Dormant Soils) the larger Volksrust area consist of four general categories of dormant soils:

- i) Red sand, loam and clay soils are found in patches and throughout the area.
- ii) Duplex soils can be found on the north-western border towards Standerton.
- iii) Grey sand and loam soils are found in a small portion near Wakkerstroom.
- iv) Very shallow soils and rock couples are found in patches within the jurisdiction area.

The agricultural potential of the Ca and Fa soil types are marginal while the potential of the Ea, and Ac types are medium to high. Recommended crops for the area are grain sorghum, sunflower, maize, wheat and groundnuts.

### **1.2.6 Natural Ecology**

South African environmentalists identify six biomes on land in South Africa. A biome can, in general terms, be described as a broad ecological unit, representing a large natural area with a relatively uniform plant and animal life, closely determined by environmental conditions and, especially, climate.

The six biomes of South Africa are:

- Grassveld Biome;
- Succulent Karoo Biome;
- Forest Biome;
- Savanna Biome; and
- Fynbos Biome.

The area of jurisdiction forms part of the Grassveld Biome. A description of the Grassveld Biome is as follows:

- This area is the natural home of the black wildebeest, as well as the blesbuck, and supports vast plains of grass which are verdant in summer and yellow in winter. Trees are scarce and those present are associated with special conditions. Birds are plentiful. Typical species are the black korhaan and the blue crane. Only 1.1% of the total biome is contained in official conservation areas. The entire maize triangle of South Africa is situated inside the Grassveld biome. Other crops include sorghum, wheat, sunflowers and fruit.

The natural vegetation is pure Grassveld Types (Acocks Veld Type 6). According to the DBSA, 1989:2-72, the project area can be divided into three major categories concerning vegetation and veld types. The specific dormant species grass types that can be found in the area include:

- *Themeda Veld.* The largest area of the Pixley Ka Seme Local Municipality's area of jurisdiction is categorised as Themeda Veld. According to the DBSA (1989: table 2:12), this is an extremely dense Themeda veld with no other species playing an important part.
- *Turf Highveld to Highland Sourveld Transition.* This veld type occupies the Morgenzon, Amersfoort, and Volksrust-area and links the above veld type with the High and Sourveld and the North-Eastern Sandy Highveld. It is generally more mixed, denser and sour than the above. Grasses include: *Themeda triandra*; *Heteropogon contortus* and *Tristachya hispida*.
- *Patchy Highveld to Cymbopogon- Themeda Veld Transition.* This consists of patches of Turf Highveld on turf soil and *Cymbopogon- Themeda Veld* on sand soil, with outliers of Bakenveld on rocky outcrops along its northern margin. There are no dormant grasses identified for this region.(DBSA, 1989: Table 2.12)

### **1.2.7 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.

### **1.2.8 Spatial**

The local settlement pattern of the various towns in the study 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 Area Act, which required the provision of separate residential areas for the different population groups. This separate development is witnessed in many of the Pixley Ka 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 Pixley Ka 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.

### 1.2.9 Demographic

The basic demographic information for the Pixley Ka Seme Municipal area is reflected in the tables for easy reference. These figures are as per the 2006 Demarcation Board Data. It must be borne in mind that with the 2006 Municipal elections certain ward changes came about. In the case of Pixley Ka Seme Local Municipality an extra ward was created. The figures were appended by the Municipal Demarcation board in conjunction with Statistics South Africa. Table 1 below gives an indication of the different geographic areas within the Pixley Ka Seme Local Municipality as well as the wards within which these areas are situated. The number of households is also indicated.

#### Wards Demographic areas and households

DEMOGRAPHIC AREA	WARD	NUMBER OF HOUSEHOLDS
Vukuzakhe	1-2	2600
Volksrust	3-4	3421
Wakkerstroom & eSizameleni	5	1832
Perdekop & Siyazenzela	6	2253
Amersfoort	7	1565
Ezamokuhle	8	1794
Daggakraal & Sinqobile	9-11	4946
<b>TOTAL</b>		<b>18 412</b>

Source: Demarcation Board 2005

### 1.2.10 Institutional capacity / Institutional Plans

The Pixley Ka Seme Local Municipality comprises 11 Wards at 28 February 2006 (11 Ward Councillors and 10 PR Councillors).

The various Departments within the municipality employ approximately 330 personnel at 31 August 2008. There are a number of policies, programmes and by-laws relating to the Institutional management of the municipality in place. The Workplace Skills Plan 2008/2009 was submitted to LGSETA on 27 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 organograms is available on request.

The following table shows the Institutional Capacity summary of Pixley Ka Seme Local Municipality:

<b>Issues</b>	<b>Status</b>
Organizational structure	Approved
Total Staff composition	330 (335 posts budgeted for)
Filled positions	330 filled
Job evaluation	Finalized – Awaiting SALGBC’s response
Information management system	Registry unit established
Delegations	Delegation register exists.
PMS	Adopted. New system under review
<b>Issues</b>	<b>Status</b>
Skills development plan	2008/09 plan approved and submitted to LGSETA
Employment equity plan	Approved (CR A147/2007)
Gender Equity Plan	Yes
Employment Assistance Plan	Adopted and approved
OHS Plan	Yes
Website	<a href="http://pixleykaseme.local.gov.za">http://pixleykaseme.local.gov.za</a>
Communication Plan	Adopted

Customer Care Strategy	Not adopted yet
Indigent Policy	Adopted
HIV/AIDS Plan	Adopted
FocusGroups Programme	No programme in place
Financial delegations	Adopted and approved
Financial Plan	Activity list in IDP
Economic Development Plan	Adopted – in progress of upgrading
Procurement Framework	Procurement Policy adopted
Audit Committee	Use PKSLM Committees
By-law reforms	Updated and published – ongoing process
Credit control policy	Adopted and approved
Disaster management plan	Adopted and approved
Project Management Unit	Established and functional
Water Services Development Plan	Adopted and approved
Integrated Water Management Plan	Adopted and approved
Integrated Environmental Plan	Adopted and approved
Integrated Transport Plan	In Progress
Land use Management Plan	In Progress
Skills Development Framework	Adopted and approved

### 1.3 POPULATION

	<b>Formal Households 2006</b>	<b>Informal Households 2006</b>	<b>Traditional Household 2006</b>	<b>Population Census 2001</b>	<b>Population 2% growth 2001-2008</b>
<b>Pixley Ka Seme</b>	<b>10 524</b>	<b>5 475</b>	<b>2 001</b>	<b>80 737</b>	<b>91 091</b>

*Source: StatsSA / PKSLM WSDP 2006*

The above table reflects the population and household status quo of the Pixley Ka Seme Local Municipality:

### Population Distribution per Ward:

Wards 2007	Black/African	Coloured	Indian/Asian	White	Total persons
1	7 454	8	0	106	7 568
2	4 996	23	0	0	5 019
3	7 425	221	131	1 927	9 704
4	3 901	20	182	1 603	5 706
5	8 442	22	37	466	8 967
Wards 2007	Black/African	Coloured	Indian/Asian	White	Total persons
6	11 323	49	25	722	12 119
7	4 261	0	95	452	4 808
8	8 675	29	4	181	8 882
9	7 095	0	0	13	7 100
10	10 983	19	5	146	11 153
11	10 020	19	0	16	10 055
<b>TOTAL</b>	<b>84 575</b>	<b>410</b>	<b>477</b>	<b>5 628</b>	<b>91 091</b>

Source: Demarcation Board 2005 and RAX 2008

**Table 4: Pixle ka Seme Population Size and Number of Households**

	Population by Municipality [000]				Number of Households (HH)			HH Density [2007]
	1996	2001	2007	Annual Growth	1996	2001	2007	
Albert Luthuli	186 750	189 051	191 311	0.2%	36 351	42 354	46 130	4.15
Msukaligwa	111 308	116 894	140 480	2.4%	26 347	34 337	39 729	3.54
Mkhondo	103 554	141 843	148 401	3.9%	19 362	30 724	33 566	4.42
Pixley ka Seme	71 653	77 565	91 091	2.5%	14 912	19 305	22 627	4.03
Lekwa	94 298	95 559	116 353	2.1%	21 526	27 668	31 942	3.64
Depaleseng	40 003	36 766	39 901	0.0%	9 741	10 993	11 726	3.40
Govan Mbeki	216 406	198 536	254 031	1.6%	51 295	62 874	73 078	3.48
Gert Sibande	823 973	856 214	981 569	1.7%	179 534	228 256	258 798	3.79
Mpumalanga	3143 918	3442 199	3680 733	1.6%	674 875	832 070	969 997	3.79
National	41780 470	45145 618	47963 626	1.3%	9370 586	11 364 451	13043 694	3.68



Source: Global Insight: Regional eXplorer 388 (2.2b)

Table 5 below, depicts that in 2007 blacks accounted for the majority (90.7%) of the Pixley ka Seme population while Whites, Coloureds and Asians comprised 8.2%; 0.5% and 0.7% of the population respectively. This variable is consistent with both the provincial and national population characteristics.

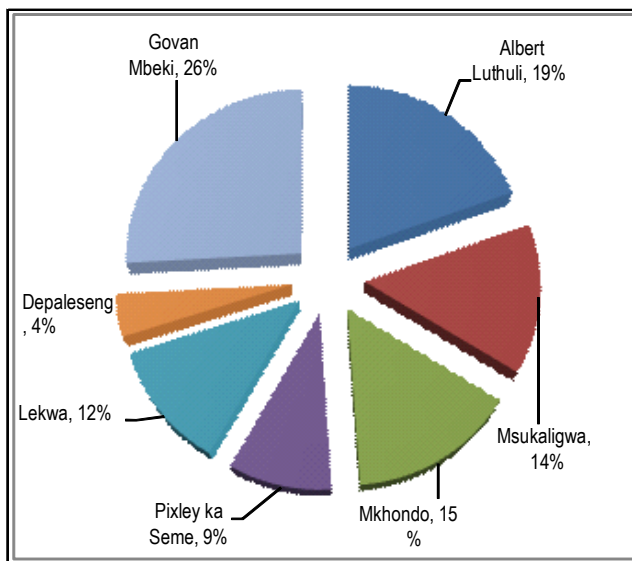
**Table 5: Population Groups and Gender**

	Population by Population Group [Numbers, 2007]				Population by Gender [Numbers, 2007]	
	Black	White	Coloured	Asian	Male	Female
Albert Luthuli	187 402	3 370	240	300	91 241	100 070
Msukaligwa	127 249	11 956	304	971	69 906	70 574
Mkhondo	141 653	5 355	480	913	73 212	75 189
Pixley ka Seme	84 390	5 824	332	545	43 999	47 092
Lekwa	100 948	12 676	1 603	1 125	59 360	56 993
Depaleseng	36 345	3 168	53	336	19 966	19 935
Govan Mbeki	211 807	37 901	1 944	2 380	129 440	124 592
Gert Sibande	889 793	80 250	4 956	6 570	487 122	494 446
Mpumalanga	3410 305	234 565	22 313	13 550	1815 502	1865 230
National	37821 955	4791 354	4174 477	1175 842	23587 609	24376 018

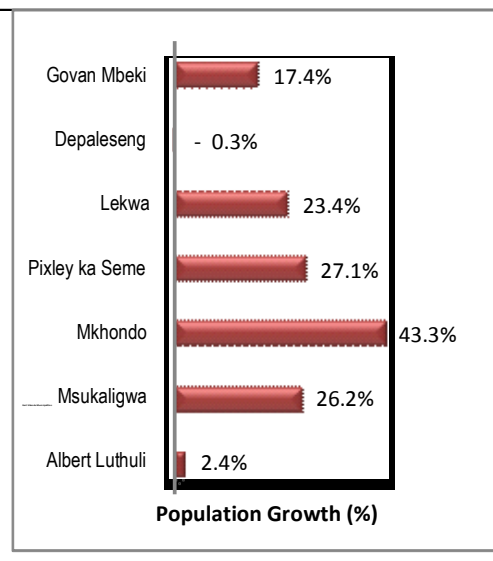
Source: Global Insight: Regional eXplorer 388 (2.2b)

From the table above it can be deduced that, whilst development initiatives within the municipality must continue to be inclusive and be based on the spirit of building a non-racial and non-sexist society, the plight of Africans as the culmination of the Apartheid policies and lasting impacts thereof must be accordingly addressed towards ensuring a transformed and an integrated society.

**Chart 1: Population by Municipalities (%) 2007 Growth**



**Chart 2: Population Growth**



**Source: Global Insight: Regional eXplorer 388 (2.2b)**

With 254 031 people chart 1 shows that the Govan Mbeki municipality accounts for the largest share (26%) of the Gert Sibande population followed respectively by Albert Luthuli (19%), Msukaligwa (14%) and Mkhondo (15%). Dipaleseng on the other hand is the least populated municipality within the Gert Sibande, accounting for 39 901 people (4%) of the population.

Chart 2 also shows that by 2007, Mkhondo had experienced the highest (43%) population growth followed respectively by Pixley ka Seme (27.1%); Msukaligwa (26.2%); Lekwa (23.4%) and Govan Mbeki (17.1%) municipalities. Gert Sibande's population growth was in 2007 higher than both the Mpumalanga (17.1%) and nationally (14.8%).

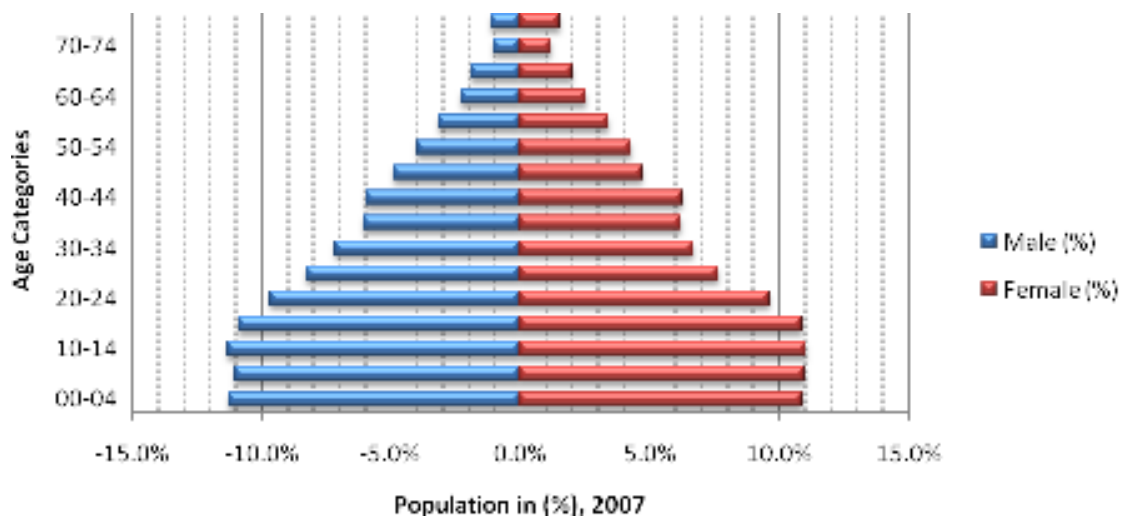
The concentration of the Gert Sibande population within and around the Govan Mbeki local municipality is consistent with the assertion that, migration from rural to urban and peri-urban areas is driven by the hope of finding employment opportunities. Govan Mbeki has, as one of its magisterial areas, towns such as Secunda which is the heartland of the District economy. The population decline experienced by the Dipaleseng local municipality can probably attributable to

out-migration due to its proximity to some of the major cities of the Gauteng province.

In 2007 women made up the majority (50.7%) of the Gert Sibande population. During the same period the population below the age of 14 was estimated at 326 459 or 33.5% of the GSDM population while those aged 60 and above were estimated at 66 957 (6.8%) of the population.

The youth (aged between 15 and 34 years) constitute 35.5% while the economically active population (ages of between 15 and 64 years) account for 62.3% of the total population. Another important observation is that the youth account for 56.9% of the economically active population.

**Chart 3: Gert Sibande Population by Age and Gender [2007]**



**Source: Global Insight: Regional eXplorer 388 (2.2b)**

Another indicator of population dynamics is the age dependency ratio which is defined as the ratio of the combined child population (0-14 years) and the aged population (65 years and over) or persons in the dependent ages, to every 100 people of the intermediate age population (15-65 years). In terms of the 2007 population estimates Gert Sibande has a dependency ratio of 64%.

Gert Sibande Municipality population exhibits many of the national population characteristics. Women and youth are in the majority and there is a relatively high population dependency. These characteristics have several related implications for economic development which include:

- A relatively high number of people below age 14 means that health and education must be given a priority status in development planning;

- The concentration of the economically active population below age 35 implies that employment and economic opportunities must reflect a bias towards youth which may include intensive skills development, on the job training etc;
- The youth, in particular young women are considered to be more vulnerable social and economic deficits and the risk of contracting HIV.

### **Table 15: Mining and Quarrying**

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

<b>MUNICIPALITY</b>	<b>MINING AND QUARRYING (tons)</b>
Albert Luthuli	117 776
Dipaleseng	140
Govan Mbeki	4 186 523
Lekwa	173 435
Mkhondo	86 670
Msukaligwa	242 351
Pixley Ka Seme	25 084

### **Table 16: Manufacturing – Labour Intensive**

<b>MUNICIPALITY</b>	<b>MANUFACTURING – LABOUR INTENSIVE [R. 000]</b>
Albert Luthuli	64 246
Dipaleseng	23 966
Govan Mbeki	10 969 693
Lekwa	107 693
Mkhondo	213 661
Msukaligwa	69 396
Pixley Ka Seme	16 967
Gert Sibande District	11 465 574

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

Moving forward, the municipality must then strategically decide as to whether in collaboration with all its strategic Partners it will try and spatially re-distribute the economy or build on the strength of agglomeration.

### **GSDM's Economic Indicators**

Human Development Index (HDI) is a reliable indicator of development, which is measured by life expectancy; literacy and income. The HDI for the District Municipality at the beginning of the current financial year has dropped from 0.55 to 0.53, which is still above 0.50 indicating a moderate level of development within the District.

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 GINI Coefficient of GSDM is 0.64, which is equal to the National and Provincial figures and varies to that of Ehlanzeni (0.65) and Nkangala (0.62) District Municipalities respectively. 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 challenge for the municipality and the GSDM will be 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, needs to progressively come up with ways of dealing with this potentially damaging trend.

Location Quotient: Is an indicator of the Comparative Advantage of a economy. A Provincial or Magisterial economy has Location Quotient larger (smaller) than one or a Comparative Advantage (Disadvantage) in a particular Sector when the share of that Sector in the Province economy is greater (less) than the share of the same Sector in the National Economy.

Table 3 below shows that, at (0.63) the HDI for Govan Mbeki is higher than both the Mpumalanga (0.53) and the national one (0.60). Also that, in addition to Govan Mbeki, only Msukaligwa (0.53) and Lekwa (0.55) are have HDI's equal to or above that of Mpumalanga. Of concern is that the indices for Mkhondo, Pixley ka Seme and Lekwa have not changed in past 7 years while that of Msukaligwa has decreased. Similarly, where improvements were observed, they were found to have been slower compared to the national levels. The improvements in HDI suggest that the various development interventions have had some impact albeit marginal over the past 11 years.

**Table 17: Gert Sibande State of HDI, Gini Coefficient and Poverty Rates**

	Human Development Index (HDI)			Gini Coefficient			% People Living in Poverty		
	1996	2001	2007	1996	2001	2007	1996	2001	2007
<b>Albert Luthuli</b>	0.39	0.45	0.46	0.57	0.62	0.63	63.0%	62.9%	62.5%
<b>Msukaligwa</b>	0.53	0.54	0.53	0.57	0.65	0.68	44.3%	50.5%	47.8%
<b>Mkhondo</b>	0.44	0.43	0.43	0.58	0.65	0.66	50.8%	58.1%	56.1%
<b>Pixley ka Seme</b>	0.45	0.48	0.48	0.61	0.67	0.68	53.7%	57.1%	53.6%
<b>Lekwa</b>	0.53	0.55	0.55	0.57	0.62	0.65	37.5%	48.8%	48.0%
<b>Depaleseng</b>	0.48	0.48	0.49	0.56	0.60	0.63	55.1%	70.1%	68.6%
<b>Govan Mbeki</b>	0.58	0.62	0.63	0.61	0.66	0.67	32.1%	38.4%	29.2%
<b>Gert Sibande</b>	0.50	0.53	0.54	0.61	0.67	0.68	47.8%	53.4%	48.8%
<b>Mpumalanga</b>	0.49	0.52	0.53	0.61	0.66	0.68	50.4%	56.0%	51.2%
<b>National</b>	0.56	0.59	0.60	0.62	0.66	0.67	40.8%	48.1%	42.8%

**Source: Global Insight: Regional eXplorer 388 (2.2b)**

In terms of Table 17 above, most Gert Sibande local municipalities have relatively high Gini coefficients or high levels of income inequality. While the levels of inequality are broadly characteristic of the broader South Africa, the fact that they have continued to increase since 1996 and remain above the national level is a cause for great concern.

Mpumalanga Province enjoys a Comparative Advantage in four major Sectors, viz: Agriculture; Mining; Manufacturing and Electricity Generation. GSDM exhibits a similar profile to that of the Province in that it has a Comparative Advantage in Agriculture; Mining; Manufacturing and Electricity Generation.

#### Agricultural Development and Land Reform

Sustainable Integrated Agricultural Programme for the municipality guided by the GSDM Economic Viability of 77 Land Reform Projects

There are 77 communities who have benefited from land re-form projects in our District. Due to uncoordinated capacity building and support for the beneficiaries, this has led to some challenges in the sustainability in most of the previously economically viable farms. Pixley ka Seme intends to coordinate development and support for agricultural sector with emphasis to enhancing partnerships, training and development, management within the agricultural sector, farm worker labour training and development and overall

economic empowerment within the agricultural sector for the municipal agricultural communities.

**Table 15: Mining and Quarrying**

MUNICIPALITY	MINING AND QUARRYING (tons)
Albert Luthuli	117 776
Dipaleseng	140
Govan Mbeki	4 186 523
Lekwa	173 435
Mkhondo	86 670
Msukaligwa	242 351
Pixley Ka Seme	25 084

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

**Table 16: Manufacturing – Labour Intensive**

MUNICIPALITY	MANUFACTURING – LABOUR INTENSIVE [R. 000]
Albert Luthuli	64 246
Dipaleseng	23 966
Govan Mbeki	10 969 693
Lekwa	107 693
Mkhondo	213 661
Msukaligwa	69 396
Pixley Ka Seme	16 967
Gert Sibande District	11 465 574

Source: Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

### **GSDM's Economic Indicators**

Human Development Index (HDI) is a reliable indicator of development, which is measured by life expectancy; literacy and income. The HDI for the District Municipality at the beginning of the current financial year has dropped from 0.55 to 0.53, which is still above 0.50 indicating a moderate level of development within the District.

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 GINI Coefficient of GSDM is 0.64, which is equal to the National and Provincial figures and varies to that of Ehlanzeni (0.65) and Nkangala (0.62) District Municipalities respectively. 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.

Location Quotient: Is an indicator of the Comparative Advantage of a economy. A Provincial or Magisterial economy has Location Quotient larger (smaller) than one or a Comparative Advantage (Disadvantage) in a particular Sector when the share of that Sector in the Province economy is greater (less) than the share of the same Sector in the National Economy.

Table 3 below shows that, at (0.63) the HDI for Govan Mbeki is higher than both the Mpumalanga (0.53) and the national one (0.60). Also that, in addition to Govan Mbeki, only Msukaligwa (0.53) and Lekwa (0.55) are have HDI's equal to or above that of Mpumalanga. Of concern is that the indices for Mkhondo, Pixley ka Seme and Lekwa have not changed in past 7 years while that of Msukaligwa has decreased. Similarly, where improvements were observed, they were found to have been slower compared to the national levels. The improvements in HDI suggest that the various development interventions have had some impact albeit marginal over the past 11 years.



**Table 17: Gert Sibande State of HDI, Gini Coefficient and Poverty Rates**

	Human Development Index (HDI)			Gini Coefficient			% People Living in Poverty		
	1996	2001	2007	1996	2001	2007	1996	2001	2007
Albert Luthuli	0.39	0.45	0.46	0.57	0.62	0.63	63.0%	62.9%	62.5%
Msukaligwa	0.53	0.54	0.53	0.57	0.65	0.68	44.3%	50.5%	47.8%
Mkhondo	0.44	0.43	0.43	0.58	0.65	0.66	50.8%	58.1%	56.1%
Pixley ka Seme	0.45	0.48	0.48	0.61	0.67	0.68	53.7%	57.1%	53.6%
Lekwa	0.53	0.55	0.55	0.57	0.62	0.65	37.5%	48.8%	48.0%
Depaleseng	0.48	0.48	0.49	0.56	0.60	0.63	55.1%	70.1%	68.6%
Govan Mbeki	0.58	0.62	0.63	0.61	0.66	0.67	32.1%	38.4%	29.2%
Gert Sibande	0.50	0.53	0.54	0.61	0.67	0.68	47.8%	53.4%	48.8%
Mpumalanga	0.49	0.52	0.53	0.61	0.66	0.68	50.4%	56.0%	51.2%
National	0.56	0.59	0.60	0.62	0.66	0.67	40.8%	48.1%	42.8%

**Source: Global Insight: Regional eXplorer 388 (2.2b)**

In terms of Table 17 above, most Gert Sibande local municipalities have relatively high Gini coefficients or high levels of income inequality. While the levels of inequality are broadly characteristic of the broader South Africa, the fact that they have continued to increase since 1996 and remain above the national level is a cause for great concern.

Mpumalanga Province enjoys a Comparative Advantage in four major Sectors, viz: Agriculture; Mining; Manufacturing and Electricity Generation. GSDM exhibits a similar profile to that of the Province in that it has a Comparative Advantage in Agriculture; Mining; Manufacturing and Electricity Generation.

### **Agricultural Development and Land Reform**

Sustainable Integrated Agricultural Programme for GSDM Economic Viability of 77 Land Reform Projects

There are 77 communities who have benefited from land re-form projects in our District. From the above statistical information, it is apparent that the population of our municipality grows in 2% annually. To illustrate the growth, we look at the past years:

- 1996 – 71 657

- 1997 – 74 395
- 1998 – 77 007
- 1999 – 79 494
- 2000 – 81 788
- 2001 – 84 000
- 2002 – 85 577
- 2003 – 87 002
- 2004 – 88 246
- 2005 – 89 382
- 2006 – 90 306
- 2007/8 – 91 091

Further take note that the ratio on gender as on 30 September 2008 within the municipality is as follows:

- Male – 43 999
- Female – 47 092

Population total: **91 091**

## 1.4 SOCIO-ECONOMIC PROFILE

### Dwelling type (StatsSA 2006):

	Formal	Informal	Traditional	Other
Pixley Ka Seme	10 524	5 475	2 001	38

Source: PKSLM WSDP 2006

### Labour Market Status (economically active population StatsSA 2006):

	Employed	Unemployed	Not economically active	Pensioners and under age
Pixley Ka Seme	11 746	12 043	22 022	36 540

Source: PKSLM WSDP 2006

The table above reflects the labour force within the municipality and demonstrates a huge challenge on the number of economically active population that is not employed nor engaged in any economic activity.

### Extent, Population and People below minimum living standard and household income:

Extent (ha)	Population StatsSA 2006	Population below min. living standards	% People below min. living standards	Total Household Income R	% to total Household Income for PKSLM
522 723	80 737	56 034	69,54	383 760 842	5,35

## Economically Active Population

Ages	Percentage
0 - 4	12,26%
5 - 19	38,75%
20 – 64	43,85%
Over 64	5,14%
<b>Total</b>	100%

Source: PKSLM WSDP 2006

The tables reflect the huge number of people that need skills and capacity to support and sustain the municipality's economic growth and development. The challenge is also to redirect the available pool of potential labour force to acquire the needed skills needed to drive our economy.

## Tourism

Municipality	GVA (R)
Pixley Ka Seme Local Municipality	8 061

Source: Global insight: Ricon (Pty) Ltd. Regional Economic Explorer Version 2.0c

The above table reflects the estimated contribution of the municipality to the regional economy and the province. There is still more the municipality can do expand its economic contribution through its economic growth and development strategy.

According to the above-mentioned table, there is great potential for tourism in the area. The Global Value Added (GVA) of 8 061 per rand reflects a great contribution to the provincial economy and can be improved.

## Mining and Quarrying:

Municipality	Mining and Quarrying (tons)
Pixley Ka Seme Local Municipality	25 084

Source: Global insight: Ricon (Pty) Ltd. Regional Economic Explorer Version 2.0c

The above table reflects the amount of mining and quarrying activities that takes place in Pixley Ka Seme Local Municipality.

In terms of the table, the municipality has greater challenges in ensuring strong partnerships with business and other relevant investors in combating unemployment through this sector.

## Manufacturing – Labour Intensive:

Municipality	Manufacturing – Labour Intensive (personnel)
Pixley Ka Seme Local Municipality	16 967

Source: Global insight: Ricon (Pty) Ltd. Regional Economic Explorer Version 2.0c

The above table reflects number of the labour intensive personnel absorbed in the manufacturing sector. Possibility into various projects need to be explored, e.g. plantation of grains to manufacture oil and oil related products; plantation of sunflower plants for cooking oil; recycling projects; fish farming, etc.

### Construction and Infrastructure Projects:

Municipality	Number (R)
Pixley Ka Seme Local Municipality	417 232

*Version 2.0c*

The above-mentioned table reflects the infrastructure investments made by the municipality in minimizing the infrastructure and construction backlog. The continuous contribution to its local economy through these investments is aimed at providing sustainable services and creating a conducive environment for economic growth and development.

### Communication Networks:

Service Providers	Number
No. of cellular phone networks available (Vodacom, MTN, Cell-C, Virgin Mobile)	4
No. of internet services	±4
Public phone services	4
<b>Total</b>	<b>±12</b>

*Source: Local Municipalities data*

The above table reflects the different communication networks available in the municipality. These IT sectors need to further make investments in partnership with other stakeholders to increase access of such services to the rural communities.

## 1.5 FINANCIAL VIABILITY:

### Revenue Breakdown

Revenue							
2009/2010		2009/2010		2009/2010		2009/2010	
Equitable Share	LGFMG	MSIG	MIG	NEP	WSOT	SCTCR	Own Rev
(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
52 359	300	735	20 680	000	000	000	158 370

*Source: Information as provided by National Treasury Report, 2008*

### Consumer Debt

Municipality	2006	2007	2008
Pixley Ka Seme	26 385 357	40 243 675	54 690 086

Source: Information as provided by National Treasury Report, 2008

### Municipal Infrastructure Expenditure

2005/2006		2006/2007		2008/2009	
Capital Budget (R)	Capital Expenditure (R)	Capital Budget (R)	Capital Expenditure (R)	Capital Budget (R)	Capital Expenditure (R)
36 545 285	10 560 661	14 717 016	13 285 973	14 460 000	14 460 000

Source: Information as provided by National Treasury Report, 2008

### Operating Expenditure v/s Operating Expenditure Ratio

2007/2008 BUDGET			
Capital Expenditure R mil	Operating Expenditure R mil	Total Budget R mil	% Capital Expenditure vs. Total Budget
31 026 000	143 275 311	174 301 311	17,8%

Source: Information as provided by National Treasury Report, 2008

The above tables 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

## 1.6 DEVELOPMENT OBJECTIVES FOR THE POLITICAL TERM

Pixley Ka Seme Local Municipality is committed to:

- Support government efforts to put the people at the centre of development, not merely as beneficiaries, but as drivers of transformation.
- Move faster and further in providing the better life for all.
- Half unemployment and poverty by 2014.
- Provide the skills required by the district economic development and growth.

- Ensure that all South African are fully able to enjoy the full dignity of freedom
- Working with our National and Provincial Governments to improve service delivery and access to basic services.
- Ensure participation of the people to allow citizens to identify the problems that their community face and partner in providing solutions to deal with these problems and improve public service
- Speed up the delivery of free basic services
- Build sustainable human settlements and viable communities.
- Provide infrastructure that will create an environment that is conducive to economic growth and development that facilitate and increase capacity to provide basic services, which will contribute to a safe and healthy environment.
- Create job opportunities and fight poverty through infrastructure development and service delivery, procurement and support for SMME's and Broad Based Black Economic Development.
- Ensure that Councilors are responsive, accountable and effective and that everybody is involved in local government understands and honors the duty to respect and serve the people.

The municipality will work closely with government institutions to initiate and create job opportunities through EPWP, for the benefit of the unemployed and the poor. By 2010, when South Africa hosts to Soccer World Cup, all households will have access to running water and decent / proper sanitation. The district aims to ensure that all households have access to electricity by 2012. The district also subscribes and will not tolerate corruption activities, laziness and arrogance. The municipality aims to accelerate service delivery so that no community will be still using the bucket system for sanitation by the end of 2007.

All communities will have access to clean water and decent sanitation by 2010. All houses will have access to electricity by 2012. Housing developments are located closer to places of work. The municipality in partnership with the department of housing will strive to put more resources to build more and better roads, infrastructure for water and sanitation, and schools and clinics where they are needed, in rural and urban areas alike. By using the approach of the expanded public works programme in providing infrastructure, we will strive to ensure that more people have work opportunities and are given skills. Implement other special programmes in rural and urban areas where the poorest people live, including assistance in setting up food gardens and enviro-club and promotion and protection of the environment. Assist those who want to set up small businesses with skills, and other forms of support in partnership with SEDA. The municipality has strengthened its public participation by making Ward Committees more effective. Comprehensive

consultations are done through the Integrated Development Plan (IDP) processes and budget process; Izimbizo Forums to ensure effective consulting with communities.

The HIV/AIDS prevalence within the municipal area poses a greater challenge. It is estimated that 42% of the total population is HIV positive or living with HIV. This has an impact on the developmental objectives and strategies of the municipality.

It further creates dependency in terms of grants, support and will increase the number of indigents within the municipality. In facing the situation, the municipality, the district municipality, sector government departments and all relevant stakeholders, need to partner in:

- HIV/AIDS Awareness Campaigns
- Voluntary counseling and treatment campaign
- Initiating projects aimed at prevention and caring
- Identifying better and sustainable projects for Home Based Care
- Establishment of hospices in all five municipal administrative units
- Creation of sustainable foster care; step-in facilities and drop-in centers for HIV and rape victims and orphans
- Linking sustainable Local Economic Development projects for all residents including those infected and affected, to the government National Strategically Programmes.

The Municipal IDP Forums are functioning and ensure participation of all stakeholders. Some Provincial Departments are assisting in the refinement of the IDP, this augurs well for inter-sectoral collaboration.

The Municipality will strive to facilitate partnerships to accelerate programmes for youth, women empowerment (transversal issues), skills development and employment opportunities. The Municipality will also strive to have a one stop government centre (Thusong Service Centre) where citizens can get government services and information.

Furthermore, Pixley Ka Seme Local Municipality has the following strategic focus:

- Public Capital Investment
- Private Capital Investment
- Municipal Wide Projects
- Detail Planning Projects
- Urban Regeneration and Restructuring Projects
- Commercial and Industrial Projects
- Housing Projects
- Mixed Land Use Areas

- Provision of Community Facilities
- High biodiversity Sensitive Environments
- Areas for Rural Led Land Reform
- Tourism and Recreational
- Agriculture

## 2. IDP PLANNING PROCESS

### 2.1 ANALYSIS OF PROVISION OF SERVICE DELIVERY

The Pixley Ka Seme Local Municipality still has a huge legacy in terms of addressing the basic needs of its community, much has 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 note also, 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 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.

#### Water Provision:

#### Estimated Backlog on Bulk Infrastructure

Water no. of household	% of Total District Backlog	Sanitation No. of household	% of Total District Backlog	Est. Rural & Sanitation Backlog
2001	7,58	5 767	6,54	2001

*Source: PKSLM – WSDP May 2006*

The challenge during the current financial year is to ensure that the backlog is addressed in order to be in line with the set millennium targets.



### Proclaimed formal areas with access to water

No. of households	No. of households with access	Estimated Backlog
18 000	15 999	2 001

Source: DWAF Figures – April 2005

In support of the Provincial Flagship projects, Pixley Ka Seme Local Municipality needs to engage the Department of Local Government and Housing in addressing the backlog and utilize local labour in doing so.

### Types of access to water (Pixley ka Seme Local Municipality: 2007)

Type of Service	Pixley Ka Seme Local Municipality
In-house	3 213
Yard connection	7 906
< 200m	1 634
> 200m	2 098
Bore Holes	1 614
Spring	441
Rain water tank	101
Dam / Pool	283
Rivers / streams	373
Vendor	138
Other	200

Source: PKSLM WSDP 2006

The municipality plans to ensure that all residents have access to clean water by 2010.

### Residential Consumer Units: Water

No. of Consumers units with:	Urban	Rural: Dense	Rural: Village	Rural: Scattered	Rural: Farmland
None / inadequate	9 613	7 500	6 000	2 300	11 907
Communal Water Supply	17 014	12 803	3 803	284	6 202
Uncontrolled volume supply: yard tap / house connection	139 713	7 016	5 033	155	33 786
Total served (2+3+4)	156 728	19 819	8 836	439	39 988
<b>Total (1+5)</b>	<b>166 341</b>	<b>21 796</b>	<b>12 183</b>	<b>1 238</b>	<b>51 962</b>

It is very crucial for all water supplies to be regulated and measured, which will further determine the water loss in a quantitative manner.

## **Environmental Management and Protection**

Pixley ka 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

Govan Mbeki, Dipaleseng, Lekwa, Pixley ka Seme and Msukaligwa local Municipalities have been included in the recently declared Highveld Priority area by the Minister of Environmental Affairs and Tourism, GSDM in partnership with the DEAT & DALA are in a process of establishment of air quality monitoring systems, initially, in Embalenhle and Ermelo. Over and above this, the District will source professional support to develop the Integrated District Environmental Management Framework and Plan, before the end of 2009.

Pertaining to Environmental protection, the District with its vast landscapes, mining activities, wetlands, industries, sewerage treatment plants and farming, has a significant challenge that is faced with in terms of trying to balance the economic, and developmental needs that are equally competing against the need to protect, conserve the natural environment and put stress on its natural ability to resuscitate itself and prevent environmental pollution. The District also as part of the republic is bound by the international treaties signed by the government to protect the environment; these include efforts to implement all environmental protocol and conventions signed or commitments made by government

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

### **Water Provision**

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:

<b>Roles &amp; Responsibilities</b>	
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	

In view of the schedule above, the municipality depends highly on GSDM on concentrating on the implementation of Bulk Water Supply Projects i.e. Water Treatment Plants and rudimentary water supply projects. It is evident that planning (WSDP's) and water quality management needs to be supported within the District and therefore strategic steps involving all the relevant stakeholders are currently being taken in this regard.

### **Water Conservation and Demand Management. (Water Services)**

In terms of regulations under the Water Services Act, 1997 (Act 108 of 1997), compulsory national standards were established. These Compulsory National Standards (Section 9(1)) Potable Water) refer to water conservation, demand management and unaccounted for water as follows:

Under the aspect of water and effluent balance analysis and determination of water losses the following must be performed by the WSA on a monthly basis :

- a) measure the quantity of water per supply zone;
- b) determine the quantity of unaccounted for water;
- c) measure the quantity of effluent received at sewage treatment plants; and
- d) Determine the quantity of water supplied but not discharged to sewage treatment plant.

Every WSA has the obligation to progressively reduce the quantity of unaccounted for water and records of the quantities of water measured must be retained. To do this and to ensure the measurement or control of water supplied, suitable water volume measuring devices must be provided for at all consumer connections. It is also evident that most of the WSA's have no comprehensive records of their water services reticulations and other water services infrastructure. All these details need to be captured and the reticulations need to be modelled to provide information for future planning and development.

The intension of GSDM is to perform water demand and loss studies of all the reticulations within its jurisdictional area and capture all the as built information for the entire water services infrastructure within the District. All this information will be provided to the WSA's and captured on the District wide Geographical Information System (GIS) on completion of the studies. The information will further be maintained by GIS officers that the District has appointed and is in the process of training.

### **Water Services Backlog**

Pixley ka 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 backlogs are large and it will not be possible to achieve the said targets in time.

The estimated backlogs for the provision of a basic water and sanitation service is as provided and has been derived from information obtained from a

number of sources, which will be continuously verified by DWAF and the WSA's within the GSDM.

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 purposed to improve the level of service to a community.

As reflected in table 21 below there are approximately 54,915 households without access to water services and approximately 79,485 households without access to sanitation services.

**Table 21: Estimated Household backlogs on Water & Sanitation services (Category A, B & C)**

Municipality	No of household without Water	% of Total in relation to District Backlog	No of household without Sanitation	% of Total in relation to District Backlog	Estimated Rural Water & Sanitation Backlog
Albert Luthuli	4,819	9%	32,105	40%	36,924
Dipaleseng	2,096	4%	4,570	6%	6,666
Govan Mbeki	5,170	9%	12,154	15%	17,324
Lekwa	8,218	15%	10,462	13%	18,680
Mkhondo	15,517	28%	13,229	17%	28,746
Msukaligwa	11,764	21%	2,405	3%	14,169
Pixley Ka Seme	1,750	13%	3,060	6%	5.830
GSDM	54,915	100%	79,485	100%	134,400

Source: DWAF/GSDM 2009 (verification continuous)

The estimated backlogs for the provision of a basic water and sanitation service is as provided and has been derived from information obtained from a number of sources, which will be continuously verified by the DWAF and the WSA's within the GSDM.

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 purposed to improve the level of service to a community.

#### 1.9.2.2.1. Water

**Table: 22 Proposed eradication of Water backlogs (Categories A, B & C) during the current (2008/09) financial year are as follows:**

Local Municipality	H/H Backlog Beginning 2008/09	Backlog Eradication - 2008/09	Proposed Backlogs Eradication 2009/10	Possible Remaining backlogs
Albert Luthuli	5,635	816	72	4747
Dipaleseng	2,205	109	109	1987
Govan Mbeki	5,307	137	570	4600
Lekwa	8,362	144	144	8074
Mkhondo	15,555	38	117	15400
Msukaligwa	12,626	861	604	11161
Pixley ka Seme	7,632	301	71	7260
<b>Total</b>	<b>57,321</b>	<b>2 406</b>	<b>1,686</b>	<b>53229</b>
Remaining household backlogs (Beginning of 2009/10)			54,915	

In view of the schedule above, 2 406 house holds which is 4, 20% were eradicated through secured GSDM and MIG funding the 2008/09 financial year. The 2009/10 funding allows for the 3.1% eradication of the outstanding 54 915 house holds (22.6%) backlogs leaving a balance of 53,229 house holds still for eradication in the following years.

There is currently inadequate funding available to the municipality to meet the target for the eradication of water services backlogs. The shortfall in funding required to meet the backlog is R 529 856 105 for Gert Sibande District Municipality water provision.

### **CATEGORY A BACKLOGS - BASIC LEVEL OF SERVICE**

On analysis of the backlogs of category "A" projects (basic services) only, statistics record that 2,102 house holds will be eradicated representing a 4% reduction on water services backlogs of 44,590 at the beginning of the 2008/09 financial year leaving a balance of 42,488 house holds still to be eradicated. The remaining backlog in terms of water services at the beginning of the 2009/10 financial year where no basic services has been provided is 18% of the total household count of 242 488.

#### **Sanitation**

<b>Municipality</b>	<b>Population</b>
Pixley Ka Seme Local Municipality	91 091

*Source: Population StatsSA 2006*

In order to meet the set millennium targets of 2010, the municipality has to set targets of total bucket eradication and ensuring that all inhabitants have access to proper sanitation by the end of 2007.

#### **Proclaimed areas with access to sanitation**

<b>No. of households</b>	<b>Bucket system before 2004</b>	<b>Buckets eradicated</b>	<b>In-process of eradication</b>	<b>Households below RDP standards (rural)</b>
18 000	0	0	0	3 060

*Source: DWAF figures – April 2005*

The above-mentioned table reflects the number of people with access to sanitation in proclaimed areas. The current backlogs is to provide water and sanitation in line with the millennium goal and it is a challenge to the municipality to be able to reach these goals which will have to get more resources from all stakeholders.

#### **1.9.2.2.2. Sanitation**

Pixley ka Seme supported by the District through its Water Services Blue print will strive to contribute towards attaining the Millennium Targets through



ensuring access of a basic level of sanitation to all by 2014 through partnerships with all spheres of government and the private sector (the National target of 2010 was not achieved due to insufficient funding and human resources capacity).

Variety of Plans has been compiled by the municipality to eradicate emanating backlogs. These have been linked as higher impact projects for the Water for All Flagship project with specific targets. MIG and own funds from the municipality shall be utilized towards the eradication of the backlogs.

**TABLE: 23 Proposed eradication of Sanitation backlogs (Categories A, B & C) during the (2008/09) financial year are as follows:**

Local Municipality	H/H Backlog Beginning 2008/09	H/H backlog 2008/09 - Eradication	Proposed Backlogs Eradication 2009/10
Albert Luthuli	35,401	3 296	2,335
Dipaleseng	4,792	222	116
Govan Mbeki	13,033	879	879
Lekwa	10,684	222	222
Mkhondo	14,787	188	188
Msukaligwa	2,496	90	90
Pixley ka Seme	6,031	1 470	792
Total	87,223	7 738	4,623
Remaining household backlogs (Beginning of 2009/10)		79 485	

In view of the depiction above, 7 738 house holds will be eradicated through secured funding from the GSDM and MIG during the 2008/09 financial year. This represents a 8, 87% eradication of the outstanding backlog of 87 223 house holds at the beginning of the year leaving a balance of 79 485 house holds still remaining for eradication.

**CATEGORY A BACKLOGS - BASIC LEVEL OF SERVICE**

On analysis of the backlogs of category "A" projects (basic services) only, statistics record that 7,081 house holds will be eradicated representing a 8% reduction on water services backlogs of 81,916 house holds at the beginning of the 2008/09 financial year leaving a balance of 74,835 house holds still to be eradicated.

The remaining backlog in terms of sanitation services at the beginning of the 2008/09 financial year where no basic services has been provided is 34% of the total household count of 242 936.

## **Bulk water & Sanitation Supply (including W & S Treatment Plants)**

The Gert Sibande District Municipality is well underway with the determination of the status quo in relation to the needs and functionality of bulk infrastructure and more specifically that of the Treatment Plants within the District. Although this process is not completed as yet, estimations on the required funding needed to start up the much needed refurbishment at the various purification plants has been calculated.

In line with the recommendations mentioned above, one of the key projects which require vast amounts of funding is the refurbishment and upgrade of Water and Sanitation Treatment Plants in the entire area of the Gert Sibande District region. In addition to the refurbishment of bulk infrastructure, the GSDM is also implementing a number of projects for the upgrade of bulk infrastructure for which inadequate funding is available to complete the projects.

### **General State of W & S Purification Plants in the GSDM region**

The majority of the treatment plants within the GSDM are in a bad state of repair. As a result of the comprehensive assessments that have been completed, the following is a good indication on the Capex and Opex funding required to refurbish and Operate and maintain the existing bulk infrastructure.

**Table: 24 Estimated Funding Requirements on Refurbishment**

<b>Municipality</b>	<b>Est. cost - Refurbishment</b>		<b>Total</b>
	<b>Water</b>	<b>Sanitation</b>	<b>W &amp; S</b>
<b>ALBERT LUTHULI</b>	R 4,800,000	R 7,300,000	R 12,100,000
<b>DIPALESENG</b>	R 754,450	R 2,250,100	R 3,004,550
<b>GOVAN MBEKI</b>	R 0	R 11,959,250	R 11,959,250
<b>LEKWA</b>	R 1,539,369	R 3,417,090	R 4,956,459
<b>MKHONDO</b>	R 2,170,000	R 20,150,000	R 22,320,000
<b>MSUKALIGWA</b>	R 4,090,352	R 9,004,024	R 13,094,376
<b>PIXLEY KA SEME</b>	R 1,189,400	R 5,587,500	R 6,776,900
<b>TOTALS:</b>	<b>R 14,543,571</b>	<b>R 59,667,964</b>	<b>R 74,211,535</b>

It must be emphasized that the funding requirements provided above is only to refurbish existing infrastructure where the purification plants are not in a state to be operated effectively. No funds required as mentioned above is earmarked for any extension or upgrading of bulk services to meet the Millennium Targets.

To enable such a construction programme it is necessary for the GSDM to acquire additional funding in the form of Loans or grand funding, should this become available.

**TABLE 25: Additional Funding Required for O & M**

Municipality	Est. cost - O & M		Total Opex per Annum W & S
	Water	Sanitation	
<b>ALBERT LUTHULI</b>	R 0	R 0	R 0
<b>DIPALESENG</b>	R 3,402,234	R 4,397,752	R 7,799,986
<b>GOVAN MBEKI</b>	R 220,784	R 10,258,032	R 10,478,816
<b>LEKWA</b>	R 5,727,718	R 4,698,817	R 10,426,535
<b>MKHONDO</b>	R 17,837,820	R 12,899,880	R 30,737,700
<b>MSUKALIGWA</b>	R 6,439,446	R 5,807,274	R 12,246,720
<b>PIXLEY KA SEME</b>	R 11,655,195	R 13,082,027	R 24,737,222
<b>TOTALS:</b>	<b>R 45,283,197</b>	<b>R 51,143,781</b>	<b>R 96,426,978</b>

Note: The OPEX figures for Albert Luthuli are currently been determined

There is a possibility that funding may be sourced from a Department of Water Affairs initiative to refurbish all bulk treatment plants throughout the country for which the GSDM is active in pursuing.

### **Rudimentary Water Supply (Rural and Farms Area)**

The District is progressing with the implementation of rudimentary water and sanitation supply by way of planning of the location of such projects and the production of standard tender documentation for both rudimentary water and sanitation supply.

The District has also through proactive work been appointed by the Department of Water Affairs and Forestry (DWAFF) for the implementation of the water and sanitation to schools programme for all the schools within the GSDM area.

The GSDM is progressing well with this programme however have a challenge of receiving authority to work on private property on which the schools have been located. This property ownership issue is currently been dealt with by DoE and DWAFF. Should it not be dealt with speedily then the GSDM could experience some delays in the implementation programme.

## **Water Conservation and Water Demand Management**

As one of the functions prescribed above, the GSDM must provide assistance to the LM's on water conservation and demand management. This is critical so as to conserve our water resources and also to extend the life of our infrastructure, delaying the need to spend capital on the upgrading of some water and sewage treatment plants.

After inspection of all the Section 78 Assessments for the LM's within the GSDM it is noted that the LM's are not effectively providing water conservation and demand management. Most of the LM's do not have proper records of their reticulations and have no management of their networks. Most of the records of the infrastructure are within the institutional memory of the LM's and should the personnel be lost then the knowledge of the systems will be lost.

The municipality has no way of determining whether the existing infrastructure can cope with new developments and there is very little Infrastructure replacement planning performed at this time.

It is vital that the municipality and the GSDM begin with the water loss / lost revenue section so as to minimize water losses and start building up records of the infrastructure. It is necessary that existing reticulations are modeled and that future development is carefully catered for in the planning function.

Key Issues amongst others with which the District and all the Local Municipalities must emphatically confront pertaining to Water Services include the following:

- Progressively ensuring that rural communities enjoy the same rights and benefits as urban communities in terms of free basic services and provision of housing. Much has been done to provide water [boreholes] and sanitation [VIP toilets] on most farms. Continuous engagements will be used to resolve and address these challenges.
- The legacy of service provision in all the Local Municipalities needs attention with the challenges of low payment rates for services, small tax base, little investment or no significant economic activities.
- Sustainable use and conservation of Water (Water resources)
- The modelling of infrastructure through water conservation and demand management studies to reduce water losses in the reticulations.
- Performance of a bulk water master plan study for the entire District.
- Need for an Integrated WSDP for the entire GSDM area.

- Eradication of the remaining backlogs
- Performance of status quo investigations of water services treatment plants to establish the refurbishment and O & M costs and other critical operations information.
- The refurbishment and proper operation of the Water & sewer treatment plants
- The proper allocation of funding to the operations and maintenance budgets for the water & sewage treatment plants and associated infrastructure
- The training of operators of the water & sewer treatment plants.
- The establishment of an accredited water quality testing laboratory within the GSDM.
- The establishment of systems for the proper monitoring and testing for water quality.
- The rationalization of the operations reporting information systems into a District wide reporting system to improve efficiencies and customer service.
- The performance of an infrastructure investment strategy for the municipality.

## **Electricity Supply**

On 25 October 2006, the Cabinet decided on the creation of six wall-to-wall Regional Electricity Distributors (REDs) that will be public entities in accordance with the Public Finance Management Act of 1999 and regulated by the National Energy Regulator of South Africa (NERSA). Gert Sibande District Municipality concurs with this position and accepts the electricity reticulation function. The District's intention is to co-ordinate strategic and cost effective electricity distribution by entering into Service Level Agreements with all the seven (7) Local Municipalities who will act as Service Providers on behalf of the Gert Sibande District Municipality.

**Table 26 Proclaimed areas with access to electricity**

Municipality	Approach	No. of h/holds	Registered Indigent	FBE: Municipality	FBE: ESKOM	Estimated Backlog
Albert Luthuli	Targeted	44 237	1 071	10 000	1 195	16 418
Msakaligwa	Broad-based	34 020	965	33 121	749	8451

Mkhondo	Targeted	33 085	3 237	3 237	65	9677
Pixley Ka Seme	Broad-based	28 700	6 190	28 300	600	7567
Lekwa	Broad-based	20 522	3 246	20 947	369	6712
Dipaleseng	Broad-based	10 472	660	9 000	400	2 910
Govan Mbeki	Broad-based	69 167	11 000	60 000	8 000	13 090
GSDM Total		240 203	26 369	164 605	11 378	64 825

Source: DWAF figures – April 2005

An analysis of electricity provision in each local municipality is as follows:

- At Albert Luthuli a total of 65% households, schools, clinics, farms currently have access to electricity in the Albert Luthuli municipality.
- At Pixley ka Seme, 99% of urban areas and only 1% of farm workers have access to electricity. The municipality is looking at supplying Alternative renewable energy to rural residents as per guidelines from the DME.
- At Dipaleseng the municipality has set aside a budget of +R4m, +R3m and +R3m for the provision of electricity in the following areas in the next 3 financial years:
  - Provision of electricity on rural or farms workers households –
  - Provision, upgrading and maintenance of electrical network and electrification of all households in the municipality
  - Provision of electricity to Clinics
- A total of 70% of Govan Mbeki households, schools, clinics, farms currently have access to electricity

Key issues pertaining to Electricity:

- Eradication of the remaining backlogs

### **Human Settlement**

Provision of Housing remains the function of the Provincial Department of Housing; to this extent the District plays a supporting role in terms of ensuring all the necessary development requirements in collaboration with its constituent local municipalities.

Of the eleven municipalities in Mpumalanga who have lower percentage of households with formal dwellings below the provincial average of 77% with the exception of Msukaligwa at 79,6%, all the other six constituent municipalities have the lower percentages as follows, Albert Luthuli (70,1%), Mkhondo (68,8%), Seme (76,4%), Lekwa (60,1%), Dipaleseng (52,2%), Govan Mbeki (59,2%). And of the remaining municipalities in the province only two are from Gert Sibande which have a higher percentage of households with informal

dwellings above the provincial average of 11,7%, with Dipaleseng local municipality(43,4%) having the highest percentages and Govan Mbeki (25,7%) .

The main contribution of the District is the provision and upgrade or maintenance of bulk infrastructure servicing both new and existing settlements, facilitation of Development applications as well as well as assisting low capacity LMs in fast tracking the proclamation of unproclaimed Townships. The District intends to embark on a project to compile a database of all unproclaimed areas in the District and determine the cause of the delays with the intention to assist unblocking the bottlenecks in the system.

**Table 27 Proclaimed areas with access to housing**

Municipality	Unit Allocations (2000-2005)	Estimated backlog on housing units needed	Estimated Backlog	Rural
Albert Luthuli	8 775	18 000	6 246	
Msukaligwa	11 241	14 500	4 791	
Mkhondo	7 330	11 000	5 251	
Pixley Ka Seme	6 428	15 000	2 001	
Lekwa	5 337	12 000	6 207	
Dipaleseng	3 061	8 000	2 020	
Govan Mbeki	11 044	20 000	1 191	
<b>GSDM Total</b>		<b>98 500</b>	<b>27 707</b>	

Source: DLG&H figures – April 2005

There is a demand for Human Settlement developments judging by the number of Township Establishment Applications that the District receives on an annual basis.

**Table 28 Housing Typologies per Municipality**

Type of dwelling	Albert Luthuli	Msukaligwa	Mkhondo	Pixley Ka Seme	Lekwa	Dipaleseng	Govan Mbeki
Formal	2 3187	1 9428	1 0743	2066	1 3692	5459	36413
Informal	2740	4051	2125	2104	8657	3312	23879
Traditional	6246	4 791	5251	2001	6297	2020	1191
<b>TOTAL</b>		<b>70</b>	<b>18 128</b>	<b>6 171</b>		<b>10 771</b>	

Source: GSDM WSDP 2006 / STATSSA 2001

It can be deduced from the table above that majority of the people in the Pixley ka Seme dwells within formal housing type. Whilst this is an appreciated fact that those that dwell in less formal housing type remains unbearably high, with the municipality due to economic developmental dynamics therein been the worst affected by higher numbers of people staying in informal dwellings .

Key issues relating to housing include amongst others the following by the GSDM:

- Need to speedily address challenges relating to allocation of units per Municipality.
- Need to increase the pace with which houses are provided.
- Supporting Municipalities with the purchasing of land for residential purposes.
- Need to come up with a comprehensive Integrated Human Settlement Strategy for the District.
- Need to proactively prevent emergence and spread of informal settlement whilst formalizing the existing backlog.

### **District Spatial Development and Land Use**

Maps 3 and 4 below reflect the land use and spatial structure of the GSDM area of jurisdiction. The major urban areas in the District include Secunda, Bethal, Standerton, Volksrust, Piet Retief, Ermelo and Carolina. Most of these urban centres are located along the N17/N2 corridor which runs from east to west through the District. The major urban complex in the District (both in terms of population and economic activity) is the Secunda complex in the Govan Mbeki Local Municipality.

The western portion of the District mostly comprises typical Highveld vegetation and climate, with the eastern end of the District being more mountainous and characterised by extensive forestry and rural settlements and tribal villages in the north-east in the Albert Luthuli Local Municipality near the Oshoek Border Post with Swaziland.

The concentration of conservation and protected areas also increases towards the east.

Apart from the east-west orientated N17/N2 corridor running through the GSDM, there are also two main north-south routes running through the District: the N3 freeway to the west, and the N11 route running through the central part of the District (see Figure 5).



There is generally a lack of District – wide spatial integration and alignment of the Spatial Development Frameworks in particular nature and dynamics of Land Uses owing to the out-dated nature of the current District SDF coupled with lack of capacity at local levels to compile SDFs that will highlight their respective developmental trajectory as per availability of land and the uses thereof.

Pixley Ka Seme Local Municipality relies on old Town Planning Schemes that are mostly reactive or development control oriented rather than development proactive or facilitative.

It is through this engagement that the shared spatial understanding across all stakeholders in the Region will be harnessed.

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.

The District is in the process of reviewing its Spatial Development Framework to respond to the key issues as identified above. Coupled with this, a comprehensive Land Audit is being prepared which will assist the GSDM to identify available land and strategically located land for Development that will go along way in responding to the above challenges.

### **Roads and Transportation**

The District roads are in a bad state due to high volumes of coal haulage trucks that transport coal to the four power stations within and beyond its jurisdictional

area; thus inflating the maintenance expenditure of all three spheres of government on roads across the District.

To this extent Gert Sibande District Municipality, together with its seven constituent Local Municipalities, subscribe to the national government's Local Government Strategic Agenda and its objective of implementing and monitoring the government Programme of Action, construction and Maintenance of Roads within Rural and Urban areas alike

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.

## **Electricity**

### **Proclaimed areas with access to electricity**

<b>Approach</b>	<b>No. of households</b>	<b>Registered indigents</b>	<b>FBE: Municipality</b>	<b>FBE: Eskom</b>	<b>Estimated Backlog</b>
Broad-based	28 700	6 190	28 300	600	7 567

*Source: DWAF figures – April 2005*

Through PPP with ESKOM the municipality seeks to achieve the set targets of FBE to all residents.

## **Housing**

### **Proclaimed areas with access to housing**

<b>Unit Allocations (2000 – 2005)</b>	<b>Estimated backlog on housing units needed</b>	<b>Estimated Rural Backlog</b>
6 428	18 000	2 001

*Source: DLG & H figures – April 2005*

Housing backlog will be addressed through the Department of Local Government and Housing within the municipal area.

### **Settlements: Type of Dwelling**

<b>Formal</b>	<b>Informal</b>	<b>Traditional</b>
2 066	2 104	2 001

*Source: PKSLM WSDP 2006 / StatsSA 2006*

## Roads

### Municipal Roads

Status	Pixley Ka Seme Local Municipal Roads
Total Km	122 km
Improvements per Km from 2000	42,1 km
Budget spent since 2000	R7 760
Informal areas	2 km
Gravel roads	30 km
Tarred roads	90 km

Source: DWAF / Local figures – April 2005

The challenge for the municipality is to continuously maintain roads and pave or tar gravel roads.

### Health Facilities

Facilities	Pixley Ka Seme Local Municipality
Private Hospitals	0
Primary Health Clinics	7
Mobile Clinics	2
Government Hospitals	2
Private Doctors	10
<b>Specialists</b>	
Dentists	2
Gynecologists	0
Internists	0
Ear Specialists	0
Eye Specialists	0
Social Workers	12
Pension Pay-out Points	5
Places of Care	0
Hospices	3
<b>Specialists</b>	
Institutions for Disabled	0
Old Age Homes	2
Day Care Centres / Crèches	24
Police Stations	5
MPCC/ Thusong Centre	1
Post Offices	5
Community Halls	10

The table above illustrates the frustrations that the community has in terms of health facilities and specialists. In some instances, communities have to travel far in order to access these facilities.

## Education:

### Education facilities breakdown

Status	Pixley Ka Seme Local Municipality
Independent Schools	1 (VKR)
Public Primary Schools	36
Public Secondary Schools	7
FET Colleges	0
Tertiary Institutions	0

The challenge as can be seen from the tables above is for the Department of Health to ensure that health facilities are at reach for the communities. The Department of Education has a major challenge in ensuring that there are further Education and Training Institutions and Skills Centres around the Municipal area.

## Waste Management

### Formal and informal household receiving waste collection services

Formal Households	Informal households	Total Formal & Informal Households	Traditional Households	Total no (Formal+ Informal + Traditional)	Formal Informal Households receiving waste collection services	Percentage of Formal & Informal Households Serviced
10 518	2 061	12 579	5 379	17 958	9 279	74%

Source: PKSLM IWMP 2006

Town	Air Space	Status
Amersfoort	118 503	G.C.B.
Perdekop	71 111	G.C.B.

Town	Mass – 2006 (tons)	Mass – 2026 (tons)	Air Space
Wakkerstroom	1 044	3 396	88 921

Amersfoort	1 536	4 992	118 503
Perdekop	744	2 412	71 111
Volkstrust	10 356	33 660	474 056
<b>Pixley Ka Seme</b>	<b>13 680</b>	<b>44 460</b>	<b>752 591</b>

## Waste Quantities

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 Pixley Ka 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

The table below shows the 2005 waste quantities per category:

<b>Domestic</b>	<b>Building rubble</b>	<b>Garden</b>	<b>Hazardous</b>	<b>Industrial</b>	<b>Total Waste produced</b>	<b>Total Waste Produced</b>
<b>Tons per month</b>	<b>Tons per month</b>	<b>Tons per month</b>	<b>Tons per month</b>	<b>Tons per month</b>	<b>Tons per month</b>	<b>Tons per annum</b>
1 001	35	99	0*	5	1 140	13 680

\* Hazardous waste within the municipality is handled by private contractors and as a result the data cannot be obtained.

## Number of Formal Households with access to Waste Collection

<b>Level of Service</b>	<b>No. of Households</b>	<b>No. of Households serviced (formal)</b>	<b>No. of Households serviced (informal)</b>	<b>Challenges</b>
Removal once and twice a week to RDP standard and above	12 597	10 518	2 061	Financial resources, inadequate equipment and unregistered land fill sites.

Source: PKSLM IWMP figures – April 2005

### **Estimated budget to eradicate waste management backlogs**

<b>Type of Settlement (R million)</b>		<b>Type of Service (R million)</b>		<b>Total (R million)</b>	<b>%</b>
34 796	32 402	29 476	37 722	67 198	8%

From the table above, it is clear that our municipality needs to partner with other role-players in order to effectively manage waste backlogs.

### **Waste Management**

Pixley Ka 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 in the district. 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

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.

Pixley Ka Seme 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 ongoing for those involved in waste management, re-cycling, re-use and awareness programs.

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

**Table 32: Number of Formal Households with Access to Waste Collection**

Municipality	Level of service	No. of h/holds & Business sites	No. of h/holds serviced (formal)	No. of h/holds services (informal & Rural)	Challenges
Albert Luthuli	Household removal once a week using compactor, trucks and skip master-bins	44 237	23 190	2 667	Financial resources, inadequate equipment and unregistered land fill sites
Dipaleseng	Households removal once a week using one truck	10 472	5 457	3 876	Financial resources, inadequate equipment and unregistered land fill sites
Govan Mbeki	Household removal once a week using compactors, tractors with trailers and 45 X 6m skips	69 167	60 123	9 044	Financial resources, inadequate equipment and unregistered land fill sites
Lekwa	Household removal once a week using compactors and tractors with trailers	22 101	13 695	8 406	Financial resources, inadequate equipment and unregistered land fill sites
Mkhondo	Household removal once a week using compactors and tractors with trailers	12 801	10 737	2 064	Financial resources, inadequate equipment and unregistered land fill sites
Msukaligwa	Household removal once a week using tractors and trailers	23 445	19 428	4 017	Financial resources, inadequate

						equipment and unregistered land fill sites
Pixley Seme	Ka	Removal once and twice a week to RDP standard and above.	12 597	10 518	2 061	Financial resources, inadequate equipment and unregistered land fill sites

Source: GSDM IWMP, 2007

**Table 33: Estimated budget to eradicate waste management backlogs in GSDM**

Municipality	Current service cost of (R million)		Estimated costs ( R million)		Total Finances Needed (R million)	%
	Operating	Capital	Operating	Capital		
Govan Mbeki	131 495	100 332	91 912	139 916	231 827	26%
Mskaligwa	19 916	103 959	77 206	46 670	123 875	14%
Mkhondo	30 129	112 803	96 635	46 296	142 932	16%
Pixley Ka Seme	34 796	32 402	29 476	37 722	67 198	8%
Lekwa	82 170	49 560	73 956	57 774	131 730	15%
Dipaleseng	31 496	22 438	27 160	26 773	53 933	6%
Albert Luthuli	80 510	52 297	35 164	97 644	132 807	15%
GSDM	410 512	473 790	431 508	452 794	884 302	100%

Source: GSDM IWMP, 2007

Table 23 above reflects the funding requirements for this function as of May 2006 that the local municipalities and the District are faced with, which may have dramatically appreciated to date. The challenge therefore is to annually find resources to start the process of addressing the current backlogs as per the current economic growth if this is not mitigated as warranted, the current situation may be catastrophic. The District is therefore committed to pull and mobilize resources from other sector stakeholders to address these backlogs.

At Pixley ka Seme Local Municipality, an Integrated Waste Management Plan is at the planning process for reviewal.



## **Sports and Recreation Programmes and Projects**

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

## **Disability Coordination and Support**

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.

Furthermore people with disability are still confronted with challenges regarding their participation in economic activities, access to public facilities, housing and other social services rendered by the state and the private sector, some strides have being made in terms of legislation to address the matter however not much

has being done to effect the intention and expectations of the legislation and the people with Disability. The Gert Sibande District Municipality has established local and District Disability Forums to help people living with disability to have a platform to be involved in service delivery, engage with stakeholders and to have influence in policy matters, the district municipality has also facilitated and supported the Department of health to meet its backlog of providing the needy disabled people with wheel chairs.

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

### **Youth Development**

South Africa has a very high youth population of which majority of them find themselves unemployed, underdeveloped or living under adverse poverty circumstances. This very picture is cascaded further down in the context of GSDM where majority of our young people, due to their background, lack of information on career development, lack of skills necessary for the regional economic growth, are confronted with bleak future prospects. Today's youth is faced with a variety of overwhelming challenges requiring immediate attention. Young people alone cannot overcome the hurdles that they face without purposeful support of all the relevant stakeholders lead by government.

The municipality supported by the Gert Sibande District Municipality through its bursary and EPWP programs is assisting with job creation, training and development of the youth, the district through its procurement and conditions for use of local labour is contributing to alleviate the challenges faced by the youth. The district has facilitated and started capacity building of youth councils in the local municipalities including the establishment of youth desks to look into the issues and concerns of the youth at local level. The District has developed a Youth strategy to facilitate the uniform consolidated, focused approach to deal with youth matters.

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

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

### **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 on 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 Pixley ka Seme Local Municipality; and
- Mainstreaming of Women in the development initiatives of Pixley ka 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.

**Rights of Children**

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 neighborhood 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 neighborhoods, 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

### **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 Pixley ka Seme Local Municipality:

According to the 2008 Crime Statistics Pixley ka 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 neighborhood 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

### **Disaster Management**

The Disaster Management Act, Act No 57 of 2002 stipulates that Disaster Management Centres 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.

Pixley ka 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 which 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.

**Table 35: District Disaster Management Capacity**

Gert Sibande	No. of Disaster staff	No. of Fire staff	No. of rescue vehicles	No. of Traffic Personnel	Disaster Plan
Albert Luthuli	1	2	3	5	Draft
Govan Mbeki	1	33	15	46	None
Msukaligwa	2	15	8	9	Adopted, Jan 2008
Dipaleseng	1	0	2	7	None
Lekwa	1	23	11	15	Draft
Mkhondo	1	4	2	8	None
Pixley ka Seme	1	0	7	11	Draft
Gert Sibande	2	0	1	0	Draft

Source: Local Municipalities Data 2007

## **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 Municipality is still having a challenge when it comes to integrated planning especially integration of programs and projects from some sector departments from Mpumalanga Provincial Government. The manner in which the private sector is participating in the local municipality planning process also needs to be improved through engagement as prescribed in the Municipal Systems Act.

Whilst stakeholder interaction was enhanced through some of the structures, the fact that not all of them functioned as envisaged according to their respective objectives as encapsulated in the Constitution of the District's IDP Institutional Structures.

In compliance to the IGR Act, the District have also established the Executive Mayors' and the Municipal Managers' Forums respectively. These Fora are also intended to harness shared Regional development perspective among both the Political and Administrative echelons of all the municipalities therein.

### **Traditional Leadership**

Traditional leadership is an epitome of culture and tradition. It is a symbol of the existence of historical values and traditions observed by particular communities over a period of time and 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 this recognition is entrenched in the Constitution of the Republic of South Africa, in Chapter 12, as follows:

#### **Section 211 (Recognition)**

- 1) The institution, status and role of traditional leadership, according to customary law, are recognized, subject to the Constitution.
- 2) A traditional authority that observes a system of customary law may function subject to any applicable legislation and customs, which includes amendments to, or repeal of, that legislation or those customs.
- 3) The courts must apply customary law when that law is applicable, subject to the Constitution and any legislation that specifically deals with customary law.



## **Section 212(Role of Traditional Leaders)**

- 1) National legislation may provide for a role for traditional leadership as an institution at local level on matters affecting local communities.
- 2) To deal with matters relating to traditional leadership, the role of traditional leaders, customary law and the customs of communities observing a system of customary law-
  - a) National or provincial legislation may provide for the establishment of houses of traditional leaders; and
  - b) National legislation may establish a council of traditional leaders.

During the previous meetings and workshops held to deal with 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 and their cultures and structures. The Traditional Leaders also need to understand Local Government mandates in terms of the Constitution Section 152. The main objective for the establishment of a House of Traditional Leaders for the District would be to enhance the synergistic partnership between Traditional Institutions and Municipalities in order to achieve acceleration of service delivery programme, enhancement of quality of services delivered and enhancement of performance in Local Government.

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 resides 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.

As envisaged in section 17 of the Traditional Leadership and Governance Framework Act 41 of 2003, there needs to be established a Local House of Traditional Leaders to advise the District municipality on matters pertaining to customary law, customs, traditional leadership and the traditional communities within the District municipality, the development of planning frameworks that impact on traditional communities, the development of by-laws that impact on traditional communities and to participate in local programmes that have the development of rural communities as an object.

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 the municipality through the GSDM has thus made provision with regard to the following aspects:

- Participation;
- Building Capacity and Training;
- Promotion of Arts & Culture;
- Promotion of Tourism;
- Economic Development; and
- Agriculture

The following Key Issues pertaining to the involvement of Traditional Leaders within Local Government:

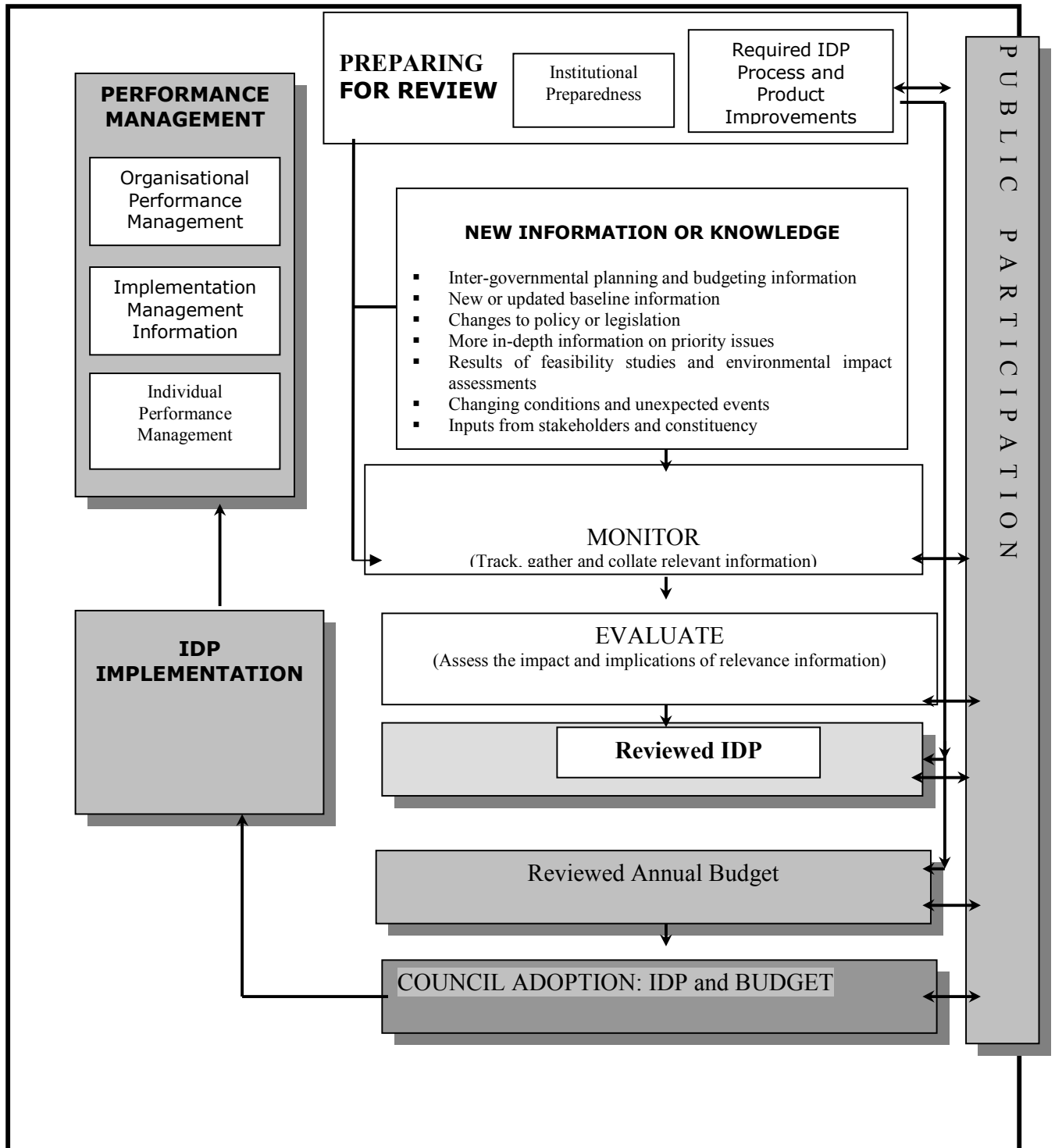
- The severe service delivery backlogs in rural areas and the inadequate communication between the institution of traditional Leadership and the Municipalities on development initiatives has caused a huge outcry from the rural communities.

## 2.2 INSTITUTIONAL CHALLENGES AND SWOT ANALYSIS

Strengths	Weaknesses
Willingness to work	Insufficient resources (financial, equipment and human resources)
Good leadership (Politically and administratively)	Inadequate infrastructure
Strong team (Good relations: political and administrative)	Industrial Development
Geographical location is good	Non operational rail
Low crime rate	Roads, sewerage and water
Availability of land and labour (Proclaimed stands)	IT (System not responsive)

Political stability	Recreation and sport centres
Commitment from councillors	Health services
High availability of water	Shopping space
Stable and participative community (supportive)	Informal business not regulated and improper space allocation
Effective and sound administration, loyal workforce	Unemployment
Strong financial management system	Lack of understanding of by-laws (by communities)
Support from other governmental spheres	Race relation problems
	Staff compliment not representative of demographics
	No airfield
	Sectoral projects integration
	Poor implementation of policies and programmes
<b>Opportunities</b>	<b>Threats</b>
Community investment projects	Youth (low skill level, unavailability of job opportunities)
Agricultural projects	HIV / AIDS
Food security projects	Ageing infrastructure
Skills development projects	Rationalization and restructuring of electricity
Support for emerging and organizing agriculture	Poverty
Interaction between Council and organized business bodies within Pixley Ka Seme	Declining business performance
Training and skills upliftment of staff and councillors	Declining agricultural performance
Empowerment of sub-committees of council and staff	High dependency rate
Building the capacity of ward councillors	Increased urbanization
Take over electricity distribution from Eskom	Migration of businesses
Potential for job opportunities (investment, tourism)	Outflow of consumer capital
Climate to attract investors and tourists	Fast development of Newcastle, Standerton and Ermelo
Centrally located (Mpumalanga, Free State, Kwazulu-Natal)	Health Services
	Unemployment

**Figure 1: IDP REVIEW PROCESS**



## **2.3 IDP PLANNING PROCESS**

### **2.3 ANALYSIS OF PROVISION OF SERVICE DELIVERY:**

The Pixley Ka 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 note also, 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 till a major challenge, the level of access (Roads and Transport) to key service facilities (clinics, schools, government services, etc. Need attention as the District is rural by its spatial nature).

#### **2.3.1 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.

#### **2.3.2 Projects Phase**

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

#### **2.3.3 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.

### **2.3.4 Approval Phase**

The Draft copy of the IDP must be ratified 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.

### **2.3.5 National Spatial Development Perspective (NSDP)**

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.

National Spatial Development Perspective (NSDP) was launched by the Presidency in May 2003.

The NSDP outline the national spatial development vision 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).

Government's national spatial development vision is as follows:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning this vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation;
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private Sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities;
- 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 link the main growth centres.

The NSDP therefore uses the two crucial notions of need and potential to describe the space economy and thereby frame the parameters within which infrastructure investment and development spending are to be planned. In this sense the NSDP provides a concrete mechanism in terms of which integrated development planning in the local sphere, provincial planning and national spatial guidance can be formally linked in support of national priorities and objectives. The coordinated achievement of national objectives guided by the vision and principles of the NSDP as set out above; however depend on:

- Awareness of and buy-in to the NSDP vision and its principles by all organs of government;



- The linkage and alignment of the PGDS, as well as sectoral, departmental and financial planning in all spheres of government;
- The extent to which NSDP and its principles find practical manifestation in the PGDS, IDPs and sector department plans;
- Dialogue between spheres and between departments and institutions within spheres on development potential and poverty/need within particular localities;
- Annual comments and reports by organs of government on how their strategies are informed by the NSDP principles and their comments on the spatial narrative and maps in the NSDP.

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 ongoing 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

### **2.3.6 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. The MDG's are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 National and signed by 147 Heads of State and Governments during the United National millennium summit in September 2000.

The MDG's are an agreed set of goals that can be achieved if all actors work together and do their part. 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.

**Objective 1: Develop a global partnership for development:**

- Address the special needs of the latest developed countries
- 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)
- Address the special needs of landlocked countries and small island developing states
- Deal comprehensively with debt problems of developing countries through national and international measures in order to make debts sustainable in the long run.

**Objective 2: Eradicate extreme poverty and hunger**

- Reduce poverty by half between 1990 and 2015, proportion of people whose income is less than US\$1 a day
- Halve, between 1990 and 2015, the proportion of people who suffer from hunger
- Our municipality has been identified by the office of the Premier as a “pilot” site to implement the **“War Against Poverty Campaign”** during the current financial year 2009/2010, which will be of great benefits to communities.

**Objective 3: Achieve universal primary education:**

- Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

**Objective 4: Promote gender equality and empower women:**

- Eliminate gender disparity in primary and secondary education preferably by 2005 and in all levels of education no later than 2015

**Objective 5: Reduce child mortality**

- Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate

### **Objective 6: Improve maternal health**

- Reduce by three quarters, between 1990 and 2015, the maternal mortality rate

### **Objective 7: Combat HIV/AIDS, Malaria and other diseases**

- Have halted by 2015, and begin to reverse the spread of HIV/AIDS
- Have halted by 2015; begin to reverse the incidence of malaria and other major diseases.

### **Objective 8: Ensure environmental sustainability**

- Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources;
- Halve by 2015 the proportion of people without sustainable access to safe drinking water;
- Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020;
- In cooperation with developing countries, develop and implement strategies for decent and productive work for youth;
- In cooperation with pharmaceutical companies, provide access to affordable drugs in developing countries;
- In cooperation with private sector, make available the benefits of new technology, especially information and communications.

#### **2.3.7 Provincial growth and Development Strategy (PGDS)**

Another important government initiative implemented during the past few years is the Provincial Growth and Development Strategy programme. The Provincial Growth and Development Strategies were compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by national government.

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.

### **2.3.8 Accelerated Shared Growth Initiative of South Africa (ASGISA)**

The mandate by the South African Government in 2004 to halve poverty and unemployment by 2014 resurrected commitment in the public sector delivery trajectory.

Dismal malfunction of the previous highly contentious GEAR to address economic backlogs resulted in the formation of a new economic strategy today known as AsgiSA.

The South African Government's AsgiSA aims to guide and improve on the country's remarkable economic recovery, raising economic growth to 6% and halving poverty and unemployment by 2014. AsgiSA is a micro-economic strategy that strives to accelerate growth. It is a national shared growth initiative that was informed by extensive consultation from all sectors. The two main objectives of AsgiSA include:

- To align its efforts by halving poverty by 50% in 2014; and
- To realise annual growth rates that averages 4.5% or higher between 2005 and 2009 and average growth rate of at least 6% of gross domestic product (GDP) between 2010 and 2014.
- AsgiSA is also informed by the following binding constraints that have been identified as major stumbling blocks to growth and require commitments based on uprooting them:
  - Continuous instability and level of currency;
  - The cost efficiency and capacity of the national logistics system;
  - Lack of suitably skilled labour amplified by the impact of apartheid spatial patterns on the cost of labour;
  - Obstacles to entry, limits to competition and limited new investment opportunities;
  - Regulatory environment and the burden on small and medium businesses; and
  - Deficiencies on state organisation, capacity and leadership.

***Interventions responding to the binding constraints include:***

- **Infrastructure programmes:** aimed at improving the availability and reliability of infrastructure services in response to rapidly growing demand through the municipal and provincial infrastructure grant programmes;
- **Sector investment (or industrial) strategies:** To promote private-sector investment, sector investment programmes that are identified include tourism, agriculture, manufacturing, mining and business process outsourcing programmes;
- **Second economy interventions:** Government has already initiated interventions to address deep-seated inequalities and target the marginalised poor, to bridge the gap with the Second Economy. This includes leveraging the increased levels of public expenditure through promotion of small businesses, broad-based empowerment and development of Sector Strategies;
- **Macro-economic issues:** The focus of this intervention is to realise a people's contract on economic matters, the effective implementation of agreed BEE Charters and leveraging benefits from offsets. On local government and service delivery, focus is placed on addressing the skills problems through Project Consolidate; and
- **Skills and education initiatives:** Skills shortages have been an impediment on infrastructure programmes and private sector investment. The AsgiSA response ranges from medium-term educational interventions to raise the level of skill in areas needed by the economy, to immediate measures to acquire skills needed for the implementation of AsgiSA projects. Programmes identified by AsgiSA to address the skills and education backlog include the QUIDS-UP programme, the maths and Science (Dinaledi) Programme and the Joint Initiative for Priority Skills Acquisition (JIPSA).

JIPSA is tasked to identify urgent skills needed and to provide feasible, sound and effective remedies. Major remedies include special training programmes, attracting South Africans

currently working abroad, bringing back retirees, mentoring and overseas placement of South African trainees to fast track their development and encouraging highly skilled emigrants back into the mainstream employment.

### **2.3.9 Integrated Sustainable Development Rural Strategy (ISDRS)**

Countless efforts by the South African Government to undertake joint ventures with an assortment of stakeholders had assumed multiple instruments. One of the recent instruments is the ISDRS aimed at enhancing opportunities and well-being of rural people.

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 ISDRP 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 ISDRP. Specifically, the implementation process aims to strengthen the quality of Integrated Delivery Plans (IDPs) and the delivery of these IDPs.

The vision of ISDRP 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.

### **2.3.10 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.

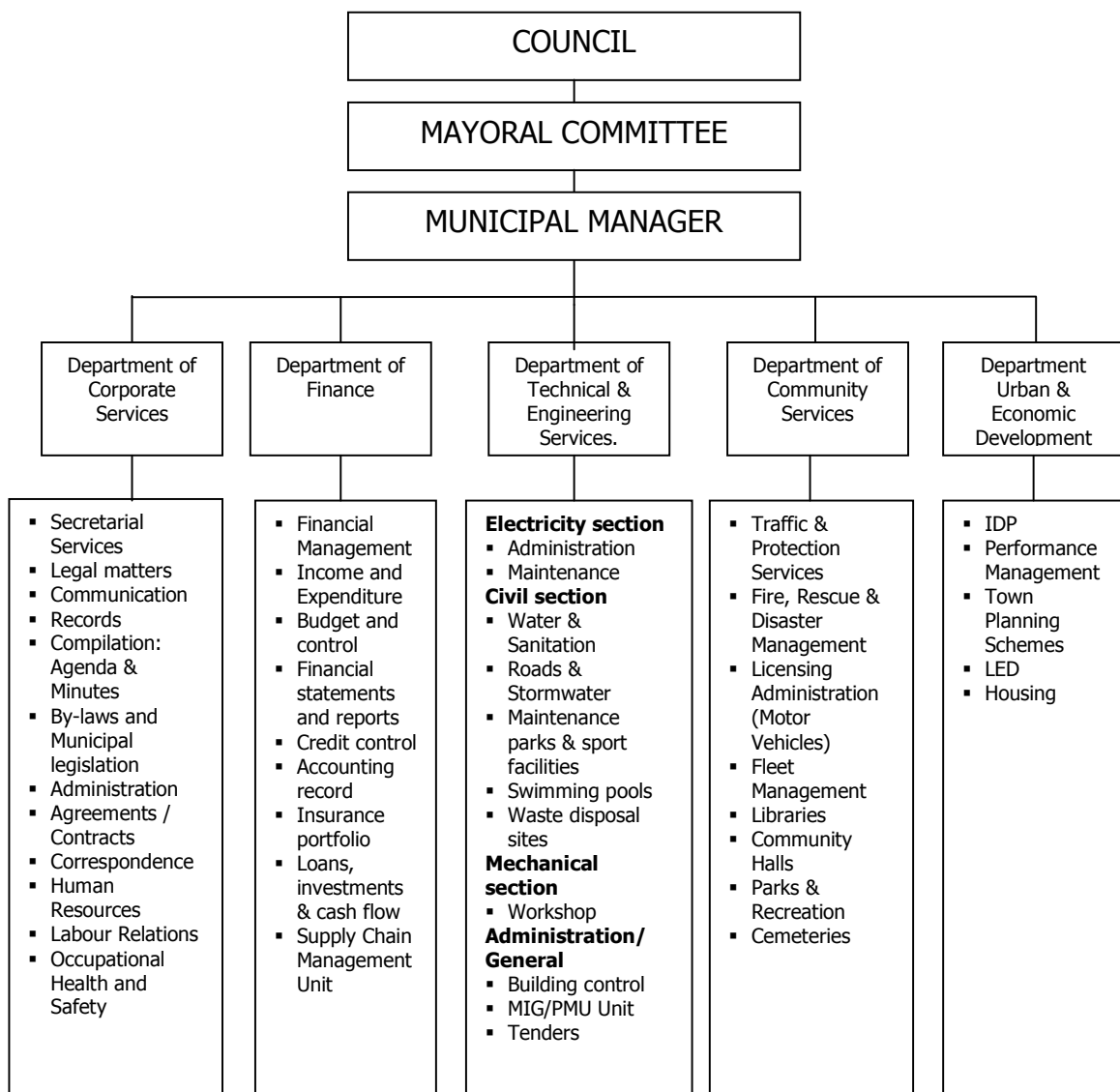
LRAD has two distinct parts. Firstly, LRAD deals with the transfer of agricultural land to specific individuals or groups. Secondly, LRAD deals with commonage projects, which aim to improve people with access to municipal and tribal land, primarily for grazing purposes.

***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



## 2.4 PIXLEY KA SEME LOCAL MUNICIPALITY ORGANISATIONAL STRUCTURE



## 2.5 PRIORITIES, OBJECTIVES AND STRATEGIES

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<b>2.5.1 KEY FOCUS AREA: OFFICE OF THE SPEAKER</b>			
<ul style="list-style-type: none"> <li>○ Council operations</li> <li>○ Council committees</li> <li>○ Code of conduct</li> <li>○ Community participation</li> </ul>	<ul style="list-style-type: none"> <li>○ Council meetings</li> <li>○ Council committee meeting</li> <li>○ Code of conduct</li> <li>○ Community participation programmes</li> </ul>	<ul style="list-style-type: none"> <li>○ To ensure efficient and effective operation of council</li> <li>○ To ensure regular meeting of council and its committees</li> <li>○ To ensure community participation and consultation in line with the relevant legislation</li> <li>○ To implement council's code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>○ Consistent meetings of council and its committees</li> <li>○ Monitoring of the conduct of councillors</li> <li>○ Community consultation programmes / outreach meetings</li> </ul>
<b>2.5.2 KEY FOCUS AREA: OFFICE OF THE EXECUTIVE MAYOR</b>			
<ul style="list-style-type: none"> <li>○ Policy and political matters</li> <li>○ Community participation</li> <li>○ Identification of needs</li> <li>○ Strategy / programmes and service determination</li> <li>○ IDP</li> <li>○ PMS</li> <li>○ Monitoring and evaluation / management</li> <li>○ Ceremonial Roles</li> <li>○ Inter-governmental Relations (IGR)</li> </ul>	<ul style="list-style-type: none"> <li>○ Identification, review, evaluation of community needs</li> <li>○ Council strategies, programmes and services to address priority needs</li> <li>○ Service delivery mechanisms and options</li> <li>○ PMS and KPI for council management</li> <li>○ Local economic development</li> <li>○ Improved revenue collection and Financial Management Reforms</li> <li>○ Promote IGR in all government sectors</li> </ul>	<ul style="list-style-type: none"> <li>○ To ensure that community needs are addressed</li> <li>○ To recommend to council strategies, programmes, and services to address priority needs through the IDP</li> <li>○ To recommend service delivery mechanisms, options and estimate revenue and expenditure to council</li> <li>○ To ensure progress and implementation through monitoring of PMS</li> <li>○ To ensure the encouragement of economic growth and development</li> <li>○ To ensure smooth application of IGR</li> </ul>	<ul style="list-style-type: none"> <li>○ Executive committee meetings</li> <li>○ MS and financial reports</li> <li>○ Monitoring and evaluation of KPI</li> <li>○ Mayoral outreach programmes</li> <li>○ Stakeholders consultations</li> <li>○ Executive Mayor's Forum</li> <li>○ District Municipality / Provincial / National Government interaction</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<p><b>2.5.3 KEY FOCUS AREA: OFFICE OF THE MUNICIPAL MANAGER</b></p> <ul style="list-style-type: none"> <li>○ Administration</li> <li>○ Performance Management</li> <li>○ Integrated Development Planning</li> <li>○ Internal Audit</li> <li>○ Local Economic Development</li> <li>○ Good Governance</li> <li>○ Marketing/Communications</li> <li>○ Personnel services</li> <li>○ Industrial Relations</li> </ul>	<ul style="list-style-type: none"> <li>○ Integrated Planning</li> <li>○ Development</li> </ul>	<ul style="list-style-type: none"> <li>○ To manage the strategic support structure</li> <li>○ The management of IDP</li> <li>○ To report on IDP</li> <li>○ The implementation of IDP</li> <li>○ Monitoring of IDP</li> <li>○ To incorporate Performance Management System to IDP</li> <li>○ Evaluation of IDP activities</li> <li>○ Community Participation</li> <li>○ Stakeholder Participation</li> <li>○ Intergovernmental corporation &amp; collaborations</li> </ul>	<ul style="list-style-type: none"> <li>○ Consultation and support services</li> <li>○ Reports and monitoring</li> <li>○ Linking and integration</li> <li>○ Effective community consultation mechanisms</li> <li>○ Use of media and local stakeholders forums and related structures</li> </ul>
	<p>Performance Management</p>	<ul style="list-style-type: none"> <li>○ Development of PMS Framework</li> <li>○ Development of KPI's</li> <li>○ Performance measurement</li> <li>○ Monitoring the Performance</li> <li>○ Reporting on PMS</li> <li>○ Review</li> <li>○ Benchmarking</li> <li>○ Consultation</li> </ul>	<ul style="list-style-type: none"> <li>○ Establishment of Performance Management contracts</li> <li>○ Regular reports</li> <li>○ Monitoring and evaluation</li> <li>○ Review of contracts and linking with IDP</li> <li>○ Consultations</li> </ul>
	<p>Local Economic Development Improved revenue collection and Financial Management Reforms</p>	<ul style="list-style-type: none"> <li>○ To initiate, co-ordinate LED projects and community initiatives plus economic activities</li> <li>○ To monitor LED projects and activities</li> <li>○ To evaluate council's impact on LED through its projects and activities</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<b>KEY FOCUS AREA: OFFICE OF THE MUNICIPAL MANAGER</b> <ul style="list-style-type: none"> <li>○ Administration</li> <li>○ Performance Management Development</li> <li>○ Integrated Planning</li> <li>○ Internal Audit</li> <li>○ Local Development</li> <li>○ Economic</li> <li>○ Good Governance</li> <li>○ Marketing/Communications</li> <li>○ Personnel services</li> <li>○ Industrial Relations</li> </ul>		<ul style="list-style-type: none"> <li>○ To provide support to SMME's and local entrepreneurs</li> <li>○ To provide assistance to Ward councillors and council committees on LED matters</li> <li>○ To facilitate local economic growth development and sustainability</li> <li>○ To facilitate and support existing and imaging local entrepreneurs</li> <li>○ To improve council financial viability</li> </ul>	<ul style="list-style-type: none"> <li>○ Good governance and community involvement</li> <li>○ Strengthening and support of existing forums</li> <li>○ Facilitate procurement opportunities for local businesses</li> <li>○ Creation and facilitation of a good environment for economic growth, development and sustainability</li> <li>○ Improving and monitoring council finances and implementing reforms</li> </ul>
	<ul style="list-style-type: none"> <li>○ Staff matters</li> <li>○ Contracts</li> <li>○ Provision of services</li> <li>○ To ensure the establishment of new Local Government Structures that promotes democratic, responsible, equitable governance, as well as efficient and effective service delivery</li> </ul>	<ul style="list-style-type: none"> <li>○ Efficient and effective strategic management</li> <li>○ Efficient and effective management and coordination of the political and Administration offices</li> <li>○ Staff establishment and management</li> <li>○ Strategic management of section 57 managers</li> <li>○ Job evaluation</li> <li>○ Policy and by-laws</li> <li>○ Provision of services</li> </ul>	<ul style="list-style-type: none"> <li>○ Effective and efficient departments operations</li> <li>○ Effective and efficient contract management (through departments)</li> <li>○ Accessible, affordable and acceptable service delivery mechanisms through departments</li> <li>○ Efficient and effective utilization of staff including relevant training and skills development</li> </ul>
	Internal Audit	<ul style="list-style-type: none"> <li>○ Monitoring and evaluation of the internal audits</li> <li>○ Facilitation and support of the Internal Audit committee functions</li> <li>○ To ensure transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>○ Monitoring and support of the internal audit committee functions</li> <li>○ Implementation and report on internal audit functions and recommendations</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
KEY FOCUS AREA: OFFICE OF THE MUNICIPAL MANAGER			
<ul style="list-style-type: none"> <li>○ Administration</li> <li>○ Performance Management</li> <li>○ Integrated Development Planning</li> <li>○ Internal Audit</li> <li>○ Local Economic Development</li> <li>○ Good Governance</li> <li>○ Marketing/Communications</li> <li>○ Personnel services</li> <li>○ Industrial Relations</li> </ul>	<ul style="list-style-type: none"> <li>○ Marketing / Communications</li> </ul>	<ul style="list-style-type: none"> <li>○ To promote the image of the municipality</li> <li>○ To promote municipal services</li> <li>○ To enhance service delivery and good governance</li> </ul>	<ul style="list-style-type: none"> <li>○ Monitoring and evaluation of financial and other legal compliance</li> <li>○ Community outreach programmes</li> <li>○ Workshops &amp; meetings</li> <li>○ Pamphlets/media adverts</li> <li>○ Audio and video material</li> </ul>
<ul style="list-style-type: none"> <li>○ Provision of competent staff</li> <li>○ Facilitation of training and development</li> <li>○ Facilitation of skills development</li> <li>○ Administration of personnel records</li> <li>○ Facilitation and administration of Labour matters</li> <li>○ Industrial relation services</li> <li>○ Training</li> </ul>	<ul style="list-style-type: none"> <li>○ To provide the municipal departments with relevant and competent staff</li> <li>○ To ensure compliance and advise council on statutory and bargaining council resolutions and agreements</li> <li>○ Guide and facilitate the departments to comply with relevant regulations and laws</li> <li>○ To keep and update all relevant employees documents</li> <li>○ To facilitate / intervene and guide departments in dispute resolution, disciplinary action and training and rehabilitation matters</li> <li>○ To facilitate and provide secretariat services to the local Labour forum</li> </ul>	<ul style="list-style-type: none"> <li>○ By using local and national papers with special preference to residents of Pixley Ka Seme on recruitment.</li> <li>○ Effective filing and administration of personnel files</li> <li>○ By policy development and setting the numerical goals</li> <li>○ By advising all line managers on labour related matters</li> <li>○ By convening disciplinary hearings</li> <li>○ By monitoring compliance to all labour regulations and bargaining agreements</li> <li>○ By facilitating skills training and development of staff</li> </ul>	

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<b>KEY FOCUS AREA: OFFICE OF THE MUNICIPAL MANAGER</b>			
	<ul style="list-style-type: none"> <li>○ Agenda</li> <li>○ Attend all meetings</li> <li>○ Typing</li> </ul>	<ul style="list-style-type: none"> <li>○ To promote equity in the workplace</li> <li>○ To promote a sound labour relations</li> <li>○ To ensure that all council employees uphold the work ethics</li> <li>○ To consult labour on matters of mutual interest</li> <li>○ To have competent and competitive workforce</li> </ul>	
<b>2.5.4 KEY FOCUS AREA: CORPORATE SERVICES: ADMINISTRATION</b>			
<ul style="list-style-type: none"> <li>○ To provide Pixley Ka Seme with efficient and effective support services in relation to committees services and support services</li> <li>○ This section is committed to render and act as a custodian of Council's administration support services to the entire administrative machinery</li> </ul>		<ul style="list-style-type: none"> <li>○ Compile good quality reports to Executive mayoral meetings and council meetings</li> <li>○ Establish a process where community can be informed about municipal affairs and reporting on progress</li> <li>○ Implement and facilitate process to ensure the passing and execution of resolutions</li> <li>○ Ensure that all Council activities are recorded and minuted.</li> <li>○ Provide typing work for the compilation of the agendas.</li> </ul>	<ul style="list-style-type: none"> <li>○ Through utilisation of Munadimin system and ensure functionality of the system at all times</li> <li>○ Council resolutions available to members of public</li> <li>○ Ensure execution of council resolutions</li> <li>○ Information brochure</li> <li>○ By using secretarial work to all council officially scheduled meetings</li> <li>○ By providing a pool of typist</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<p><b>KEY FOCUS AREA: CORPORATE SERVICES: ADMINISTRATION</b></p> <ul style="list-style-type: none"> <li>○ To provide Pixley Ka Seme with efficient and effective support services in relation to committees services and support services</li> <li>○ This section is committed to render and act as a custodian of Council's administration support services to the entire administrative machinery</li> </ul>	<p><b>Registry</b></p> <ul style="list-style-type: none"> <li>○ Postal and courier services</li> <li>○ Reprographic services</li> </ul>	<ul style="list-style-type: none"> <li>○ To ensure proper registry of all council incoming and outgoing mail through implementation of relevant council policies</li> <li>○ Compliance to the National Archive and Record Services of South Africa</li> <li>○ To ensure that courier services is available at all times to support ward committees and other activities of the Council</li> <li>○ To utilize existing services of reprographics machines efficiently and to optimally utilize spare capacity where it is available.</li> </ul>	<ul style="list-style-type: none"> <li>○ Implementation of correspondence policy</li> <li>○ Training of all the staff that works with registration of mail</li> <li>○ Provide vehicle services at all times</li> <li>○ Ensure that hailing equipment is available and in good conditions</li> <li>○ Ensure that all offices has reprographic machines</li> <li>○ Address all matters relating to reprographic needs of the Council</li> </ul>
	<p><b>Telecommunication Services</b></p> <ul style="list-style-type: none"> <li>○ Customer care</li> </ul>	<ul style="list-style-type: none"> <li>○ To upgrade the existing telephone systems</li> <li>○ To ensure telecommunication systems exists in all council offices</li> <li>○ To link all town under Pixley Ka Seme jurisdiction to one number</li> <li>○ Establish a customer care centre within the municipality</li> <li>○ Promote a culture of public participation</li> <li>○ Develop an internal capacity building strategy to enhance the customer care vision.</li> </ul>	<ul style="list-style-type: none"> <li>○ Call for development of telecommunication systems</li> <li>○ Ensure proper linkages in all towns</li> <li>○ Educate and inform the community with respect to customer care centre.</li> <li>○ Making cleaning services available at all council offices</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<b>KEY FOCUS AREA: CORPORATE SERVICES: ADMINISTRATION</b>			
<ul style="list-style-type: none"> <li>○ To provide Pixley Ka Seme with efficient and effective support services in relation to committees services and support services</li> <li>○ This section is committed to render and act as a custodian of Council's administration support services to the entire administrative machinery</li> </ul>		<ul style="list-style-type: none"> <li>○ Establishment and sustainable operations of a helpdesk for a 24 hour call centre</li> <li>○ Ensure proper cleaning of offices, conference rooms and council chamber</li> </ul>	
<b>KEY FOCUS AREA: CORPORATE SERVICES: LEGAL AND PROPERTIES</b>			
<ul style="list-style-type: none"> <li>○ The Legal section exist to provide high quality legal services and guidance to the Municipal Council, Municipal Manager and departments</li> <li>○ Render professional legal services</li> <li>○ Ensure compliance with relevant legislation</li> <li>○ Work with all departments and relevant stakeholders to ensure timeous reporting</li> </ul>	<ul style="list-style-type: none"> <li>○ Agreement</li> <li>○ Municipal Code</li> <li>○ Debt Collection</li> </ul>	<ul style="list-style-type: none"> <li>○ Drafting, negotiations and finalisation of contract</li> <li>○ Ensure agreement register is established and being maintained</li> <li>○ Ensure compliance and honouring of all agreements entered into between the municipality and clients</li> <li>○ Ensure compilation of coherent and systematic municipal by-laws</li> <li>○ Ensure coherent and systematic revenue collection jointly with Finance department</li> </ul>	<ul style="list-style-type: none"> <li>○ Data collection and drafting</li> <li>○ Record keeping</li> <li>○ Review and monitor compliance</li> <li>○ Data collection, review, advise and monitoring</li> <li>○ Accurate data collection, Liase and refer for collections</li> </ul>
	<ul style="list-style-type: none"> <li>○ Legal advises</li> <li>○ Law library</li> <li>○ Legal claims</li> <li>○ Legal representations</li> </ul>	<ul style="list-style-type: none"> <li>○ To ensure quality legal advice services, ensuring compliance with relevant National and Provincial</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensure establishment and maintenance of qualitative and quantitative law library</li> <li>○ Updated all relevant books,</li> </ul>



KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<p><b>KEY FOCUS AREA: CORPORATE SERVICES: LEGAL, HUMAN RESOURCES AND PROPERTIES</b></p> <ul style="list-style-type: none"> <li>○ The Legal section exist to provide high quality legal services and guidance to the Municipal Council, Municipal Manager and departments</li> <li>○ Render professional legal services</li> <li>○ Ensure compliance with relevant legislation</li> <li>○ Work with all departments and relevant stakeholders to ensure timeous reporting</li> </ul>	<ul style="list-style-type: none"> <li>○ Effective and integrated human resource function.</li> </ul>	<ul style="list-style-type: none"> <li>○ Property alienations, and Acquisitions</li> <li>○ legislation, Ordinances and by-laws</li> <li>○ Ensure prompt handling of legal claims on behalf of or against Council</li> <li>○ Ensure quality and professional representation of all civil, criminal, labour and other disputes against the municipality</li> <li>○ Ensure equitable alienation and acquisitions of property.</li> </ul>	<ul style="list-style-type: none"> <li>○ statutes, human resource and necessary equipment available and accessible</li> <li>○ Register all claims, evaluate claims, where necessary instruct attorney to defend, follow-up with attorneys.</li> <li>○ Professional preparation of all cases for and against the municipality</li> <li>○ Develop adequate policy framework for property alienation and acquisition.</li> </ul>
<ul style="list-style-type: none"> <li>○ Employee housing</li> <li>○ Valuation roll</li> <li>○ Deeds register</li> <li>○ Policy register</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensure that employees are housed adequately, equitably and fairly</li> <li>○ Ensure proper and accurate valuation of municipal property</li> <li>○ To keep track of ownership of property within our jurisdictional area</li> <li>○ Ensure that all policies are kept and accessible</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensure professional advertisement of the notices relating to alienation of property and town planning matters through media and</li> </ul>	<ul style="list-style-type: none"> <li>○ Developing policy and ensure implementation</li> <li>○ Appointment of professional values/s, develop a POA to monitor the process objectively</li> <li>○ Keeping an updated register of title deeds</li> <li>○ Keeping an updated register</li> </ul>
<ul style="list-style-type: none"> <li>○ Legal notices</li> <li>○ Guarantee Register</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensure professional advertisement of the notices relating to alienation of property and town planning matters through media and</li> </ul>	<ul style="list-style-type: none"> <li>○ Proof-read and edit notices to ensure compliance</li> <li>○ Keeping an updated, accurate and professional register</li> </ul>	<ul style="list-style-type: none"> <li>○ Proof-read and edit notices to ensure compliance</li> <li>○ Keeping an updated, accurate and professional register</li> </ul>

		<ul style="list-style-type: none"> <li>provincial gazette;</li> <li>Ensure compliance to conditions of projects or developments, etc.</li> </ul>	
--	--	--	--

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<b>KEY FOCUS AREA: CORPORATE SERVICES: MULTI-PURPOSE COMMUNITY CENTRE (MPCC)</b>			
		<ul style="list-style-type: none"> <li>To promote one stop facility centres for government services</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and identifying needs through community consultation;</li> <li>Liaisons with stakeholders and business community including department of labour on education and training needs and related issues</li> <li>Collaboration and co-operation with all spheres of government on the establishment and sustainability of the centres.</li> </ul>
KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<b>KEY FOCUS AREA: COMMUNITY SERVICES: LIBRARIES</b>			
<ul style="list-style-type: none"> <li>Public Library and information services supply facilities and information to the members of the communities of Pixley Ka Seme.</li> <li>Municipality to provide for, and support literacy, acquisition of life-long skills and education.</li> <li>Providing and maintaining the infrastructure of 11</li> </ul>	<ul style="list-style-type: none"> <li>Access to library and information services</li> <li>Provide recreational services and material</li> <li>Maintenance of the membership database.</li> <li>Provide access to multi-media services</li> <li>Responsible for outreach programs</li> <li>Marketing Library services</li> <li>Responsible for domestic</li> </ul>	<ul style="list-style-type: none"> <li>Supply information to the members of the community of Pixley Ka Seme Local Municipality.</li> <li>Library user orientation</li> <li>Provide a borrowing service to the community</li> <li>Provide recreational material for the visually impaired and children with reading problems by providing audio books</li> </ul>	<ul style="list-style-type: none"> <li>Provide for and support literacy, acquisition of life-long skills and education</li> <li>Access to and use of reference materials</li> <li>Encyclopedias and other works of reference</li> <li>Internet</li> <li>Educational videos and reader guidance</li> <li>Access to information on current affairs by providing:</li> </ul>

Public Libraries of the municipality.	<ul style="list-style-type: none"> <li>o strategies of Library services</li> <li>o Budget control</li> <li>o Responsible for Library staff development</li> <li>o Providing a means of communication between library services and the community</li> <li>o Adhere to legal requirements</li> <li>o Responsible for staff orientation, motivation, evaluation</li> <li>o Plan and develop and implement staff in-service training programs</li> <li>o Liaise with outside institutions, departments and organizations</li> <li>o Provision and maintenance of library buildings and infrastructure</li> <li>o Liaise with Provincial Library</li> </ul>	<ul style="list-style-type: none"> <li>o Issue and receive the return of and renew borrowed library items</li> <li>o Levy fines on overdue items, in accordance with the library tariffs</li> <li>o Join people as members of the library in accordance with the library by-laws</li> <li>o Accept deposits and/or other fees for membership in accordance with the library tariffs and pay these over to the Department Finance</li> <li>o Provide access to electronic technology: <ul style="list-style-type: none"> <li>o Computers</li> <li>o Internet</li> <li>o Email and help with the use thereof</li> </ul> </li> <li>o Provide and maintain photocopier facilities to the</li> </ul>	<ul style="list-style-type: none"> <li>o Newspapers, periodicals, cuttings</li> <li>o Provide and maintain a branch library service for UNISA</li> <li>o Provide inter-library-loan services</li> <li>o Assist and instruct the public in the services available.</li> <li>o Assist and instruct the public in the use of card and on-line card catalogues</li> <li>o Plan and implement programs and projects designed to improve the awareness of library services</li> <li>o Plan and execute exhibitions, both internal and external</li> <li>o Plan and present educational activities</li> <li>o Liaise with schools, tertiary institutions and "Friends of</li> </ul>
---------------------------------------	--	---	--

<b>KEY ISSUES</b>	<b>PRIORITY</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<b>2.5.5 KEY FOCUS AREA: COMMUNITY SERVICES: LIBRARIES</b> <ul style="list-style-type: none"> <li>o Services (MPLIS) regarding administrative matters</li> <li>o Liaise with professional library organizations, e.g. LIASA and SALGA</li> <li>o Selection, acquisition and control of library material</li> <li>o Develop and maintain a current database of stock</li> </ul>	<ul style="list-style-type: none"> <li>o Public.</li> <li>o Provide informational and recreational services to senior citizens by providing and maintaining a library depot.</li> <li>o Provide information and recreational services to senior citizens and home bound persons by providing and maintaining mobile libraries.</li> </ul>	<ul style="list-style-type: none"> <li>o the Library"</li> <li>o Responsible for marketing strategies of library services.</li> <li>o Conduct community surveys.</li> <li>o Plan, develop, implement and control of short and long-term aims and goals.</li> <li>o Improve knowledge and keep abreast of developments in the provision of library services by attending workshops and</li> </ul>	<ul style="list-style-type: none"> <li>o Provide for and support literacy, acquisition of life-long skills and education</li> <li>o Access to and use of reference materials</li> <li>o Encyclopedias and other works of reference</li> <li>o Internet</li> <li>o Educational videos and reader guidance</li> <li>o Access to information on current affairs by providing:</li> </ul>

	<ul style="list-style-type: none"> <li>o Establish reading circles.</li> <li>o Organize book discussions</li> </ul>	seminars.	<ul style="list-style-type: none"> <li>o Newspapers, periodicals, cuttings</li> <li>o Provide and maintain a branch library service for UNISA</li> <li>o Provide inter-library-loan services</li> <li>o Assist and instruct the public in the services available.</li> <li>o Assist and instruct the public in the use of card and on-line card catalogues</li> <li>o Plan and implement programs and projects designed to improve the awareness of library services</li> <li>o Plan and execute exhibitions, both internal and external</li> <li>o Plan and present educational activities</li> <li>o Liaise with schools, tertiary institutions and "Friends of</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: COMMUNITY SERVICES: LICENSING, REGISTRATION, FIRE AND DISASTER</b>			
<ul style="list-style-type: none"> <li>o Traffic</li> <li>o Disaster management &amp; fire rescue</li> <li>o Licensing and registration</li> <li>o Fleet management</li> </ul>	<ul style="list-style-type: none"> <li>o To provide accessible licensing services</li> <li>o Ensure roadworthiness of vehicles</li> <li>o To conduct driver licence tests</li> <li>o To provide free flow of traffic &amp; law enforcement</li> <li>o To provide quality service on E-Natis system</li> </ul>	<ul style="list-style-type: none"> <li>o To ensure efficient service delivery regarding licensing services</li> <li>o To improve accessibility of licensing and vehicle registration services</li> <li>o Access of enquiry into E-NATIS data services</li> <li>o Compliance with Road Traffic Act and SABS codes.</li> </ul>	<ul style="list-style-type: none"> <li>o Co-operation with Provincial and National Department of Transport regarding E-NATIS services, personnel and equipment</li> <li>o Conduct community awareness campaigns To verify dealer stocking of vehicles with vehicle dealers</li> <li>o Comply with relevant requirements</li> <li>o Installation of traffic light cameras on problematic</li> </ul>
<b>STRATEGIES</b>			

			<ul style="list-style-type: none"> <li>areas</li> <li>Building of testing grounds that are standardized.</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: COMMUNITY SERVICES: FLEET MANAGEMENT</b>			
<ul style="list-style-type: none"> <li>Traffic</li> <li>Disaster management &amp; fire rescue</li> <li>Licensing and registration</li> <li>Fleet management</li> </ul>	<ul style="list-style-type: none"> <li>To provide efficient fleet management services</li> <li>To provide a well maintained fleet of vehicles and equipments.</li> </ul>	<ul style="list-style-type: none"> <li>Computerized management of vehicles.</li> <li>To ensure implementation of the procurement policy</li> <li>To provide efficient and cost effective vehicle and maintenance services</li> <li>To provide best customer service delivery in terms of the national legislation</li> </ul>	<ul style="list-style-type: none"> <li>To have a computerized Vehicle Fleet Management system</li> <li>Create a database of previously disadvantaged service providers</li> <li>Decentralization of services</li> <li>To co-ordinate with service providers and agents</li> <li>To comply with the Procurement Policy</li> <li>Provide preventative maintenance programs</li> <li>To provide a report regarding vehicles to all Directors</li> <li>Implementation of Best Practice Model</li> </ul>
<b>KEY ISSUES</b>			
<b>2.5.6 KEY FOCUS AREA: COMMUNITY SERVICES: CEMETERIES</b>			
<ul style="list-style-type: none"> <li>Upgrading of cemetery facilities</li> <li>Providing for capacity in all cemeteries</li> <li>Securing cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Cemeteries</li> <li>Ablution facilities in cemeteries</li> <li>Fencing of cemeteries</li> <li>Extensions to cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Provide ablution blocks at all the current cemeteries</li> <li>Secure cemeteries against animal intrusion</li> <li>To acquire additional space to maintain sustainability of cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>By providing a reliable service to the public</li> <li>By advance planning and strategising</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: COMMUNITY SERVICES: HORTICULTURE</b>			
<ul style="list-style-type: none"> <li>To promote sustainable gardening principles</li> </ul>	<ul style="list-style-type: none"> <li>Landscaping / parks</li> </ul>	<ul style="list-style-type: none"> <li>Provide sustainable gardening principles</li> </ul>	<ul style="list-style-type: none"> <li>Control of animal access to the entrance beds and</li> </ul>

<ul style="list-style-type: none"> <li>To improve the images of the towns to tourist and visitors</li> <li>To provide a quality horticultural service to the council and resident of Pixley Ka Seme</li> </ul>		<ul style="list-style-type: none"> <li>To improve and beautify the access routes to all towns</li> <li>To provide horticultural training facilities for residents</li> <li>To provide a quality horticultural service</li> </ul>	<ul style="list-style-type: none"> <li>planting</li> <li>Educating school groups and resident groups on basic horticultural principles</li> <li>Well maintained street and green belt trees as well as increasing the tree population</li> <li>Provide quality planting in all CBD's</li> <li>Control alien vegetation and weed invasions / growth</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: GRASS CUTTING</b>			
<ul style="list-style-type: none"> <li>To provide a quality grass cutting service to rate payers</li> </ul>	<ul style="list-style-type: none"> <li>Grass cutting</li> <li>Lawn mower maintenance</li> <li>Fleet management</li> </ul>	<ul style="list-style-type: none"> <li>To maintain an effective and efficient programme</li> <li>To provide a fast efficient repair and maintenance to minimize own time to machines and grass cutting programme</li> <li>To have a reliable and efficient vehicle fleet to provide quality support</li> </ul>	<ul style="list-style-type: none"> <li>Effective service delivery mechanism</li> <li>Minimizing available resources</li> <li>Private public partnership</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: SPORTS FIELD DEVELOPMENT AND MAINTENANCE</b>			
<ul style="list-style-type: none"> <li>To provide recreational and sport facilities for the entire community</li> </ul>	<ul style="list-style-type: none"> <li>Play parks and fencing</li> <li>Informal facilities</li> <li>Sports field development and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>To provide safe and sufficient play areas for the children</li> <li>To provide informal grounds with ease of access for all communities and disciplines</li> <li>To provide for formal and high quality sports grounds and facilities for the encouragement of local talent</li> </ul>	<ul style="list-style-type: none"> <li>Effective service delivery mechanism</li> <li>Maximum use of available resources</li> <li>Private public partnership in infrastructure delivery and service provision</li> </ul>

<b>KEY ISSUES</b>	<b>PRIORITY</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<p><b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: ENVIRONMENTAL MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>To monitor and manage the environment within Pixley Ka Seme</li> <li>To assist Provincial and National agencies to monitor and manage the environment</li> </ul>	<ul style="list-style-type: none"> <li>Environmental education (natural area development and maintenance)</li> <li>Environmental impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>To provide and preserve natural habitats for study purposes</li> <li>To monitor the impacts of developments on the environment and to prevent unnecessary environmental degradation</li> </ul>	<ul style="list-style-type: none"> <li>Effective service delivery mechanism</li> <li>Maximum use of available resources</li> <li>Private public partnership</li> </ul>
<p><b>KEY ISSUES</b></p> <p><b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: RESEARCH, DESIGN AND CONTRACT MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>The key issues of the Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> </ul>	<p><b>PRIORITY</b></p> <ul style="list-style-type: none"> <li>Financial measurement of the performance organizations</li> <li>Construction rehabilitation tar roads in Pixley Ka Seme jurisdiction</li> <li>Supply of RDP and bulk sanitation reticulation in the Pixley Ka Seme jurisdiction</li> <li>Supply of RDP and bulk electrical services in the</li> </ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>Calculate the percentage of the capital budget actually spent on projects determined in the IDP</li> <li>Re-gravelling and rehabilitation of roads</li> <li>Resealing of roads in each of the Administrative units</li> <li>VIP's and water borne sewerage</li> <li>Bulk sanitation</li> </ul>	<p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>Control with IDP</li> <li>Compile tender documents</li> <li>Call tenders</li> <li>Contract management until completion of project</li> <li>Cleaning of lines per quotations</li> <li>Electrical section to execute maintenance per quotations</li> <li>Provide information as requested</li> </ul>
<p><b>KEY ISSUES</b></p> <p><b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: RESEARCH, DESIGN AND CONTRACT MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>To provide consumers like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>	<p><b>PRIORITY</b></p> <ul style="list-style-type: none"> <li>Pixley ka Seme area of jurisdiction</li> <li>CAD maintenance / drawings</li> <li>Reprographic</li> </ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>Cleaning of main sewer lines</li> <li>Supply of water meters to all stands within Pixley Ka Seme</li> <li>Supply RDP meter standpipes in Pixley Ka Seme area of jurisdiction</li> <li>Supply bulk water in the Pixley Ka Seme area of jurisdiction</li> <li>Maintenance to mini sub / switchgear</li> </ul>	<p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>Provide limited copies (A4 – A3) to Technical and Engineering Services</li> </ul>



		<ul style="list-style-type: none"> <li>○ Survey and design of small projects, building and roads</li> <li>○ Provide drawing copies internal and public</li> <li>○ Update and safe keeping of approved drawings</li> </ul>	
<b>KEY ISSUES</b>		<b>OBJECTIVES</b>	
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: PHYSICAL DEVELOPMENT AND PUBLIC WORKS</b>			
<ul style="list-style-type: none"> <li>○ Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>○ To provide maintenance and custodial services for municipal building</li> <li>○ To provide consumers services like water, electricity, sanitation</li> <li>○ To operate the municipal stormwater drainage system and do research</li> </ul>	<ul style="list-style-type: none"> <li>○ Land use management (Development of land use management system)</li> <li>○ Pavement management system</li> <li>○ Urban development strategy</li> <li>○ Spatial development framework</li> <li>○ Batho Pele Administration, planning management</li> <li>○ Personnel management</li> <li>○ Communication</li> <li>○ Inventory control</li> <li>○ Implementation Health &amp; Safety Act, 1983</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop uniform LUM policy</li> <li>○ Rationalize and standardize existing Town Planning Schemes</li> <li>○ Implement new Land Use Management system</li> <li>○ Correction of historical distorted spatial patterns</li> <li>○ Direction of new urban development</li> <li>○ Rehabilitation of mining land</li> <li>○ Stimulation of open space</li> <li>○ Development of Agricultural land-use plans</li> <li>○ Project initiation</li> </ul>	<ul style="list-style-type: none"> <li>○ Land use Bill</li> <li>○ LDO/Structure Plan/SDF</li> <li>○ Display all info on the front line offices, leaflets, advertisements</li> <li>○ Policies, procedure, working guidelines</li> <li>○ Information office</li> <li>○ Review policies and working guidelines</li> <li>○ Research</li> <li>○ Health and Safety Act</li> <li>○ Act 126 LRAD</li> <li>○ Budget and administration processes of Sections</li> <li>○ Statistics &amp; procedures in</li> </ul>
<b>KEY ISSUES</b>		<b>OBJECTIVES</b>	
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: RESEARCH, DESIGN AND CONTRACT MANAGEMENT</b>			
<ul style="list-style-type: none"> <li>○ Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>○ To provide maintenance and custodial services for municipal building</li> <li>○ To provide consumers</li> </ul>	<ul style="list-style-type: none"> <li>○ Land Redistribution for Agricultural development</li> <li>○ IDP</li> <li>○ Revenue management</li> <li>○ Uplift the image of the Division</li> </ul>	<ul style="list-style-type: none"> <li>○ Make community aware of level of services they will receive</li> <li>○ Equal access to all</li> <li>○ Ensure compliance to legislation</li> <li>○ Develop a commonage Strategy in respect of Act 126 for Pixley Ka Seme</li> <li>○ Identify land for agricultural programs</li> </ul>	<ul style="list-style-type: none"> <li>○ division</li> </ul>



<p>services like water, electricity, sanitation</p> <ul style="list-style-type: none"> <li>To operate the municipal stormwater drainage system and do research</li> </ul>		<ul style="list-style-type: none"> <li>Review and update IDP</li> <li>Develop new tariff and penalty structure</li> </ul>	
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: URBAN AND RURAL DEVELOPMENT</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers services like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>	<ul style="list-style-type: none"> <li>Develop land use management system</li> <li>Land use control</li> <li>Service Control &amp; Health data</li> <li>Research</li> <li>Urban development strategy</li> <li>Rural development strategy</li> </ul>	<ul style="list-style-type: none"> <li>Confirmation to LUMS</li> <li>Serve notices</li> <li>Receive applications</li> <li>Capture approvals on system</li> <li>Develop a statistics document</li> <li>Update Economic Development plan</li> <li>Update zoning statistics</li> <li>Stimulation of land uses</li> <li>Discouragement of urban sprawl</li> <li>LED Node identification</li> <li>Housing development (land identification)</li> <li>Identify informal areas</li> </ul>	<ul style="list-style-type: none"> <li>New LUMS</li> <li>Service controllers and health data and inspections in house</li> <li>Use Land use chart</li> <li>IDP</li> <li>Enquiries from public</li> <li>Information from LED office on activity</li> <li>Identify land for housing on new SDF</li> <li>Information from LAND Affairs and information from housing section</li> <li>Set up meeting with Housing and relevant ward councillor</li> </ul>
<b>OBJECTIVES</b>			
<b>OBJECTIVES</b>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers services like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>		<ul style="list-style-type: none"> <li>Management of establishment and proclamation of townships</li> <li>Planning guidelines – urban/rural/conservation areas</li> <li>Retain valuable agriculture land</li> <li>Restoration and rehabilitation of degraded and exploited land</li> </ul>	<ul style="list-style-type: none"> <li>Consultants</li> <li>Provincial Administration policy – approval by Pixley ka Seme</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: URBAN AND RURAL DEVELOPMENT</b>			
<b>OBJECTIVES</b>			
<b>OBJECTIVES</b>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers</li> </ul>			

<p>services like water, electricity, sanitation</p> <ul style="list-style-type: none"> <li>To operate the municipal stormwater drainage system and do research</li> </ul>		<ul style="list-style-type: none"> <li>Stimulation of access to opportunities for small scale farmers and entrepreneurs</li> <li>Stimulation of LED in support of small businesses</li> </ul>	
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: BUILDING CONTROL</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers services like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>	<ul style="list-style-type: none"> <li>Personnel development</li> <li>SAMOAC</li> <li>Gathering and updating of building work, contractor / develop statistics</li> <li>Enquiries On building and stand information</li> <li>Implementing policies</li> <li>Full implementation of the National Building Regulation</li> <li>Implementation of policies of procedures and working guidelines</li> <li>Educating public on: <ul style="list-style-type: none"> <li>Building control applications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Skills assessment and development</li> <li>Information for outdoor advertising</li> <li>Inspections on buildings</li> <li>SAMOAC Policy</li> <li>Maintaining statistics on: <ul style="list-style-type: none"> <li>Building plan submitted</li> <li>Building approved</li> <li>Building finalized</li> <li>Non residential building</li> </ul> </li> <li>Maintaining records on: <ul style="list-style-type: none"> <li>Registered contractors</li> <li>Registered plumbers</li> </ul> </li> <li>Review policies</li> <li>Scrutinizing of plans</li> <li>Inspections and plans</li> </ul>	<ul style="list-style-type: none"> <li>IDP</li> <li>Building plan register</li> <li>Display information on counter on all offices for public to read and information office</li> <li>Standardize all policies and procedures and admin and working procedures</li> <li>Consultants procedures &amp; guidelines: <ul style="list-style-type: none"> <li>Township establishment</li> <li>Rezoning</li> <li>Consent Use</li> <li>Sub-division and consolidation</li> </ul> </li> </ul>
<b>OBJECTIVES</b>			
<b>PRIORITY</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: BUILDING CONTROL</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers</li> </ul>	<ul style="list-style-type: none"> <li>Enquiries</li> <li>Institutional plan</li> <li>Building control office</li> <li>Housing categories development and control</li> </ul>	<ul style="list-style-type: none"> <li>submitted</li> <li>Occupation certificate</li> <li>Illegal building work in Pixley Ka Seme</li> <li>Review/draft/approval/ implement policies</li> </ul>	<ul style="list-style-type: none"> <li>Building lines</li> <li>Permit uses</li> <li>Compile and make available information on: <ul style="list-style-type: none"> <li>Stand sizes</li> <li>Water and sewer connections</li> </ul> </li> <li>General enquiries on building plans and building regulations</li> <li>Information regarding</li> </ul>
<b>OBJECTIVES</b>			
<b>PRIORITY</b>			

<p>services like water, electricity, sanitation</p> <ul style="list-style-type: none"> <li>To operate the municipal stormwater drainage system and do research</li> </ul>			<p>fees, tariffs and transgressions</p>
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: PUBLIC WORKS</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers services like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>	<ul style="list-style-type: none"> <li>Tar roads</li> <li>Gravel roads</li> <li>Reseal of roads</li> <li>Transportation &amp; node system</li> <li>Inventory control (roads &amp; stormwater)</li> <li>Buildings</li> <li>Roads</li> <li>Physical risk management</li> <li>Categories of council properties</li> <li>Maintenance</li> <li>Patch work</li> <li>Grading gravel roads</li> <li>Re-gravel gravel roads</li> <li>Stormwater maintenance</li> <li>Revenue management</li> </ul>	<ul style="list-style-type: none"> <li>Employment of vacant posts</li> <li>Motivation of staff</li> <li>Update guidelines</li> <li>Preventative maintenance plan</li> <li>Safety on safe working environment</li> <li>General assessment of maintenance</li> <li>CBD roads</li> <li>Main roads</li> <li>Collector roads</li> <li>Residential roads</li> <li>Identify open and closed stormwater systems</li> <li>All council buildings</li> <li>Assessment of buildings</li> <li>Prioritizing of buildings</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that only quality, approved products are available &amp; stocked in stores</li> <li>Educate staff where necessary, regarding working procedures &amp; use of materials</li> <li>Maximize productivity of personnel, according to Labour Act (working hours per week)</li> <li>Control overtime</li> <li>Ensure correct checklists for all relevant inventory items</li> <li>Procedure to see that inspections take place on prescribed dates/periods</li> <li>Ensure availability of correct material &amp; equipment in</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: PUBLIC WORKS</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers services like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>	<ul style="list-style-type: none"> <li>To obtain funds from traditional sources, meet agencies.</li> <li>Identify other external potential sources (keeping present legislation in mind)</li> </ul>	<ul style="list-style-type: none"> <li>Implement maintenance to prioritized buildings</li> <li>Identify all gaps or shortcomings</li> <li>Recommend any changes if necessary</li> <li>Compile new by-laws if necessary</li> <li>Housing projects</li> <li>DCD-LED projects/Social funds</li> </ul>	<ul style="list-style-type: none"> <li>order to do the necessary preventative maintenance</li> <li>Ensure that necessary planning &amp; preparations are due before work is executed</li> <li>When any abnormality is detected on equipment, plant, networks, etc. immediate steps must be taken to rectify the problem in order to prevent further</li> </ul>
<b>STRATEGIES</b>			
<b>OBJECTIVES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: PUBLIC WORKS</b>			
<b>PRIORITY</b>			

<p>services like water, electricity, sanitation</p> <ul style="list-style-type: none"> <li>To operate the municipal stormwater drainage system and do research</li> </ul>			<p>damage all policies, procedures, all application forms</p> <ul style="list-style-type: none"> <li>Identification of short and coming recommendations.</li> </ul>
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: WATER AND SEWER</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>	<ul style="list-style-type: none"> <li>Administration</li> <li>Management control</li> <li>Integrated Water resources</li> <li>Compliance with health and safety Act 85</li> <li>Operation and maintenance with reference to water network</li> <li>Operation and maintenance of sewer network</li> <li>Maintenance of municipal buildings</li> <li>Suction tank services</li> <li>Waste water treatment plants</li> <li>Maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>Stormwater infiltration</li> <li>Proper meter of water use to record losses</li> <li>Effective operation and maintenance of sewer network to avoid blockages and spillages</li> <li>All required safety inspections</li> <li>Repair of pipe brakes</li> <li>Inspections of all water pumps</li> <li>Inspections of reservoirs</li> <li>Installing of new connections</li> <li>Service and repairs of meter faults</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Supervisions</li> <li>Transport</li> <li>Equipment</li> <li>Feedback</li> <li>Effective operation of WWTP</li> <li>Proper monitoring of water quality and data base of discharge</li> <li>Working procedures and dangerous tasks to be updated and implemented</li> <li>Ensure monthly inspections to all pumps and waste water treatment plants</li> <li>Review and update yearly</li> </ul>
<b>KEY ISSUES</b>		<b>OBJECTIVES</b>	
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: WATER AND SEWER</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers</li> </ul>	<ul style="list-style-type: none"> <li>IDP</li> <li>Income generating</li> </ul>	<ul style="list-style-type: none"> <li>Consumers complaints</li> <li>Service of fire hydrants</li> <li>Service of valves</li> <li>Inspections of pumps</li> <li>Opening of blockages</li> <li>Cleaning of manholes</li> <li>Upgrading and expanding of network</li> <li>Emptying of tanks as per programme and clientele requests</li> </ul>	<ul style="list-style-type: none"> <li>Water restrictions as per lists supplied by Financial Department</li> <li>Reconnections as supplied by Finance Department</li> <li>Re-registering of applicants and consumers to ensure account deliveries</li> <li>Administration work related to water and sewer as required</li> </ul>

<p>services like water, electricity, sanitation</p> <ul style="list-style-type: none"> <li>To operate the municipal stormwater drainage system and do research</li> </ul>		<ul style="list-style-type: none"> <li>Pumps – ensure pump in running condition</li> <li>Cleaning of grids</li> <li>Aerators – ensure minimum requirements</li> <li>Standby generator set – ensure generator set is in running conditions</li> <li>Bio-filters – maintenance to fences and gates, digesters, drying beds, de-sludging</li> <li>Activate sludge processes</li> <li>Stop theft of water</li> <li>Update tariffs and fees</li> <li>Relaying of consumer complaints</li> </ul>	<ul style="list-style-type: none"> <li>Water loss control</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: ELECTRICAL SERVICES</b>			
<ul style="list-style-type: none"> <li>Technical and Engineering Services is to provide for the design, construction and maintenance of the municipalities' streets, roads, sidewalks and traffic control</li> </ul>	<ul style="list-style-type: none"> <li>Administration</li> <li>Management control</li> <li>Compliance with health and safety Act 85 of 1993</li> <li>Operation and maintenance with reference to electrical</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to legislation</li> <li>Review all relevant by-laws, policies, working guidelines and acts</li> <li>Perform Safety inspections to all departments and</li> </ul>	<ul style="list-style-type: none"> <li>Batho Pele Principles</li> <li>Funding and resources</li> <li>Monthly inspections to minimize job cards</li> <li>Personnel resources</li> <li>Feedback from relevant</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: TECHNICAL &amp; ENGINEERING SERVICES: ELECTRICAL</b>			
<ul style="list-style-type: none"> <li>devices</li> <li>To provide maintenance and custodial services for municipal building</li> <li>To provide consumers like water, electricity, sanitation</li> <li>To operate the municipal stormwater drainage system and do research</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of municipal buildings</li> <li>IDP</li> <li>Income generating</li> <li>Supply and maintain a reliable service to people and businesses in our area</li> </ul>	<ul style="list-style-type: none"> <li>Sections of Pixley Ka Seme.</li> <li>Update and implement working procedures</li> <li>Ensure certificate of compliance as competent person</li> <li>Repair of power failures</li> <li>Installation of new connections</li> <li>Service transformers</li> <li>Service mini-sub</li> </ul>	<ul style="list-style-type: none"> <li>Administrative Units</li> <li>Equipment</li> <li>Feedback</li> <li>OHS Act Regulations</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<p><b>2.5.7 KEY FOCUS AREA: URBAN AND ECONOMIC DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>○ The challenge of improving the current facilities to meet minimum standards more particular in the disadvantaged areas treasures and local history</li> <li>○ The need to effectively promote sports, arts and culture more particular amongst the woman and youth</li> </ul>	<ul style="list-style-type: none"> <li>○ Arts and culture</li> <li>○ Tourism</li> </ul>	<ul style="list-style-type: none"> <li>○ Overhead lines</li> <li>○ Service and repair of meters and faults</li> <li>○ Replacement of faulty meters</li> <li>○ Consumer complaints</li> <li>○ Repair of streetlights</li> <li>○ Repair high masts</li> <li>○ Repair air-conditioners</li> <li>○ New connections</li> <li>○ Electrical cut-off actions as per lists supplied by the financial department</li> <li>○ Re-connections as supplied by the Financial Department</li> <li>○ Audit of metering</li> <li>○ Stop theft of electricity</li> </ul>	<ul style="list-style-type: none"> <li>○ Facilitate and support existing organization link to national and provincial structures</li> <li>○ Facilitate and support local development of arts and culture</li> <li>○ To facilitate the provision, development and improvement of needed infrastructure and related services</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<p><b>KEY FOCUS AREA: URBAN AND ECONOMIC DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>○ Museum services plan</li> <li>○ Develop, implement, preserve and nurture the cultural heritage of all cultural groups of Pixley Ka Seme Municipality</li> <li>○ It is the only museum in the region, therefore it is important to retain its historical and cultural value for future generations</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop the museum collection</li> <li>○ Budget control</li> <li>○ Museum staff</li> </ul>	<ul style="list-style-type: none"> <li>○ Judicious extension of museum collection</li> <li>○ Compile the draft a museum budget</li> <li>○ Responsible for museum staff development</li> <li>○ Responsible for programs and projects</li> <li>○ Responsible for liaison with outside institutions, departments and organisations</li> <li>○ Responsible for museum administration</li> <li>○ Responsible for marketing museum services</li> <li>○ Responsible for the provision and maintenance of museum buildings and infrastructure</li> <li>○ Housing</li> </ul>	<ul style="list-style-type: none"> <li>○ To incorporate the history of all cultural groups in the jurisdiction of Pixley Ka Seme Municipality in this museum</li> <li>○ Plan and implement programs and projects designed to improve awareness of local history</li> <li>○ Liaise with local organizations to help with the presentation of educational programmes</li> <li>○ Plan and present workshops and demonstration of matters of historical interest</li> <li>○ Liaise with professional heritage organizations</li> <li>○ Handle all administration regarding bookings of the cultural centre</li> </ul>

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<b>KEY FOCUS AREA: URBAN AND ECONOMIC DEVELOPMENT</b>			
			<ul style="list-style-type: none"> <li>○ Responsible for domestic strategies of short and long-term goals</li> <li>○ Responsible for marketing strategies of museum services</li> </ul>
<b>KEY ISSUES</b>			
<b>KEY FOCUS AREA: URBAN AND ECONOMIC DEVELOPMENT</b>			
<ul style="list-style-type: none"> <li>○ Identify appropriate employment programmes focusing on local labour</li> <li>○ Develop a strategy to address land invasion of unemployment caused by inflow of the migrant labour and expelled mine and farm workers.</li> <li>○ Institute a process for the identification of available skills and the implementing of a skills development programme</li> <li>○ Support SMME development programmes</li> <li>○ Promotion and facilitation of new industries and commercial enterprises</li> <li>○ Promotion and facilitation of growth of leisure and tourism facilities and related services</li> </ul>	<ul style="list-style-type: none"> <li>○ Local Development</li> <li>○ Marketing</li> </ul> <p>Economic</p>	<ul style="list-style-type: none"> <li>○ To facilitate the development and sustainability of local economic development</li> <li>○ To support and create opportunities for local SMME's</li> <li>○ To facilitate and promote growth of local entrepreneurs</li> <li>○ To facilitate the creation of an environment to promote economic development and growth</li> <li>○ To facilitate and support all spheres of the local economy including provision of needed infrastructure needs</li> <li>○ To market the municipality for investment and development area</li> <li>○ Town Planning</li> <li>○ Sector Plans</li> </ul>	<ul style="list-style-type: none"> <li>○ Provision of infrastructure needs for economic development and growth</li> <li>○ Inter collaboration and cooperation on economic development</li> <li>○ Encouraging Private Public Partnerships and cooperatives</li> <li>○ Facilitation of SMME's projects</li> <li>○ Effective use of procurement policy and support of Black economic empowerment</li> <li>○ Assistance in partnership with other spheres of government and private sector in training and development of the imaging businesses</li> <li>○ To participate the activities that promote economic development</li> <li>○ Marketing programmes</li> </ul>
<ul style="list-style-type: none"> <li>○ Land acquisition</li> </ul>	<ul style="list-style-type: none"> <li>○ Prevent illegal occupation of</li> </ul>	<ul style="list-style-type: none"> <li>○ To make suitable land</li> </ul>	<ul style="list-style-type: none"> <li>○ Educate people about the</li> </ul>



<ul style="list-style-type: none"> <li>○ PHP Project implementation</li> <li>○ Housing policy development</li> <li>○ Provision of social housing within Pixley Ka Seme area</li> <li>○ Obtain housing developer status</li> <li>○ Relocation of residents from unsuitable to suitable areas</li> <li>○ Provision of recourses including HR</li> </ul>	<p>land</p> <ul style="list-style-type: none"> <li>○ Educate beneficiaries of their rights to quality housing</li> <li>○ Monitor &amp; manage housing projects and implementation</li> <li>○ Management of the PHP</li> <li>○ Support local emerging contractors</li> <li>○ Management of the PHP</li> </ul>	<p>available</p> <ul style="list-style-type: none"> <li>○ To promote awareness on housing related matters</li> <li>○ To improve quality of housing delivery and related policy</li> <li>○ To be the facilitator of building material to emerging contractors and to all contractors with approved subsidies</li> <li>○ To play the role of a support organisation to manage PHP projects from start to finish.</li> </ul>	<p>pros and cons of illegal occupation of land</p> <ul style="list-style-type: none"> <li>○ Facilitate and monitor housing needs and land occupation</li> <li>○ Broad information sharing and discussions with Ward Councillors and community.</li> <li>○ Distribute Government and NHBRC information brochures.</li> </ul>
---	--	---	---

KEY ISSUES	PRIORITY	OBJECTIVES	STRATEGIES
<p><b>2.5.8 KEY FOCUS AREA: FINANCIAL SERVICES: EXPENDITURE ADMINISTRATION AND CONTROL</b></p> <ul style="list-style-type: none"> <li>○ Central accounting</li> <li>○ Expenditure control</li> <li>○ Budget</li> <li>○ Financial Statement</li> </ul>	<ul style="list-style-type: none"> <li>○ Budget management</li> <li>○ Statement management</li> </ul>	<ul style="list-style-type: none"> <li>○ Completion of budgets in line with National Treasury requirements</li> <li>○ Efficient budget control</li> <li>○ To ensure timely financial statements and in line with National Treasury requirements</li> <li>○ To provide reliable and accurate financial data</li> </ul>	<ul style="list-style-type: none"> <li>○ Compilation of annual budgets – implementation of GAMAP and Budget Reform process</li> <li>○ Daily budget control and monitoring</li> <li>○ Compilation of annual financial statements</li> <li>○ Monthly and quarterly reports to relevant stakeholders</li> </ul>
<p><b>KEY ISSUES</b></p> <p><b>KEY FOCUS AREA: FINANCIAL SERVICES: INCOME</b></p> <ul style="list-style-type: none"> <li>○ Improving communication between council and the community, with specific focus on the identification of priority projects for the capital budget</li> <li>○ Improving accuracy of municipal accounting system (rates and taxes)</li> <li>○ Improve levels of payment for services through the provision of services according to affordability levels</li> </ul>	<p><b>PRIORITY</b></p> <p><b>INCOME</b></p> <ul style="list-style-type: none"> <li>○ Customer services</li> <li>○ Indigence services</li> <li>○ Debt collection</li> <li>○ Management of tax base</li> </ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>○ To provide effective and efficient services</li> <li>○ To facilitate and manage assistance of council to the poor and needy</li> <li>○ To manage and reduce council debt by the community</li> <li>○ To manage effectively council's tax base</li> </ul>	<p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>○ Effective implementation of council policies</li> <li>○ Community consultation</li> <li>○ Effective debt collection</li> <li>○ Implementation of Batho Pele principles</li> <li>○ Improvement of infrastructure and service points</li> </ul>

## 2.6 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"> <li>• Decide on the Process Plan for IDP Review</li> <li>• Responsible for overall political direction of the IDP process, and may assign responsibilities to the Municipal Manager</li> <li>• Submit review IDP framework and draft IDP to Council</li> </ul>
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"> <li>• Responsible for the day to day management of the planning process plan;</li> <li>• 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;</li> <li>• Co-ordinate the involvement of all different role players;</li> <li>• Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li>• Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>• Ensuring the horizontal and vertical alignment in the process, including Sectors Department Strategic Plans;</li> <li>• Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>• Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs;</li> <li>• Ensure appropriate participation;</li> <li>• Ensure proper documentation of outcomes;</li> <li>• Chairing the Steering Committee, Extended Technical Committee; and</li> <li>• Management of consultants</li> <li>• Apply for external funding / donors</li> </ul>
Municipal Council	<ul style="list-style-type: none"> <li>• The Municipal Council will have a final say / comment and approval of the reviewed IDP.</li> <li>• Will consider the process plan which should set out the process for the IDP Review.</li> <li>• A member of the committee or council to formally</li> </ul>

<b>Role Players</b>	<b>Roles and Responsibilities</b>
	<p>submit to the municipal council a proposal to amend the IDP and also give reasons why it should be amended</p> <ul style="list-style-type: none"> <li>• Considers and adopts revised IDP in line with budget</li> <li>• Approves Organogram</li> </ul>
IDP Technical Committee / Steering Committee	<ul style="list-style-type: none"> <li>• Provides terms of reference for the various planning activities;</li> <li>• Commissions research studies or investigations;</li> <li>• Considers and comments on: <ul style="list-style-type: none"> <li>- Inputs from sub-committee/s, study teams and consultants</li> <li>- Inputs from provincial sector departments and support providers</li> <li>- Analyze inputs from stakeholders;</li> </ul> </li> </ul>
<b>Role Players</b>	<b>Roles and Responsibilities</b>
IDP Representative Forum	<ul style="list-style-type: none"> <li>• Informs affected and interested groups, communities and organisations, on relevant planning activities and their outcomes;</li> <li>• Analyzes issues, determine priorities, negotiate and reach consensus;</li> <li>• Participates in the designing of project proposals and/or assess them;</li> <li>• Make recommendations on planning issues to the municipal council.</li> </ul>

## **2.7 MUNICIPAL INTEGRATION WITH SECTOR DEPARTMENTS AND KEY ROLEPLAYERS**

<b>Role Players</b>	<b>Roles and Responsibilities</b>
Municipal Council	<ul style="list-style-type: none"> <li>• The Municipal Council will approve the reviewed IDP.</li> <li>• Will consider the process plan which should set out the process for the new IDP cycle.</li> </ul>
Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> <li>• Decide on the Process Plan for IDP Review</li> <li>• Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager.</li> <li>• Submit review IDP framework and draft IDP to Council.</li> <li>• Develop terms and criteria for Representative Forum.</li> </ul>

Role Players	Roles and Responsibilities
Municipal Manager with delegated powers to the IDP Manager	<ul style="list-style-type: none"> <li>• Give political direction.</li> </ul> <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"> <li>• Responsible for the day to day management of the planning process plan;</li> <li>• 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</li> <li>• Co-ordinate the involvement of all different role-players;</li> <li>• Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li>• Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>• Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li>• Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs;</li> <li>• Ensure appropriate participation;</li> <li>• Ensure proper documentation of outcomes;</li> <li>• Chairing the Steering Committee, Extended Technical Committee, and</li> <li>• Management of consultants.</li> </ul>
IDP Steering Committee	<ul style="list-style-type: none"> <li>• Process Plan management body;</li> <li>• Allocation of duties and monitoring;</li> <li>• Overall management including the appointment of technical consultants;</li> <li>• Decision on roles and responsibilities</li> <li>• Identification of consultation with other role-players/adverts;</li> <li>• Manage draft action programme;</li> <li>• Commission research studies and recommend appointment of service providers;</li> </ul> <p>Decide on matters to be referred to the extended technical committee for alignment and integration.</p>
IDP Representative	<ul style="list-style-type: none"> <li>• The Executive Mayor or Representative chair the</li> </ul>

Role Players	Roles and Responsibilities
Forum	<p>forum meeting.</p> <ul style="list-style-type: none"> <li>• The HOD's CBO's, NGO's, Business Forums, Community Forums, Youth, Woman Organisations, Political parties, Disabled and Traditional Leadership;</li> <li>• 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;</li> <li>• Will provide an organizational mechanism for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the review process.</li> <li>• Make recommendations to the council on planning and development priorities.</li> </ul>
ID Extended Technical Committee	<ul style="list-style-type: none"> <li>• Will be chaired by the Municipal Manager / IDP Manager. Consists of heads of departments as well as representatives from sector departments;</li> <li>• Will deal with matters relevant and relating to district wide issues;</li> <li>• Consider municipal wide programs and integration to PGDS;</li> <li>• Consider and advise the Steering Committee on the evaluation of sector plans;</li> <li>• Attend to the alignment of the Municipality's IDP to that of the GSDM;</li> <li>• Deliberate on inter sectoral programs and recommendations to the Representative Forum;</li> <li>• Give advise to the municipality and foster sectoral alignment; and</li> <li>• Will timeously report on progress which then be forwarded to the Steering Committee.</li> </ul>
PIMMS Centre (District level)	<p>PIMS will provide the following functions:</p> <ul style="list-style-type: none"> <li>• Provide methodological guidance and support the municipality during the IDP implementation and review as well as other planning processes;</li> <li>• Support the planning and implementation management process of the municipality;</li> <li>• Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning;</li> <li>• Provide information to the municipality on relevant</li> </ul>

Role Players	Roles and Responsibilities
	national and provincial policy and legislative frameworks; <ul style="list-style-type: none"> <li>• Organize/conduct relevant training events for the municipality to build its planning and implementation management capacity;</li> <li>• Liaise with donors and other state agencies for funding for the municipality.</li> </ul>
Traditional Leaders	<ul style="list-style-type: none"> <li>• Amakhosi / izinduna should work with close councillors on identifying priority issues.</li> <li>• Facilitate community consultation in collaboration with ward councillors.</li> </ul>
Mayoral Outreach	<ul style="list-style-type: none"> <li>• Through road shows / outreach programmes to get community inputs and provide feedback.</li> </ul>
Ward Committees	<ul style="list-style-type: none"> <li>• Consulted via the Executive Mayoral Outreach.</li> </ul>
CBWs / NGOs / CDWs	<ul style="list-style-type: none"> <li>• To provide vital information and support during planning, evaluation, monitoring through the Representative Forum.</li> </ul>

### **2.7.1 DEPARTMENT LOCAL GOVERNMENT & HOUSING ASSESSMENT COMMENTS ON 2009/2010 IDP**

1. Demographic information should be linked to spatial planning of the municipality;
2. IDP and consultation processes should be clearly outlined and process plans, meeting dates should be indicated as well as minutes of such meetings and attendance register.
3. All Sector Plans should be included in the IDP. Council resolutions should be included and date of adoption for institutional plans and status quo.
4. Approved Institutional organogram should be included. Municipal objectives and strategies should be MTEF based.
5. The municipality should include a well-researched backlog to assist in the strategic planning development.
6. The Municipal Recovery Plan must be linked with the IDP.
7. The Municipality should finalise the SDF and align with the LED Strategy.
8. The Municipality should finalise the operational strategy linked with the IDP.
9. The Municipality should finalise alignment of priorities and budgets.

10. The Municipality should provide status quo on governance financial management, human resources and institutional arrangements in the IDP.
11. The Municipality should develop a comprehensive Human Resource and Corporate Communication Strategies.
12. The Municipality should develop ITP, WSDP, SDF.

Therefore in each municipality within the District, the Municipal Managers and Executive Mayors should ensure that all departments have Head of Departments sign performance contracts in line with the departmental functions and the Municipal Systems Act and Municipal Finance Management Act. The term of the Head of Departments should be aligned with the Council term of office. The core legislation that should guide municipalities are the Constitution, Public Management Finance Act (PMFA), Municipal Systems Act No. 32 of 2000 (MSA), Municipal Finance Management Act No. 56 of 2003 (MFMA), etc.

## **2.7.2 RESPONSE TO COMMENTS BY DEPARTMENT OF LOCAL GOVERNMENT AND HOUSING**

The comments by Department of Local Government and Housing on 2009/2010 IDP are noted with the following:

- 2.7.2.1 Spatial Development Framework of our municipality needs to be updated urgently and a link to special planning be achieved. The development of LUMS (which will enhance housing backlogs) being addressed.
- 2.7.2.2 The municipality has for the past five years successfully achieved the IDP and Budget consultative process.
- 2.7.2.3 The municipality is in the process (during 2009-2010) of finalizing all outstanding Sector plans and aims to partner with relevant government sector departments in achieving this.
- 2.7.2.4 The municipality has its approved institutional organogram linked to the SDBIP and MTEF.
- 2.7.2.5 A well researched backlog is included in the IDP to guide the municipality in planning.
- 2.7.2.6 The municipality is in the process of finalizing its LED strategy to link with that of GSDM, PGDS and national Strategy.
- 2.7.2.7 The municipality is in the process to finalize its Communication Strategy in partnership with the GSDM.



## **2.8 DISTRICT COMMENTS**

- 2.8.1 The District in partnership with the Sector Departments / Local Municipalities, more so the Department of Economic Affairs and DPLG work on ensuring that investment strategies and investment incentive policies are in place and being implemented to improve the economic growth of the District.
- 2.8.2 There is still work to be done to ensure that all municipalities are having services of a well maintained GIS System.
- 2.8.3 The District Based IT Strategy should be implemented in partnership with Sector Departments for the benefit of all locals, as it enables the District to track developments in local municipalities.
- 2.8.4 The District has assisted the municipalities in preparing:
  - Water Services Development Plan
  - Disaster Management Plan
  - Transport Plan
  - Spatial Development Framework
  - Integrated Waste Management Plan
- 2.8.6 Easy access to land to facilitate the development of township establishment is a major challenge due to financial constraints.
- 2.8.7 The funding of township development and land acquisition is a major threat to future development and provision of housing basic services. The estimated population growth is 3% per annum.
- 2.8.8 More partnerships and commitment from the Private Sector is needed to support and stimulate economic growth.
- 2.8.9 District has been playing a coordinating role in a positive way in partnerships with local municipalities to maintain social stability.
- 2.8.10 District needs to assist Local Municipalities with their debt collection efforts and increasing their tax base through investments and improve institutional capacity.
- 2.8.11 The District is improving its capacity and organisation structure to improve its capacity over its mandate.
- 2.8.12 Department of Cooperative Governance and Traditional Affairs to assist the District in increasing capacity of municipalities, in terms of the Section 78 assessment, to perform their water services functions as water services authorities.
- 2.8.13 More needs to be done to capacitate and assist the district in supporting and capacitating local municipalities to ensure efficient service delivery.
- 2.8.14 District Transport Forum has been reviewed and local municipalities are encouraged to support and implement identified transport projects.

## **2.9 PROCESS OVERVIEW**

### **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 (infrastructure projects)
- c) Services Backlog Data
- d) Sector Departments Data
- e) Issues raised during the review by the community and other stakeholders
- f) DPLG comments on 2009/2010 IDP
- g) Failure for the municipality to adopt its IDP on time will be attended and prevented to re-occur.

### **Consultative Forums and mechanisms for Community Participation used by the Pixley Ka 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

## **2.10 ADOPTION AND REVIEW OF THE IDP**

The Municipality will on an annual basis during August to November engage in consultation with its communities and key stakeholders to review the IDP, 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 Plan

The Municipal Council after consultation with its stakeholders and relevant partners will provide a draft document, the document will then be advertised for public comments and input after consideration after consideration of the inputs from the stakeholders the Municipal Council will adopt a review document with the budget annually between April and May.

## **2.12 PERFORMANCE MANAGEMENT SYSTEM**

The Municipality will strive to continuously improve its performance not only limited to compliance to the Department of Provincial and Local Government and the compliance to Chapter 6 of the Municipal Systems Act, these will be done through continuous benchmarking and adoption of best practices on Service Delivery, Administrative Systems, Planning and Financial Management.

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.

### **2.13 SUMMARY OF COMMUNITY AND STAKEHOLDER INPUTS**

During February 2008 in all Pixley Ka Seme Local Municipality held an IDP Imbizo, where the Honourable District Executive Mayor visited each local municipality with the aim of emphasizing the ANC manifesto, the importance of meeting the Millennium Targets, improvements in service delivery and ensure better life for all district residents. Community members who attended this Mayoral Izimbizo, highlighted the development and infrastructure challenges that they are experiencing, these were further re-emphasized during the IDP Public Consultations during February 2008 – February 2009. These are among others:

- Access to housing
- Access to clean water
- Access to decent sanitation facilities
- Access to waste collection
- Access to electricity
- Proper transport networks
- Access to youth / disability centres
- Access to education facilities / tertiary institution
- Access to information and government / municipal services
- Inaccurate billing and lack of support for indigent
- Access to roads
- Cemeteries (fenced and maintained)
- Storm water channels
- Maintenance of infrastructure
- Community Halls
- Clinics
- Job Creation Projects
- Crime Combating Methods
- Parks; etc.
- Provision of refuse bins by the municipality
- Maintenance of streets in Wakkerstroom
- Provision (by the municipality) of:

- Bursaries
- Geographical name changes
- Sport events
- Youth events
  - Upgrading of the Community Hall at Daggakraal
  - Additional pay points in Daggakraal and Vukuzakhe (for municipal services)
  - Sport facilities in all administrative units
  - Development of Thusong Centres in all administrative units.

The IDP/LED Summit held in September 2008 emphasized the social needs of the communities. The IDP Representative Forum held in January 2008, April 2008, July 2008, and September 2008 and November 2008 confirmed the necessity for speeding up the service delivery on the identified needs and projects and encouraged inter-governmental relations of all sector departments.

The focus on EPWP and its Learnership programmes have become the major priority. The development of a Local intergovernmental Relations Structure as proposed and recommended by the IDP Representative Forum, is the focus area in strengthening monitoring and feedback on a month to month basis to our political principles and will kick-start in July/August 2009.

### 3. PIXLEY KA SEME LOCAL MUNICIPALITY GOALS, OBJECTIVES AND KEY FOCUS AREAS

#### 3.1 Powers, Duties and Functions:

##### 3.1.1 Provision of Bulk Water, Sanitation, Roads and Storm Water and Electricity:

###### **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:**

- Pixley Ka Seme Local Municipality will implement projects that are identified in its water and sanitation blue print on annual basis in partnership with the district municipality and sector departments and Gert Sibande District Municipality.
- Pixley Ka Seme Local Municipality in partnership with Gert Sibande District Municipality to ensure integrated planning and provision of roads and stormwater, sanitation, water and electricity to all un-services communities.
- Pixley Ka 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.

<b>Private Sector</b>	<b>Sector Departments</b>
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)

### 3.1.2 Municipal 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:**

- Pixley Ka 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.
- Pixley Ka 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.
- Pixley Ka 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
- Pixley Ka 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.

<b>Private Sector</b>	<b>Sector Departments</b>
Public Private Participation in accelerating Provision, Promotion of Municipal Health Services	Support in the development and implementation of Municipal Health Plan, Integrated Development Plan, 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)

### 3.1.3 Disaster Management, Fire and Emergency Services:

**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 Pixley Ka 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 Pixley Ka 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 Pixley Ka Seme with resources and technical assistance.	Provide resources to municipalities to improve their infrastructure and service delivery mechanism.
	Timeously guide the district in line with the Disaster Management Act.



### 3.1.4 Traffic Law Enforcement and Licensing:

#### **Objective:**

To increase compliance to traffic legislation and licensing services within the Pixley Ka Seme Local Municipality area.

#### **Strategies and Key intervention for key focus areas:**

- Pixley Ka 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.
- Pixley Ka Seme Local Municipality will facilitate the formation of a platform for all role players to share skills and good practices, mentorship and shared growth.
- Pixley Ka 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.
- Pixley Ka Seme Local Municipality through the signing of a Memorandum of Understanding (MOU) carry these duties on behalf of the Province.

<b>Private Sector</b>	<b>Sector Departments</b>
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 Pixley Ka Seme with resources and technical assistance.	Provide resources to municipalities to improve their infrastructure and service delivery mechanism.
	Timeously guide the district in line with the Disaster Management Act.

### 3.1.5 Town Planning and Building Control:

#### Objective:

To increase capacity of Pixley Ka Seme Local Municipality to have comprehensive town planning in support of economic growth and development.

#### Strategies and Key intervention for key focus areas:

- Pixley Ka 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.
- Pixley Ka 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.
- Pixley Ka Seme Local Municipality will in partnership with all stakeholders facilitate and promote integration of all Town Planning Processes.
- Pixley Ka 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 Pixley Ka Seme with resources and technical assistance.	Provide resources to municipalities to improve their infrastructure and service delivery mechanism.

### 3.1.6 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:**

- Pixley Ka Seme Local Municipality in partnership with other stakeholders will investigate the feasibility and need for development of PHP / RDP housing projects.
- Pixley Ka Seme Local Municipality will assess the current state of its local housing needs in order to prepare for forward planning and future needs.
- Pixley Ka Seme Local Municipality through the Provincial Housing will involve stakeholders in assessing the needs for further housing within the municipal area.

<b>Private Sector</b>	<b>Sector Departments</b>
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure.	Support GMM in the developing business plans ad 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.

### 3.1.7 Integrated Development Planning & Community Participation:

#### 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

- Pixley Ka 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.
- Pixley Ka Seme Local Municipality through partnership with other stakeholders during its IDP reviews will enhance capacity and improve its strategic developmental approach.
- Pixley Ka Seme Local Municipality will strive to have positive stakeholder participation on the IDP Forums.
- Pixley Ka 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 Pixley Ka 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 Pixley Ka Seme Local Municipality.

### 3.2 ORGANISATIONAL RESTRUCTURING AND TRANSFORMATION:

#### **Objective:**

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

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

#### **Organogram:**

Pixley Ka Seme Local Municipality finalized their Organogram during January 2007 which was adopted by 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.

### 3.3 Financial Services

**Objective:**

To ensure that Pixley Ka Seme Local Municipality maintains its clean audit record and have good financial management.

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

<b>Private Sector</b>	<b>Sector Departments</b>
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support Pixley Ka 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 Pixley Ka Seme Local Municipality.

### 3.4 Inter-Governmental Relations, Social And Community Services

#### 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:

- Pixley Ka Seme Local Municipality will facilitate and contribute its resources to support protection services and crime prevention initiatives and police forums
- Pixley Ka Seme Local Municipality in partnership with Gert Sibande District Municipality will facilitate and contribute resources to promote and support sports and recreation development
- Pixley Ka 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.
- Pixley Ka 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.
- Pixley Ka 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).
- Pixley Ka Seme Local Municipality will offer support and contribute resources to ensure an effective house of Traditional Leaders.
- Pixley Ka 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.
- Pixley Ka 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 Pixley Ka 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 Pixley Ka Seme Local Municipality.

### 3.5 Corporate Services

**Objective:**

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

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

<b>Private Sector</b>	<b>Sector Departments</b>
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support Pixley Ka 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 Pixley Ka Seme Local Municipality.



### 3.6 Planning and Economic Development Services [Economic Nodes]

#### Objective:

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

- Pixley Ka 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.
- Pixley Ka 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.
- Pixley Ka 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 Pixley Ka Seme Local Municipality.
- The District will support and partner the Sector Department in its land restitution program, land reform and administration.
- Pixley Ka 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:
  - Pixley Ka Seme Local – Tourism and Agriculture

Private Sector	Sector Departments
Public Private Partnerships in support the implementation and sustainability of these initiatives. Participate in local forums	Support Pixley Ka Seme with resources and capacity to implement and support its initiatives Facilitate partnerships and support for Pixley Ka Seme Local Municipality.
Capacity building and technical support Investments	Share strategic plans and interventions in time with Pixley Ka Seme. Incentives and support for investors in Pixley Ka Seme Local Municipality
<b>Proposed developmental nodes:</b> N11 Development Corridor	

### 3.7 Promotion of Local Tourism:

#### Objective:

To increase capacity of Pixley Ka Seme, promote tourist attraction areas and increase the participation and benefitions of the previously marginalized communities.

#### Strategies and Key intervention for key focus areas:

- Pixley Ka Seme Local Municipality will strive to provide resources and facilitate partnerships for all roll players to ensure good service to the tourism industry.
- Pixley Ka Seme Local Municipality will facilitate the formation of a platform for all role players to share skills and good practices, mentorship and shared growth.
- Pixley Ka 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 Pixley Ka 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 Pixley Ka Seme Local Municipality.

### 3.8 Transport Planning Services:

#### Objective:

To increase the capacity of Pixley ka Seme to have comprehensive Transport Planning in support of economic growth and development.

#### Strategies and Key intervention for key focus areas:

- Pixley Ka Seme Local Municipality will in partnership with the sector departments and Gert Sibande District Municipality develop a comprehensive transport plan that will respond to the current developmental needs and economic growth.
- Pixley Ka Seme Local Municipality will partner with private sector departments and Gert Sibande District Municipality to meet the challenges posed by providing adequate transport facilities that meet the needs of the community including access to community facilities.
- Pixley Ka Seme Local Municipality will in partnership with all stakeholders facilitate and promote integration of all transport modes.

Private Sector	Sector Departments
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support Pixley Ka 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 Pixley Ka Seme Local Municipality.

### 3.9 Infrastructure and Technical Services:

#### Objective:

To enhance Pixley ka seme Local Municipality capacity to provide bulk infrastructure, capacitate and support in providing basic services and project management.

- Pixley Ka Seme Local Municipality will, through its institutional arrangements in particular increasing its technicians and technical staff to enhance its capacity to provide the following services effectively and effectively.
  - Bulk Infrastructure Development
  - Project planning and Implementation
  - Project Management
  - Infrastructure Maintenance
  - Housing

Private Sector	Sector Departments
Public Private Partnerships in support the implementation and sustainability of these initiatives. Participate in local planning and sector collaboration forums	Support Pixley Ka Seme Local Municipality in developing sector plans, resources and capacity to implement and support these initiatives Facilitate partnerships and support for Pixley Ka Seme Local Municipality
Support Pixley Ka Seme Local Municipality with specialized skills and technical expertise including skills transfer.	Share strategic plans and interventions in time with Pixley Ka Seme Local Municipality.

### 3.10 Water and Sanitation Services:

#### Objective:

To accelerate water provision within Pixley Ka Seme and to ensure that all residents have access to clean water.

- Pixley Ka Seme Local Municipality in partnership with relevant stakeholders will strive to ensure effective and efficient administration of water services.
- The District is in a process of developing a laboratory which will be used to assess and monitor water quality levels and supply to all municipalities.
- The District has currently reviewed its Water Services Development Plan which indicates service delivery backlog within the entire district.
- Pixley Ka Seme Local Municipality is in a process of implementing key projects to meet the millennium goals.

Private Sector	Sector Departments
Public Private Partnerships in support the implementation and sustainability of these initiatives.	Support Pixley Ka Seme with resources and capacity to implement and support its water services
Participate in local and district Technical committee Forums	Facilitate partnerships and support for Pixley Ka Seme Local Municipality through Local and District IDP Extended Technical Committee and IDP Representative Forum.
Capacity building, financial and technical support	Share strategic plans and interventions in time with Pixley Ka Seme through technical task teams.

### 3.11 Establishment and Control of Cemeteries, Municipal Airports, Fresh Produce Markets and Abattoirs:

#### Objective:

To facilitate provision of adequate services to meet community needs and stimulate economic growth and development

#### Strategies and Key intervention for key focus areas:

- Pixley Ka Seme Local Municipality in partnership with other stakeholders will investigate the feasibility and need for regional cemeteries, airports, fresh produce markets and abattoirs in support of Gert Sibande District Municipality initiative.
- Pixley Ka Seme Local Municipality will assess the current state of its local cemeteries in order to prepare forward planning and future needs.
- Pixley Ka Seme Local Municipality, will through the LED forum; will involve stakeholders in assessing the needs for regional markets and transport facilities.

Private Sector	Sector Departments
Public Private Participation in support of the implementation and sustainability of these institutions and infrastructure	Support Pixley Ka 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 Pixley Ka Seme Local Municipality.

**LED / Tourism:**

<b>LEVEL OF SERVICE</b>	<b>STATUS (Y)</b>
Status quo the development of the Tourism Strategy	Currently on tender for the compilation of the strategy that will then be presented to Council for adoption and approval.
Status quo on development of Local Economic Development Strategy	No. Has to be adopted by council after final development in line with new vision and objectives of the new elected office bearers for the elected term of office.
Economic Development Corridors	Alignment need to be done with national guidelines as amended and the provincial and district strategies. Pixley Ka Seme Local Municipality will in partnership with all stakeholders commission investigations to promote economic development along the following corridor: N11 – Pixley Ka Seme

Pixley Ka Seme in partnership with other spheres of government and Gert Sibande District Municipality will use their resources in a manner that will:

- Promote and support SMME's and emerging entrepreneurs
- Promote and support sustainability of existing businesses within the district
- Increase local beneficiation and shared economic growth

#### 4.1 GERT SIBANDE DISTRICT MUNICIPALITY PROJECTS 2009/2010

Municipality & Project Description	Budgeted Amount	Estimated Project Value	Additional Funding Required (Source of funding GSDM, Provincial, Local)
Bulk water supply of 8 megaliter reservoir Vukuzakhe	R4000000	R4000000	R4000000
Construction of VIP toilets in Pixley Ka Seme	R1000000	R1000000	R1000000
Construction of sewer reticulation Amersfoort/eZamokuhle	R2000000	R2000000	R2000000
Roads to Ezamokuhle	R4000000	R4000000	R4000000
Construction of boreholes on farms	R1000000	R1000000	R1000000
Construction of bulk pipeline to Daggakraal	R3000000	R3000000	R3000000
Rehabilitation of Soccer Stadium in Vukuzakhe	R1000000	R1000000	R1000000
Construction of bulk pipeline to Amersfoort	R2000000	R2000000	R2000000
Rehabilitation of Vukuzakhe Community Halls	R500 000	R500 000	R500 000

#### 4.2 DISTRICT WATER PROJECTS (PIXLEY KA SEME LOCAL MUNICIPALITY) – (Planning towards eradication of backlog)

Project ID	Project location	Project Objective	Key Performance Indicator	Period	Funding needed (R)
<b>Volksrust</b>	<b>Vukuzakhe</b>	Provision of water	Meeting millennium targets	2007/2010	3.424.845
<b>Wakkerstroom</b>	<b>Esizameleni</b>	Provision of water	Meeting millennium targets	2007/2010	9.850.000
<b>Perdekop</b>	<b>Siyazenzela</b>	Provision of water	Meeting millennium targets	2007/2010	500 000.00
<b>Amersfoort</b>	<b>Ezamokuhle</b>	Provision of water	Meeting millennium targets	2007/2010	7.700.000
<b>Daggakraal</b>	<b>Hlanganani Trust</b>	Provision of water	Meeting millennium targets	2007/2010	12.752.788
<b>Rural</b>	<b>Rural</b>	Provision of water	Meeting millennium targets	2007/2010	30.300.00

#### 4.3 DALA KEY PROJECTS (PIXLEY KA SEME LOCAL MUNICIPALITY) 2009-2010 – (Planning Projects)

Project Name	Project Location	Project Objective	Budget
Maize Milling	Daggakraal	Communal Beneficiaries	R 1 100 000
Maize Milling	Driefontein	Communal Beneficiaries	R 1 800 000
Hydrophonics	Daggakraal	Communal Beneficiaries	R 150 000
Irrigation System	Daggakraal	Communal Beneficiaries	R 600 000
Masibuyelel Emasimini	4 sites in Municipalities	Back yard gardens and Communal Farmers	R10 000 000



#### 4.4 DISTRICT SANITATION PROJECTS (PIXLEY KA SEME LOCAL MUNICIPALITY)- (Planning towards eradication of backlog – 2010)

Project ID	Project location	Project Objective	Key Performance Indicator	Period	Funding needed (R)
Volksrust	Vukuzakhe	Provision of sanitation	Meeting millennium targets	2007/2010	2.170.000
Wakkerstroom	Esizameleni	Provision of sanitation	Meeting millennium targets	2007/2010	18.720.000
Perdekop	Siyazenzela	Provision of sanitation	Meeting millennium targets	2007/2010	5.248.250
Amersfoort	Ezamokuhle	Provision of sanitation	Meeting millennium targets	2007/2010	2.624.845
Daggakraal	Hlanganani Trust	Provision of sanitation	Meeting millennium targets	2007/2010	16.380.000
Rural	Rural	Provision of sanitation	Meeting millennium targets	2007/2010	29.688.565

#### 4.5 DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS (2009-2010)

Project ID	Project name	Project Location	Budget Allocation (Annual) R
MP 304	Development of LED Strategies	Pixley Ka Seme	R 606 274
MP 304	Facilitate and monitor infrastructure development	Pixley Ka Seme	R2 000 000
MP 304	Induct and support traditional councils	Pixley Ka Seme	R2 000 000
MP 304	Traditional Resource Administration	Pixley Ka Seme	R3 000 000
MP 304	Rural Development Facilitation	Pixley Ka Seme	R6 800 000
MP 304	Traditional Land Administration	Pixley Ka Seme	R2 000 000
MP 304	Individual Housing Subsidies (old projects)	Pixley Ka Seme	R1 920 000
MP 304	Peoples Housing Process (new projects)	Pixley Ka Seme	R6 162 000
MP 304	Construction VIP Toilets on Farms in Pixley Ka Seme	Pixley Ka Seme	R2 332 000
MP 304	Ezamokuhle Ext. 3 "Phase 2" Sewer Retriculation & Bulk Water Outfall Sewer Line	Ezamokuhle	R1 100 000
MP 304	Wakkerstroom Sewer Retriculation	Wakkerstroom	R2 120 000
MP 304	Louis Trichardt Street	Pixley Ka Seme	R1 100 000
MP 304	Entrance Ezamokuhle	Ezamokuhle	R1 400 000
MP 304	Esizameleni Road	Esizameleni	R 700 000
MP 304	Upgrading water Supply Amersfoort Ezamokuhle	Amersfoort/Ezamokuhle	R1 230 000
MP 304	Daggakraal Bulk Water Supply	Daggakraal	R2 120 000

#### 4.6 TOTAL OF PROJECT PER CATEGORY AND ALLOCATION

Municipality	Name of project	R million	Name of project	R million	Name of project	R million	Funding Source
Pixley Ka Seme	Water project	15 863 672	Sanitation	13 559 820	Electricity	3 399 500	MIG

#### 4.7 SECTOR DEPARTMENTAL PROJECTS

##### 4.7.1 Department of Health & Social Services

Project Name	Project Location	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Construction of Volksrust branch office	Pixley Ka Seme	New construction	100% complete at the end of FY	2008/2009	R5629004	Depart. Of Health & Social Services	Depart. Of Health & Social Services
Wakkerstroom CHC	Wakkerstroom	Improve service delivery	Increase office space	2007/2008	6 000 000	Depart. Of Health & Social Services	Depart. Of Health & Social Services

##### 4.7.2 Department of Land and Administration

Project Name	Project Location	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Establishment of an Ambient Air Quality Monitoring Network for GSDM	Gert Sibande District	Establish a baseline monitoring network for ambient air quality levels in the province	Functional website developed and tested	2007/2008 (Completed)	1 000 000	SASOL and DALA	DALA, GSDM and LM's
Environmental Spatial Framework (Streamline EIAs)	Gert Sibande District	To streamline the EIA. To inform decision making with EIA	Environmental GIS database developed	2007/2008 (Completed)	2 000 000	DALA	DALA, GSDM and LM's
Rollout of the Biodiversity Plan to municipalities	Gert Sibande District	To capacitate municipalities on the Biodiversity Plan	Workshops conducted, posters printed and CD's issued	2007/2008 (Completed)	650 000	DALA	DALA, MTPA, GSDM, LM's
UPPER VAAL Emmanuel Mashego	Pixley Ka Seme	Development of comprehensive infrastructural plan	Infrastructure plans for the farm	2008/2009	500 000	Equitable Share	DALA
Mattala Emmanuel Mashego	Pixley Ka Seme	Maintenance of Apple orchards Pixley Ka Seme	Productive apple orchards	2008/2009	100	Conditional Grant	DALA
Hlanganani Trust Emmanuel Mashego	Pixley Ka Seme	Maintenance of Apple orchards Pixley Ka Seme	Productive apple orchards	2008/2009	100	Conditional Grant	DALA
Maskong Emmanuel Mashego	Pixley Ka Seme	Maintenance of Apple orchards Pixley Ka Seme	Maintenance of Apple orchards Pixley Ka Seme	2008/2009	100	Conditional Grant	DALA

#### 4.7.3 Department of Sports Arts and Culture

Project Name	Project Location	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Community Hall and Offices renovation	Daggakraal	Integrated provision of services	Improve service delivery	2009/2010	700 000	Dept. of Works	Dept. of Works

#### 4.7.4 Department of Local Government and Housing – (Not Funded)

Project Name	Project Location	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Engineering Services	Pixley Ka Seme	Provide access to housing	Number of houses constructed	2009/2010	7 500 000	Depart. Local Govn & Housing	Depart. Local Govn & Housing

#### 4.7.5 Department of Roads and Transport

Project Name	Project Location	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Rehabilitation of Majuba PS turn off to Perdekop T-Junction R23 22.4 Km <b>P97/1</b>	Pixley Ka Seme	To develop and maintain infrastructure that supports economic development	Final design and contract documentation completed	2009/2010	26 625 000	Dept. of Roads and Transport	Dept. of Roads and Transport

## 4.8 Key External Projects

4.8.1. Department of Health & Social Services: Social Services									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
PIXLEY1	Wakkerstroom Luneburg Agriculture Project	Wakkerstroom	Wakkerstroom	National grasslands programme	Implementing national grasslands programme	2008-2011	R6,400,000.00	SANBI	SANBI
PIXLEY2	Biodiversity land for stewardship	Wakkerstroom	Wakkerstroom	National grasslands programme	Implementing national grasslands programme	2012	TBD	SANBI	SANBI
PIXLEY3	Biodiversity policy and BGMP	Wakkerstroom	Wakkerstroom	National grasslands programme	Implementing national grasslands programme	2012	TBD	SANBI	SANBI
4.8.2. Department of Safety and Security									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
SS1	Moral Regeneration Campaigns	Pixley Ka Seme				2009/2010	R 45 000	DSS	Dept Safety and Security
SS2	Workshop for Tavern and Sehbeen owners	Pixley Ka Seme				2009/2010	R 45 000	DSS	Dept of Safety and Security
SS3	Greening of 10 Police Stations	Daggakraal				2009/2010	R 40 000	DSS	Department of Safety and Security
SS4	Tourism Safety Campaigns	Pixley Ka Seme				2009/2010	R 45 000	DSS	Dept of Safety and Security
SS5	School Safety awareness campaigns	Pixley Ka Seme				2009/2010	R 40 000	DSS	Dept of Safety and Security
SS6	Sport against crime campaigns	Pixley Ka Seme				2009/2010	R 60 000	DSS	Dept of Safety and Security
SS7	Debate in schools	Pixley Ka Seme				2009/2010	R105 000	DSS	DSS
SS8	Pillar to Post	Pixley Ka Seme				2009/2010	R100 000	DSS	DSS
SS9	Facilitate the launching of Community Policing	Volksrust				2009/2010	R120 000	DSS	DSS
SS10	Monitoring the functionality CPF Clusters	Pixley Ka Seme				2009/2010	R 70 000	DSS	DSS
SS11	Establish CSF	Volksrust				2009/2010	R 80 000	DSS	DSS
SS12	Recruit and Deploy	All Municipalities				2009/2010	R 90 000	DSS	DSS
SS13	Establish Regional MAM development of POA	Pixley Ka Seme				2009/2010	R120 000	DSS	DSS

4.8.3 Department of Education									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
DOE1	Thuthuka Primary	Pixley Ka Seme				2009/2010	R268 000	DOE	DOE
DOE2	Isu'elilhe Primary	Pixley Ka Seme				2009/2010	R805 000	DOE	DOE
4.8.3 Department of Education									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
DOE3	Embuzane Primary	Pixley Ka Seme				2009/2010	R296 000	DOE	DOE
4.8.4 Department of Agriculture and Land Administration									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
MP307	Amersfoort Townlands	Amersfoort	PIXLEY KA SEME			2009/2010	R 4 155 783		DALA
MP307	Kopie Aileen	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 2 808 000	DALA	DALA
MP307	Vlakspruit	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 6 825 000	DALA	DALA
MP307	Strydkaal	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R10 000 000	DALA	DALA
MP307	Paardeplas	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 5 060 000	DALA	DALA
MP307	Tweefontein	Pixley Ka Seme	PIXLEY KASEME			2009/2010	R12 740 000	DALA	DALA
MP307	Dassieklip	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 2 400 000	DALA	DALA
MP307	Enon	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R16 600 000	DALA	DALA
MP307	Schuilhoek	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 790 000	DALA	DALA
MP307	Vermaaskraal	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 3 600 000	DALA	DALA
MP307	Kafferskraal	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 2 453 359	DALA	DALA
MP307	Moolplaas	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R 1 125 000	DALA	DALA
MP307	Schulspruit	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R15 060 000	DALA	DALA
MP307	Driefontein	Pixley Ka Seme	PIXLEY KA SEME			2009/2010	R11 000 000	DALA	DALA
Getrude Fraser 29/02/08	Masibuyele Emasimini	Daggakraal	Community of Daggakraal	5 Tractors maintenance	Maintenance of 5 tractors in D/Kraal	2009/2010	R250,000.00	DALA	DALA
4.8.5 Department of Environment and Tourism									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
B39/2007	Amersfoort Dam	Amersfoort	Amersfoort	Development of Amersfoort Dam	To develop Amersfoort Dam	2007-2010	R3,000,000.00	DEAT	DEAT
B39/2007	Refuse Removal Service Daggakraal	Daggakraal	Daggakraal	Development of Refuse removal services in Daggakraal	Development of Refuse removal services in Daggakraal	2007-2010	R1,320,000.00	DEAT	DEAT
B39/2007	Martins Dam	Wakkerstroom	Wakkerstroom	Development of Martins Dam	Development of Martins Dam	2007-2010	R3,000,000.00	DEAT	DEAT

B39/2007	Dr Pixley Ka Seme Museum	Pixley Ka Seme	Pixley Ka Seme	Pixley Ka Seme	Development of Dr Pixley Ka Seme Museum	Development of Dr Pixley Ka Seme Museum	2007-2010	R30,220,000.00	DEAT	DEAT
B39/2007	Mahatma Ghandi Museum	Volksrust	Pixley Ka Seme	Volksrust	Development of Mahatma Ghandi Museum	Development of Mahatma Ghandi Museum	2007-2010	R4,285,000.00	DEAT	DEAT
<b>4.8.5 Department of Environment and Tourism</b>										
<b>Project ID</b>	<b>Project Name</b>	<b>Project location</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of Funding</b>	<b>Implementing Agency</b>	
B39/2007	Pixley Ka Seme Tourism Cluster	Pixley Ka Seme	Pixley Ka Seme	Development of Pixley Ka Seme Tourism cluster	Development of Pixley Ka Seme Tourism cluster	2007-2010	R5,684,848.00	DEAT	DEAT	
B39/2007	Rehabilitation of Mahawane Waterfall	Volksrust	Pixley Ka Seme	Rehabilitation & Mahawane Waterfall	Rehabilitation & Mahawane Waterfall	2007-2010	R6,630,000.00	DEAT	DEAT	
B39/2007	Uthaka Game, Bird & Nature Park	Pixley Ka Seme	Pixley Ka Seme	Development Uthamka Game, Bird Park	Development Uthamka Game, Bird Park	2007-2010	R14,264,900.00	DEAT	DEAT	

## .9 Municipal Infrastructure Grant (MIG) Projects

<b>MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>										
<b>Project ID</b>	<b>Project Name</b>	<b>Project location</b>	<b>Project Beneficiaries</b>	<b>Project Objective</b>	<b>Key Performance Indicator</b>	<b>Period</b>	<b>Budget Allocation (Annual) R</b>	<b>Source of Funding</b>	<b>Implementing Agency</b>	
A114/2007	Daggakraal Water and Infrastructure backlog	Daggakraal	Community Daggakraal	To address backlog on water and sanitation	Address backlog	2009/2010	R6,000,000.00	Dept Local Government (MIG)	Dept Local Government (MIG)	
A114/2007	Vukuzakhe Sewer & water	Vukuzakhe	Community Vukuzakhe	To upgrade internal network	Upgrading of sewer & water	2009/2010	R3,990,000.00	Dept Local Government (MIG)	Dept Local Government (MIG)	
A114/2007	Completion of Golden Nest Sewer network infrastructure	Amersfoort	Golden Nest Amersfoort	To complete network infrastructure	Completing of network	2009/2010	R1,000,000.00	Dept Local Government (MIG)	Dept Local Government (MIG)	
A114/2007	East Street	Volksrust	Volksrust community	To upgrade Louis Trichardt street	Upgrading of street	2009/2010	R1,100,000.00	Dept Local Government (MIG)	Dept Local Government (MIG)	
A114/2007	Entrance road from offices Amersfoort to	Amersfoort/ Ezamokuhle	Amersfoort/ Ezamokuhle	To upgrade entrance road	Upgrading of entrance road	2009/2010	R1,100,000.00	Dept Local Government	Dept Local Government (MIG)	

A114/2007	Ezamakuhle Road to Nalithuba, Siyazenzela	Daggakraal	Daggakraal/ Singqobile	To tarr road	Tarring of road	2009/2010	R2,300,000.00	(MIG) Dept Local Government (MIG)	Dept Local Government (MIG)
A114/2007	Project Management Unit	Volksrust	All	To establish PM UNIT	Establishment of PMU	2009/2010	R698,150.00	Dept Local Government (MIG)	Dept Local Government (MIG)
MIG/MP0236/S/05/05	Construction of VIP toilets Daggakraal	Daggakraal	Daggakraal	To ensure proper sanitation	Addressing backlog	2010/2011	R1, 425,000.00	Dept Local Government (MIG)	Dept Local Government (MIG)
MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
C/MP0394/R,ST/04/06	Roads and stormwater Perdekop	Perdekop	Perdekop	Development of roads and stormwater	Addressing backlog	2009/2010 (Completed)	R761 605.00	Dept Local Government (MIG)	Dept Local Government (MIG)
CMP0395/R,ST04/06	Roads and stormwater Daggakraal	Daggakraal	Daggakraal	Development of roads and stormwater	Addressing backlog	2009/2010	R2,000.000	Dept Local Government (MIG)	Dept Local Government (MIG)
MIG/MP0539/W/07/09	Upgrading Daggakraal Water Bulk Supply line	Daggakraal	Daggakraal	Upgrading Water Bulk Supply line	Addressing backlog	2009/2010	R3 100 000.00	Dept Local Government (MIG)	Dept Local Government (MIG)

#### 4.10 Joint HIV/AIDS Projects

JOINT HIV/AIDS PROJECTS									
Project ID	Project Name	Project location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
HIV1	Step-down facility	Pixley Ka Seme	Pixley Ka Seme	Accommodate all vulnerable children, raped women and orphans done to HIV/AIDS	Stabilized individuals mentally, physically and emotionally	2009/2010	R1,000,000.00	Dept of Health & Social Services, Private Business Partners	Department of Social Services
HIV2	Peer Education	Pixley Ka Seme	Pixley Ka Seme	Training of at least 20 PGE per ward	Well informed communities	2009/2010	R500,000.00	Dept of Health & Social Services, Eskom Dept of Education	Dept of Health & Social Services, Eskom Dept of Education
HIV3	Management of HIV	Pixley Ka Seme	Pixley Ka Seme	Making ARV's available to HIV positive	Managed HIV status and improve health	2009/2010	R4,000,000.00	Dept of Health	Dept of Health

HIV4	Hospice	Pixley Ka Seme	Pixley Ka Seme	Individuals VCT facilities made available to communities	Caring of AIDS terminally ill patients to ensure dignity last living days	2009/2010	R14,000,000.00	Dept of Health Eskom Spoorinet Public Works Other partners	Pixley Ka Seme Local Aids Council
HIV5	Home-based Care Project	Pixley Ka Seme	Pixley Ka Seme	Promoting home based care for HIV/Aids terminally patient	Well developed Home Based Care within Pixley Ka Seme	2009/2010	R2,000,000.00	Private Businesses Dept of Health Dept Social of Services	Dept of Social Services
HIV6	Vegetable Gardens Projects Peace gardens	Pixley Ka Seme	Pixley Ka Seme	Encouraging proper and healthy eating life style to all communities	Growing of vegetables and maintenance of health	2009/2010	R4,000,000.00	DALA Dept of Health Dept of Social Services Private Businesses Pixley Ka Seme	DALA Pixley Ka Seme
HIV7	Mainstreaming HIV/AIDS	Pixley Ka Seme	Pixley Ka Seme	Establishment of a comprehensive HIV/AIDS strategy to contact re-infection	Well established strategy and integration with all community organizations	2009/2010	R1,500,000.00	Pixley Ka Seme Dept of Health Dept of Social Services Private Businesses DPLG	Pixley Ka Seme

#### 4.11 Key Internal Projects

##### 4.11.1 Project Programme – Sanitation - (Planning Projects – not yet funded)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2010/11	Year 2011/12	Source of Funding
N	Sanitation (For new houses on new stands)	E2	1	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	2	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	3	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	4	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing



N	Sanitation (For new houses on new stands)	E2	5	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	6	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	7	Dept. of Housing	R400000000	R20000000	R20000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	8	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	9	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	10	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Sanitation (For new houses on new stands)	E2	11	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Infrastructure in Vukuzakhe new Stands	E1	1,2	Council	R35000000-00	R35000000 (Completed)		PKSLM

#### 4.11.2 Project Programme - Water – (Planning Projects – not yet funded)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2010/11	Year 2011/12	Source of Funding
N	Water Reticulation (For new houses on new stands)	E2	1	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	2	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	3	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	4	Dept. of Housing	R100000000	R20000000	R20000000	Dept. of Housing

N	Water Reticulation (For new houses on new stands)	E2	5	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	6	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	7	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	8	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	9	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	10	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing
N	Water Reticulation (For new houses on new stands)	E2	11	Dept. of Housing	R10000000	R2000000	R2000000	Dept. of Housing

#### 4.11.3 Project Programme – Electricity – (Planning Projects – not yet funded)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2010/11	Year 2011/12	Source of Funding
N	High Tension Cables	E1	All	Council	R4000000	R4000000		PKSLM
N	Pre-Paid Meters	E1	All	Council	R260000	R85000	R100000	PKSLM
N	Transformers	E1	All	Council	R190000	R90000	R100000	PKSLM
N	Street Lights (energy saving)	E1	All	Council	R3000000	R100000	R100000	PKSLM
N	11kv Switch Gear	E1	All	Council	R1000000	R1000000		PKSLM

#### 4.11.4 Project Programme - Roads and Storm water – (Planning Project – not yet funded)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2010/11	Year 2011/12	Source of Funding
N	Roads & Storm water (For new houses on new stands)	E2	1	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	2	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	3	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	4	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	5	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	6	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	7	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	8	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	9	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	10	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing
N	Roads & Storm water (For new houses on new stands)	E2	11	Dept. of Housing	R250000	R50000	R50000	Dept. of Housing

**4.11.4 Project Programme - Roads and Storm water – (Planning Projects – not yet funded)**

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2010/11	Year 2011/12	Source of Funding
N	Purchase Excavator	C/E3	ALL	Council	R800000	R800000		PKSLM /Dept Public Works
IP RS07-07	Purchase New LDV			Council	R180000	R180000		PKSLM
N	Tipper Truck			Council	R500000	R500000		PKSLM
N	TLB			Council	R800000	R800000		PKSLM
N	Vehicle (LDV)			Council	R180000	R180000		PKSLM
N	Truck and Low Bed			Council	R800000	R800000		PKSLM
N	Construction Road and Stormwater (P/E)			Council	R4500000	R2500000	R2000000	PKSLM
N	Construction Road and Stormwater (A/E)			Council	R5500000	R3000000	R2500000	PKSLM
N	Rehabilitation of Roads (Amersfoort)			Council	R1500000	R1500000		PKSLM
N	Rehabilitation of Roads (Volksrust)			Council	R2000000	R2000000		PKSLM

**4.11.5 Project Programme - Housing – (Planning projects – not yet funded)**

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2010/11	Year 2011/12	Source of Funding
IP	Housing	E2	2	Dept. of Housing	R14800000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	3	Dept. of Housing	R11200000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	4	Dept. of Housing	R12760000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	5	Dept. of Housing	R15200000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	6	Dept. of Housing	R10000000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	7	Dept. of Housing	R14000000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	8	Dept. of Housing	R12800000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	9	Dept. of Housing	R12000000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	10	Dept. of Housing	R14000000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	10	Dept. of Housing	R14000000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing
IP	Housing	E2	11	Dept. of Housing	R14000000 (Houses)	R4000000 (100)	R4000000 (100)	Dept. of Housing

#### 4.11.6 Project Programme – Local Economic Development (Job Creation)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Golf Estate Development	A	5	Council / Private Sector	R120000000	R24000000	R24000000	Council / Private Sector
N	Development of Bus & Taxi Terminal & Hawkers' stalls	E1	5	Council/ GSDM	R16 000 00		R16 000 00	Council/ GSDM
N	Uthaka Game Farm & Nature Reserve	E3	5	DEAT/ Private Sector	R14264000	R2860000	R2824000	DEAT/ Private Sector

#### 4.11.6 Project Programme – Local Economic Development (Job Creation)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
IP	Entrepreneur development	E1	ALL	Council, DONORS	R14400000	R4000000	R5000000	PKSLM, DONARS

#### 4.11.8 Project Programme – Cemetery – (Planning projects)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Fencing Amersfoort Cemeteries			Council	R150000	R150000		Council
N	Fencing Vukuzakhe Cemeteries			Council	R450000	R450000		Council
N	Fencing Schuilhoek Cemeteries			Council	R150000	R150000		Council
N	Fencing Ezamokuhle Cemeteries			Council	R300000	R300000		Council

**4.11.9 Project Programme - Waste Management – (Planning Projects – not yet funded)**

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Development of Refuse Disposal Works	E1	9	MIG	R1000000		R1000 000	DWAF / MIG
N	Purchase Refuse Disposal Compactor	E1	9	MIG	R850000		R850000	DWAF / MIG
N	Purchase Refuse Disposal Compactor	E1	5	MIG	R850000		R850000	DWAF / MIG
N	Purchase Refuse Disposal Compactor	E1	7	MIG	R850000		R850000	DWAF / MIG
N	Development of Refuse Disposal Works	E1	11	MIG	R1000000		R1000000	DWAF / MIG
N	Purchase Refuse Disposal Compactor	E1	6	MIG	R850000		R850000	DWAF / MIG
N	Purchase Refuse Disposal Compactor	E1	11	MIG	R850000		R850000	DWAF / MIG
N	Development of Refuse Disposal Works	E1	5	MIG	R1000000		R1000000	DWAF / MIG
N	Waste Management Plan	E1	ALL	Council	R100000	R100000		PKSLM
N	Daggakraal Waste Disposal sites	E1	9, 10, 11	MIG/GSDM	R15000000		R15000000	MIG/GSDM
N	Purchase Waste Collector trailer	E1	5	MIG	R198000	R198000		MIG
N	Environmental Impact Assessment for new sites at Wakkerstroom	E1	5	MIG	R2000 000		R2000 000	MIG

**4.11.9 Project Programme - Waste Management – (Planning Projects – not yet funded)**

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Construct shed for the above-mentioned	E1	5	Council	R280000		R280000	MIG
N H06-01	Tractor (Refuse) X 3	E1	9,10, 11	Council/MIG	R780000		R780000	Council/MIG
N H06-02	Waste collector trailer 15m <sup>3</sup> X 3	E1	9,10, 11	Council/MIG	R594000		R594000	Council/MIG
N H06-03	Refuse vehicle gravity compaction	E1	9,10 11	Council/MIG	R850000		R850000	Council/MIG
N H06-06	Construct vehicle shed for the above-mentioned	E1	9,10, 11	Council/MIG	R350000		R350000	Council/MIG
N H06-04 H07-01	Waste collector trailer 15m <sup>3</sup>	E1	6	Council/MIG	R198000	R198000		Council/MIG
N H06-05 H07-02	Tractor (Refuse) 61kw X2	E1	1,2,3,4	Council/MIG	R240000	R240000		Council/MIG
N	Tractor (Refuse) 61kw (1)	E1	7,8	Council/MIG	R260000		R260000	Council/MIG
N	Waste Collector Trailer			Council	R140000			Council



**4.11.9 Project Programme - Waste Management – (Planning Projects – not yet funded)**

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Scow Back Container		5,6,7&8 9,10&11	Council/MIG	R240000	R120000	R120000	Council/MIG
N	Tractor (61kW)			Council	R1000000	R500000	R500000	Council
N	Construct vehicle shed for vehicle with compactor	E1	1,2,3,4	Council/MIG	R280000	R280000		Council/MIG
N	Scowback container X10	E1	1,2,3,4	Council/MIG	<b>R240000</b>	R120000	R120000	Council/MIG
N	Power "X" Chassis		5	Council/MIG	<b>R150000</b>	R150000		Council/MIG
N	Rubber Refuse Bins (1000)		ALL	Council/MIG	<b>R120000</b>	R120000		Council/MIG
N	Power "X" Chassis		9,10&11	Council/MIG	<b>R150000</b>	R150000		Council/MIG

#### 4.11.10 Project Programme - Environmental (Parks)- (Planning Projects)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N SR06-01	Replace Tractor	B	1	Council	R20000	R200000		PKSLM
IP	Development of Parks	A	1	Council	R50000	R50000		PKSLM
IP	Development of Parks	A	2	Council	R50000	R50000		PKSLM
IP	Development of Parks	A	3	Council	R50000	R50000		PKSLM

#### 4.11.11 Project Programme - Health – (Planning Projects)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Purchase LDV Vehicle (2)	C	9,10,11	GSDM	R260000	R260000		GSDM
N	Tractor (61kW)	C		Council	R1000000	R500000	R500000	PKSLM

**4.11.12 Project Programme – Protection Services – (Planning Projects)**

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Weigh Bridge	E1	1	MPG	R1600000		R160 0000	MPG
N	Purchase Furniture for DMC	A	3	Council	R30000		R30 000	GSDM
N	Generators (4)	B	ALL	Council	R55000		R55 000	PKSLM
N	Upgrading of Traffic Equipment / Calibration	B	3 & 7	Council	R50000		R50 000	PKSLM
N	Upgrading of D/L Testing Facilities	A	3 & 7	Council	R20000		R20 000	PKSLM
N	Desks for Learners License Class	A	3 & 7	Council	R10000		R10 000	PKSLM
N	Upgrading of Testing Station & Fire Brigade	A,B	3	Council	R150000		R150 000	PKSLM
N	Traffic Light Vukuzakhe	B	1	Council	R100000		R100 000	PKSLM
N	Traffic Light Amersfoort	B	7	Council	R85000		R85 000	PKSLM
N	Purchase Service Pistols (4)	B	ALL	Council	R6200		R6 200	PKSLM
N	Upgrading of Testing Station Equipment	A,B,C	3 & 7	Council	R10000		R10 000	PKSLM

**4.11.12 Project Programme – Protection Services- (Planning Projects)**

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Development of Integrated Transport and Public Transport Plan	E1	ALL	Dept Roads and Transport	R300000		R300 000	Dept Roads and Transport
IP PSS06-05 PSS07-05	Purchase Computer for DMC	E1	3	MPG	R30000		R30 000	GSDM
IP PSS06-04 PSS07-04	Purchase Furniture for Office of Traffic Department	A	3	Council	R380000		R380 000	PKSLM
IP PSS06-01 PSS07-01	Traffic Vehicles	A	ALL	Council	R280000		R280 000	PKSLM
IP PSS06-03 PSS07-03	Siren & Star Blue light	A	ALL	Council	R30000		R30 000	PKSLM
IP PSS06-02 PSS07-02	Two-way Radios	A	ALL	Council	R32000		R32 000	PKSLM
N	Traffic Vehicle	A	ALL	Council	R190000		R190 000	PKSLM
N	Two-way Radios	A	ALL	Council	R17000		R17 000	PKSLM
N	Siren & Blue Bar Lights	A	ALL	Council	R30000		R30 000	PKSLM
N	Furniture	A	ALL	Council	R20000		R20 000	PKSLM
N	IT Equipment (PC & Printer)	A	ALL	Council	R15000		R15 000	PKSLM

#### 4.11.16 Project Programme - Institutional – (Planning Projects)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	IT Equipment Printers	B	ALL	Council	R280000	R100000	R100000	PKSLM

#### 4.11.16 Project Programme - Institutional – (Planning Projects)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	1 1200x900 Pedestal desk, 1 1500x900 Pedestal desk, 1 90° Corner link, 1 Wooden Stationary cupboard with 3 shelves, 1 4-Tier bookcase- Manager Housing & Legal	E1	4	Council	R2900 R2500 R2800 R2500	R2900 R2500 R2800 R2500		PKSLM
N	1 Wooden 4-Tier bookcase – Assistant Officer Housing	E1	4	Council	R1900	R1900		PKSLM
N	1 High back tilt chair, 1 Steel tea trolley for files - Records	E1	4	Council	R900 R1800	R900 R1800		PKSLM
N	1 Double door steel stationary cabinet - Typist	E1	4	Council	R2000	R2000		PKSLM
N	1 5-Tier bookcase, 1 Sliding door credenza - Switchboard	E1	4	Council	R2300 R2500	R2300 R2500		PKSLM
N	Led Funds Projects – LED	E1	4	Council	R2050000	R640000	R600000	PKSLM
N	Video Camera - LED	E1	4	Council	R3500	R3500		PKSLM

#### 4.11.16 Project Programme - Institutional – (Planning Projects)

ID Number	Project / Activities (Incl. Outputs)	Priority	Ward	Responsible Agencies	Total Cost	Year 2009/10	Year 2010/11	Source of Funding
N	Furniture & IT Equipment – IDP & HR	E1	4	Council	R125000	R45000		PKSLM
N	Furniture – Training Centre & Offices	E1	4	Council	R100000	R100000	R100000	PKSLM
N	Vehicle (LDV - buildings 025)	E1	ALL	Council	R180000	R180000		PKSLM
N	Upgrading of Buildings in Pixley Ka Seme	E1	ALL	Council	R300000	R300000		PKSLM
N	Fencing Water Treatment Plant Vukuzakhe	E1	ALL	Council	R500000		R500000	PKSLM
N	Fencing Amersfoort Workshop	E1	ALL	Council	R500000	R350000		PKSLM
N	Shed Daggakraal Workshop	E1	ALL	Council	R550000	R400000		PKSLM
N	Equipment Mechanical Workshop	E1	ALL	Council	R260000	R70000	R80000	PKSLM

**5. SUMMARY OF CAPITAL PROJECTS 2009/2010**

DESCRIPTION	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	2008/2009	2009/2010	2010/2011	2010/2011	2010/2011
	R	R	R	R	R
Own projects	6,121,200	31,026,000	14,435,000	10,935,000	10,935,000
MIG projects	13,112,000	20,680,000	-	-	-
Gert Sibande projects	-	18,000,000	-	-	-
<b>TOTAL</b>	<b>19,233,200</b>	<b>69,706,000</b>	<b>14,435,000</b>	<b>10,935,000</b>	<b>10,935,000</b>

**6. PROJECTS TO BE FUNDED FROM  
LOANS/ADDITIONAL MIG**

<b>PROJECTS</b>	<b>2009/2010 R</b>	<b>2010/2011 R</b>
Construction of Roads - Wakkerstroom	1,500,000	
Construction of Roads - Perdekop	1,500,000	2,000,000
Water - New sites infrastructure	-	
Sewer - VIP toilets - Daggakraal	2,000,000	
Road in Volksrust - Ward 4	1,500,000	
Road in Volksrust - Ward 3	1,500,000	
Counter funding of road to Daggakraal (Nalithuba)	1,000,000	
Counter funding of road to daggakraal ( Primary School)	1,000,000	2,000,000
Sewer - New sites infrastructure	-	
purchase of building for a library Perdekop	250,000	
Renovation of building for library Perdekop	250,000	
Cemeteries - New sites	3,500,000	
IDP - Town planning and housing	2,000,000	
	<b>16,000,000</b>	<b>4,000,000</b>



7.

PIXLEY KA SEME

IDP ASSESSMENT NEEDS PER WARD – 2009/2010

Ward	Sanitation	Electricity	Water	Housing	Roads & Stormwater	Parks	Cemeteries	Footbridges	Other
1	✓	✓	✓	✓	✓	✓	✓	✓	Proclaiming of Land, Crèche, Hospital (Perdekop) Police Station (Vukuzakhe), MPCC, Robots
2	✓	✓	✓	✓	✓	✓	✓	✓	Fencing of cemeteries, maintenance of Community Halls
3	✓	✓	✓	✓	✓	✓	✓	✓	Agricultural land, LED Projects
4	✓	✓	✓	✓	✓	✓	✓	✓	Sports field, Grass cutting at schools
5	✓	✓	✓	✓	✓	✓	✓	✓	Maintenance of infrastructure, Hawkers by-laws
6	✓	✓	✓	✓	✓	✓	✓	✓	Establishment of Museum
7	✓	✓	✓	✓	✓	✓	✓	✓	HIV/AIDS Programmes, Speed humps, Renovation of stadiums
8	✓	✓	✓	✓	✓	✓	✓	✓	Community Hall, School, Land for Livestock, Development of stands
9	✓	✓	✓	✓	✓	✓	✓	✓	Youth Development, Upgrade of municipal gardens
10	✓	✓	✓	✓	✓	✓	✓	✓	Fire Services, Plant trees and grass in cemeteries

11	✓	✓	✓	✓	✓	✓	✓	✓	✓	High-mast and Street lights
----	---	---	---	---	---	---	---	---	---	-----------------------------