

# Ikwezi Local Municipality

## Integrated Development Plan 2012-2017

### (Final 2013/14)



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## TABLE OF ACRONYMS AND ABBREVIATIONS

ARV	Anti-Retroviral Treatment
ASGISA	Accelerated and Shared Growth Initiative – SA
CDM	Cacadu District Municipality
CDWs	Community Development Workers
<b>CBA</b>	<b>Critical Biodiversity Areas</b>
CBO	Community Based Organizations
DWAF	Department of Water Affairs and Forestry
DTI	Department of Trade & Industry
DRD&LR	Department of Rural Development and Land Reform
ECDLGTA	Eastern Cape Department of Local Government and Traditional Affairs
ECPSDP	EC Provincial Spatial Development Plan, 2010
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works programme
<b>ESA</b>	<b>Ecological Support Areas</b>
GRAP	Generally Recognized Accounting Practice
GAMAP	Generally Acceptable Municipal Accounting Practice
HIV/AIDS	Acquired Immune Deficiency Syndrome

IDP	Integrated Development Plan
IEMP	Integrated Environmental Management Plan
IWMP	Integrated Waste Management Plan
IGR	Intergovernmental Relations
IDC	Industrial Development Corporation
ILM	Ikwezi Local Municipality
ILTO	Ikwezi Local Tourism Organisation
ISRDP	Integrated Sustainable Rural Development Programme
IWMP	Integrated waste Management Plan
JPS	Junior Primary School
JSS	Junior Secondary School
LED	Local Economic Development
LGSETA	Local Government Sectorial Education and Training Authority
LUMS	Land Use Management System
LED	Local Economic Development
LMS	Local Municipalities
LISSC	Local Inter-sectoral Steering Committee
MDRTB	Multi Drug Resistant Tuberculosis
MEC	Member of Executive Committee

MFMA	Municipal Finance Management Act, 56 of 2003
MFMG	Municipal Finance Management Grant
MIG	Municipal Infrastructure Grant
NEMA	National Environmental Management Act 107 of 1998
NGO	Non-Governmental Organizations
MSIG	Municipal System Improvement Grant
NSDP	National Spatial Development Perspective
PGDP	Provincial Growth and Development Plan
PSEDS	Provincial Spatial Economic Development Strategy
OBE	Outcomes based education
PHC	Primary Health care
PSDP	Provincial Spatial Development Plan
PMS	Performance Management System
PPC	Pretoria Portland Cement
RDP	Reconstruction and Development Plan
RTSP	Responsible Tourism Sector Plan
SAPS	South African Police services
SDBIP	Service delivery Budget Implementation Plan
SDF	Spatial Development Framework



SMME's	Small Medium Micro Enterprises
SPS	Senior primary School
SSS	Senior secondary School
TB	Tuberculosis
VAT	Value Added Tax
WSA	Water Services Authority
WSP	Water Services Provider
WSDP	Water Services Development Plan

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## FOREWORD BY THE MAYOR

The 2013/14 IDP and Annual Budget are tabled as the global economy is going through a difficult time. Recovery from the financial and economic crisis that confronted us in 2008 remains slow and uneven.

In accordance with the provisions of the laws that govern the affairs of the municipality we have embarked upon a process of consultation with the local communities with a view to present the IDP and Annual Budget for 2013-2014 financial year.

Chapter 4 of the Municipal System Act 32 of 2000 makes community participation in the affairs, programmes and activities of the municipality a legal obligation. This is a historic moment in our existence as Ikwezi. Not only is this the first IDP/budget of this 5 year term, but it is the first exercise after we have been demarcated as wards. This IDP is therefore the culmination of a lengthy process of consultation during the local ward community based planning process.

Accordingly, this IDP carries the aspiration of the masses in the four wards which the 2013-2014 Budget must seek to finance. Therefore, this IDP must be seen as a beacon of hope that will continue to guide us over the next financial year in our collective endeavours of building a better life for all our communities.

In this regard, section 24 of Municipal Finance Management Act 56 of 2003 prescribes that "...that final budget must be tabled 30 days before the start of the budget year." As we approach 90 days before the beginning of the financial year, we have thus complied with yet another legal requirement.

We remain committed to the realization of the 5 National Key Performance Areas of municipality, being the following:

- Basic Infrastructure and Service Delivery
- Municipal Transformation and Organisational Development
- Local Economic Development.
- Municipal Financial Viability and Management
- Good Governance and Public Participation.

The IDP together with its projects and implementation focus relates more strongly to the capital budget.

The Ikwezi's Budget is perhaps the most important annual document which articulates the direction, concerns and special interests of the municipality of the day. It provides the context in which the decisions have been made and proposals that reflect the multiple



interest any government caters for. The 2012/13 annual budget will accommodate R13 million towards capital projects. The main focus for this year will be job creation, in the form of labour intensive programs.

In the face of all this more - jobs are being created for each Household in Ikwezi Municipal Area and private – sector investment is gathering pace. The challenge before us is to build on our strengths, taking the steps necessary to improve the competitiveness and productivity of our economy to grow more rapidly, create jobs, and reduce poverty and inequality. Municipal Infrastructure investment plans provide a foundation for these objectives.

As a first draft of the five year new mandate for councillors and officials of Ikwezi economic history. Ikwezi Municipality cannot succeed in realising the objectives of our Constitution on its own. South Africa’s growth and development path will be forged in partnership with the private sector.

This Budget sets out a clear challenge for Ikwezi Municipality at all levels to achieve more by using public resources with greater efficiency. Our success in achieving the ambitious goals we set ourselves will be determined by our ability to execute our plans in full and on time.

The 2013 Budget is the culmination of hard work by many people:

The Mayor’s Committee on the Budget, whose unenviable task is to ensure alignment between technical processes and political imperatives.

Council, which takes council decisions that are given monetary expression in the Budget. Numerous Council Committees and officials who contribute data and participate in processes culminating in Budget Day.

The Review of Ward Community Based Planning Process which contribute toward the Ward Priorities.

Finally, my very special word of thanks goes to all the departments for their hard work and unwavering support in producing yet another good set of IDP and Budget documents.

**Clr Sizwe Mngwevu**  
**Ikwezi Mayor**

## **OVERVIEW BY THE MUNICIPAL MANAGER**

The 2011/12 Financial Year was a very busy year for the Municipality where a number of challenges facing Ikwezi Municipality were dealt with head on. The main focus was on basic service delivery to the community of Ikwezi. The current administration has crafted the Vision 2031 for the municipality.

Service delivery in the municipality has improved. The Audit Committee is functional. The municipality has established Portfolio Committees to ensure political oversight. The Municipal Public Accounts Committee was also established to oversee the Annual Report and any other matters deemed important by Council.

The municipality has been demarcated into four wards system after the 2011 Local Government Elections. The municipality has seven councillors. Wolwefontein has been included to Ikwezi Municipality and forms part of Ward four (4). The municipality has introduced Community Based Planning for the first time which brings us closer to our communities. This will improve public participation and community ownership. Communications Strategy is in place and operational.

The municipality's revenue collection has improved but there is still a long way to go. A new Indigent Committee has been established under the new Council. The municipality is in partnership with DLGTA – FBS unit will formally workshop the Indigent Committee (inclusive of ward committees) on the policies and processes. The Municipality has established the Internal Audit Unit. Ikwezi Municipality hosted a successful Public Service Week in June 2011. The following projects were launched:

- Low Pressure Solar Geysers
- Roads and storm water drainage
- Thusong Centre( sod turning)
- Community Works Programme
- Klipplaat Hydroponics
- Solar Technical Farm

I would like to take this opportunity to acknowledge time and effort given by Heads of Departments, middle management and first line managers. Management would like to appreciate the political leadership and oversight by Council led by our Honourable Mayor, Councillor Sizwe Alfred Mngwevu.

**MUNICIPAL MANAGER**

**T. Guta**

## CHAPTER ONE

The Ikwezi local municipality's Integrated Development Plan (2012/13) for the next 5 years is structured into the following chapters and sections:

<b>Chapter 1</b>	Executive Summary
<b>Chapter 2</b>	External and Internal Situation Analysis – Ikwezi Area
<b>2.1</b>	Desk-top Analysis (Geographic; Demographic and Socio-economic)
<b>2.2</b>	KPA 1: Spatial Development Framework
<b>2.3</b>	KPA 2: Service Delivery
<b>2.4</b>	KPA 3: Financial Planning and Budget Analysis
<b>2.5</b>	KPA 4: Local Economic Development Analysis
<b>2.6</b>	KPA 5: Good Governance and Public Participation
<b>2.7</b>	KPA 6: Institutional Analysis
<b>2.8</b>	Priority Issues in Context
<b>Chapter 3</b>	Ikwezi Development Objectives and Strategies

### 1. EXECUTIVE SUMMARY – IKWEZI LOCAL MUNICIPALITY

The Executive Summary touches briefly on the planning processes undertaken by the municipality during the crafting of the IDP for the elected term of office. It deals with the IDP planning methodology, legal frameworks and gives a birds-eye-view of the situational analysis spread over the five Local Government Key Performance Areas, including Spatial Development. It also highlights the municipality's priorities and strategic objectives that will be addressed and financed in the operational plan / Service Delivery Budget Implementation Plan.

Efforts have been made to ensure that the National and Provincial priorities' are contextualized within the Ikwezi area.

## DEVELOPMENT OF THE INTEGRATED DEVELOPMENT PLAN 2013/14 TO 2016/17

The status of the Ikwezi IDP for the next five years (2012–2017) is based on the following prescripts:-

- ⇒ It is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- ⇒
- ⇒ It binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- ⇒ It binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law; and it should be a product of intergovernmental and inter-sphere planning.

## IDP PROCESS

The integrated development planning methodology comprises five interrelated phases namely;

- ⇒ Analysis
- ⇒ Strategies
- ⇒ Projects
- ⇒ Integration
- ⇒ Approval

## IDP/ BUDGET PROCESS PLAN.

The IDP Review process is guided by the IDP Process Plan 2013/14 which was developed and tabled to Council for adoption on the **29 August 2012** clearly specifies the path to be taken during the 2013/14 planning cycle. Furthermore all the mechanisms to enhance public participation in the processes are recognised as well internal/external roles and responsibilities of different role players.

### **INSERT PROCESS PLAN**

The municipality acknowledges that Local Government has become more outcomes driven. Cognizance is taken of the development approach contained in the following policies, frameworks. :

- NSDP
- ASGISA
- Millenium Development Goals
- National Medium Term Strategic Framework (MTSF 2009-2014)
- 12 National Outcomes
- Provincial Growth and Development Plan (EC)
- Provincial Strategic Framework June 2009
- Reviewed Provincial Strategic Framework (Priorities 2011)
- National Development Plan (Vision 2030)
- SONA 2013
- SOPA (EC)2013
- Cacadu District Municipality Priorities and Objectives 2013/14

## **THE LEGISLATIVE AND POLICY FRAMEWORK**

The Integrated development planning process is highly regulated and the municipality is guided by the following important legislation; the Republic of South Africa Constitution Act (1996); Chapter 3 and 7

- ⇒ The Municipal Systems Act (2000); read together with the Municipal Planning and Performance Regulations (2001)
- ⇒ The Local Government Municipal Finance Management Act, (2003)
- ⇒ The Municipal Structures Act, (1998) and the Inter-Governmental Relations Framework, (2005).
- ⇒ The National Framework for Sustainable Development (NFSD) 2008 – The NDFD identifies the need for inclusion of sustainable resource use and biodiversity conservation criteria into IDPs, as well as into Provincial Growth and Development Strategies.
- ⇒ Provincial Growth and Development Strategy,
- ⇒ Reviewed Provincial Spatial Development Framework, (2010) and the IDP Framework Guide for Credible IDP's.

Municipalities are responsible for (1) Implementing the environmental policies, plans and programmes of national and provincial government; (2) Ensuring alignment between Integrated Development Plans (IDPs) and provincial Environmental Implementation Plans; (3) Ensuring that IDPs comply with the National Environmental Management Act (NEMA) principles; and (4)

Ensuring that IDPs are aligned to the National Biodiversity Framework (South Africa's National Biodiversity Strategy and Action Plan: Country Study, 2005).

## **THE STUDY AREA**

Ikwezi Local Municipality falls within the Cacadu District of the Eastern Cape Province and has a population of 10 537 with an estimated 2 579 households. The Municipal area has four wards and comprises an area of 4,562.72 km<sup>2</sup>. Jansenville is the primary urban area and economic hub, Klipplaat is a secondary service centre, Waterford a small rural node and Wolwefontein a tiny railway siding settlement.

## **ENVIRONMENTAL ANALYSIS**

An environmental analysis includes a demographic, socio economic, spatial and biophysical environmental analysis.

- ⇒ The following **demographic trends** were identified;
  - The population of Ikwezi is 10 537. The population density is low with an average population density of 2.5 people per Km<sup>2</sup>. The majority of the population is female (54.9%) and predominantly coloured (61.1%).
  - The largest portion (66.3%) of the population is young and under the age of 35 years, 36.2% are still dependent (1-14), 58.8% are potentially economically active (15-65) and 5% are elderly (65+). The high number of dependent children implies a higher burden on the economically active population and organs of state that are providing social assistance services. 4.2% of the population has some form of disability with more men than women being afflicted. Most of the disabilities are physical.
- ⇒ The following **socio economic trends** were identified;
  - The area is characterised by dire socio economic conditions with limited economic growth potential.
  - **According to Community Survey 2007** only 1.9% of the households in Ikwezi live in informal dwellings. There is no mushrooming of informal houses in the municipality.
  - Poverty levels are high with **71.3%** of the population earning less than R800 per month and technically living under the poverty line. This is exacerbated by high levels of unemployment (21.1%) and a large number of potentially economically active people not being economically active (32.2%). No income is generated by a large component (48.3%) of the potentially economically active population.
  - Low income levels imply a high dependence on social aid and 34.8% of the population is dependent on social grants. Child support, disability and old age pension grants constitute the majority of grants.
  - Community public sector is the dominant economic activity, narrowly followed by agriculture with the wholesale and retail trade and construction trailing

significantly. The community and public sector services have limited capacity for expansion.

- The employment sector is dominated by elementary occupations (35.3%) and the majority of the remaining occupations requiring low qualification levels.
- The Municipal area is characterised by low education and literacy levels and 11.2% of the population over 20 years of age have no education while 32.1% have only some form of primary school education. Only 6.7% of the population has attained Grade 12, in addition less than 1% is in possession of a tertiary qualification. Considering the skills shortages that currently exist, greater emphasis must be placed on educational services and adult learning.
- There are seven schools located in the area of the municipality of which 43% are Senior Secondary Schools. There are no tertiary education facilities within the municipal area.
- Health services are provided by the Department of Health. There is a hospital in Jansenville and primary health care is rendered at the Clinic in Jansenville and Klipplaat and a Mobile clinic services the rural nodes.
- The prevalence of HIV/Aids is estimated at 10.3%.
- 

⇒ The following **spatial and biophysical environmental trends** were identified;

- A new biodiversity map was produced for the Ikwezi Municipality in 2012, namely the Ikwezi Municipality Critical Biodiversity Areas (CBA) Map, as part of the municipality's biodiversity sector plan. The map has been integrated into the current SDF review process.
- The CBA Map identifies Critical Biodiversity Areas and Ecological Support Areas as biodiversity priorities for safe-guarding.
- There has been an increase in extent in areas available for development purposes, namely Other Natural Areas and No Natural Areas Remaining, previously indicated as important areas for biodiversity.

## KPA 1 SPATIAL DEVELOPMENT FRAMEWORK

Ikwezi municipality is in the process of reviewing their Spatial Development Framework.

⇒ The following **spatial trends** exist;

- The Municipal area is predominantly rural and dispersed with low density commercial farms. It is estimated that there are 2 579 households in the municipal area.
- There are four nodes. Jansenville is the primary urban town, and Klipplaat serves as a secondary service centre with Waterford being a small rural node, historically established to serve the surrounding farming community. With the disestablishment of the District Municipal Area, the railway settlement of Wolwefontein was incorporated into Ward 4. This rural settlement consists

of approximately 24 households and is one of the **railway stations** that were a catalyst for economic growth in the Karoo when rail was the preferred mode of transport for both passenger and freight.

- **According to the Community Survey 2007, 73.7%** of the population in Ikwezi, own their homes. 25.4% of the population either make use of rented accommodation or reside rent free which could be reflective of households that live and work on surrounding farms and people that work in Ikwezi during the week and go home to their permanent residence over the weekend.
- ⇒ The **biophysical environment** is quite flat and contains the upper reaches of the Sunday's river. The area is very dry and belongs to the Nama-karoo biome with subtropical thicket in the east. A high proportion (54%) of the subtropical thicket is environmentally degraded, due to overgrazing by small stock.

## **KPA 2: INFRASTRUCTURAL DEVELOPMENT AND SERVICE DELIVERY**

This part of the analysis provides an overview of infrastructural services, community services and facilities. The existing level of services compare relatively well to that of the district. The following trends were identified in relation to infrastructural services

### ⇒ **Water and sanitation**

- Ikwezi Local Municipality is the Water Services Authority (WSA) and the Water Services Provider for the entire area.
- All Ikwezi residents are provided with reticulated water by the WSP.
- Statistics South Africa shows that 1326 of household were subjected to bucket toilets in 2001 and these backlogs have partially been address with the exception of 116 households scattered throughout the municipal area. In 2011 Statistics South Africa shows a significant improvement with 109 households left.
- Jansenville has insufficient bulk water infrastructure as well as challenges around the quality of the water, which has to be purified.
- Ikwezi municipality is currently looking at possibilities of sourcing water from outside Ikwezi municipal boundaries in order to address the current water backlog.
- The investigation of Deep Geophysical Drilling has also been explored by the municipality to ensure that the quality of water is being improved.
- There are also water harvest tankers in each and every household to ensure that people who are older than 65 of age and children less than the age of 2 years are being protected in terms of consuming water which is nit suitable for human consumption.



- Facilities, such as dosing pumps has also been installed in order to improve the disinfection of water.

#### ⇒ **Roads and storm water**

- The provision and maintenance of roads cuts across the functional areas of the Department of Roads and Public Works, the Cacadu District Municipality and the Local Municipality.
- The R75 Provincial tarred road is the primary transportation route traversing the municipal area; it links Jansenville with Nelson Mandela Metro and Graaff Reinet. The R338 provides access to Aberdeen and Baroe from Klipplaat and the R400 links the R75 with the N10 and Riebeeck East via Waterford. Both these gravel roads are in a poor condition, due to the recent rains during January and February 2013. The R337 link road provides access between the two urban centres of the municipality and is being upgraded.
- The general condition of internal gravel roads, within Ikwezi, are in need of rehabilitation and the storm water system either needs to be developed or extensively upgraded. The process of maintaining and upgrading roads is hampered by budget constraints.
- The municipality has also registered the total amount of R26 million with MIG in order to address the challenges of Roads.
- It has been agreed by the current council that the improvement of internal roads will be the on-going programme to ensure that existing internal roads are being upgraded to the acceptable standard.
- With the current programme of roads upgrading, the municipality has ensure that the elements of NON- MOTORIZED is being accommodated by providing side -walks on all the road that are currently being upgraded.
- The issue of providing ACCREDITED TRAINING for the semi-skilled labours has also been taken into serious consideration by Ikwezi Local Municipality. Those **employees** are being training in order to create the pool of labour that can be used by the municipality for the maintenance of the roads.

#### ⇒ **Electricity and energy**

ESKOM is the licensed distributor of electricity in the rural area, Wolwefontein, Waterford and Klipplaat. Ikwezi Municipality distributes electricity in the entire Jansenville. The utilisation of electricity is significant in Ikwezi with 93.6% of the households having access to electricity supply.

Ikwezi Local Municipality, become one of the municipality in the Eastern Cape to provide the communities with the system of SOLAR GEYSER, all the households in the area of Jansenville have been provided with the Solar Geysers. The initiative of Solar Geysers is also assisting in terms of reducing the pressure on the current

demand of Electricity. Stats South Africa 2011 shows that a large percentage of electricity is used for lighting.

#### ⇒ **TV and Telecommunication**

- There is access to telecommunication services. The cellular network is good in all of the towns although some problems are experienced between Jansenville and Klipplaat. SABC through SENTECH has committed to install a Low Frequency Transmitter to enhance the signal quality.

The following trends were identified in relation to **community services and facilities**

#### ⇒ **Solid waste management**

- Refuse removal services are limited to urban areas. 97% of households have access to a weekly refuse removal service and a further 3% of households dispose of their own refuse. Households in Waterford only have access to refuse removal service every second week.
- Ikwezi municipality has two landfill sites in (Jansenville and Klipplaat).
- A service provider is assisting Ikwezi to meet regulatory compliance.
- In 2008, CDM appointed KV3 Engineers to compile IWMP's for each of the nine LMs in the district.
- Cacadu DM provides **Disaster Management Services** and a Disaster Management Plan is in place to effectively manage disasters in the district. Disasters stem from natural causes (drought, floods, tornados and storms etc) and those induced by human involvement (cholera, foot and mouth disease, household fires and trucks transporting hazardous chemicals). Disaster Management Satellite Centre and Fire Station has been established in Ikwezi and three fire-fighters are being appointed. Ikwezi municipality does not have a Disaster Management Officer and the responsibility to appoint rests with the District.
- Ikwezi does not have a **pound**.
- The Solid Wastes Management plan for the municipality has been developed in order to deal with the issues of Operation and Maintenance of the Land fill sites.
- Currently the municipality is busy finalizing the permits for both existing land fill sites of the municipality.
- It has been agreed that once the permit has been granted, permanent employees will be recruited in order to maintain and manage the land fill sites.
- The municipality has also purchased the Backhoe Loader as one of the machinery that will be used for the maintenance of the land fill sites. As trench system will be used instead of cages.

#### ⇒ **Public, social and recreational facilities and amenities**

- There are **sport facilities** in the urban areas, but these facilities are not of the desired standard. Sport and recreation plays an important role in youth development and social cohesion.
- The municipality has submitted some application from both donor funding and national lottery in order to address the current situation of the sports facilities in the entire area of Ikwezi.
- Through various engagements with Ikwezi Sport Council, DSRAC is part of discussions to address the sport related backlogs.
- Also in response to the national minister of Sports, the municipality as allocate a total percentage of 15% in each financial year in order to address the problem of sport facilities in the area.
- There are six **community/town halls** in the area, which are utilised by the community. The conditions of two facilities are fair but four require continued maintenance and in some areas have been prone to vandalism, especially in Wongalethu.
- Four **Cemeteries** serve the current demand but are far removed from some communities. Current capacity of the existing cemetery outside of Jansenville (Ward 2) can be increased as there is sufficient space around the cemetery for expansion purposes
- There are two **libraries** in the municipal area which is managed by the Municipality on an agency basis in terms of a Service Level Agreement entered into with the Department of Sport, Recreation, Arts and Culture and Cacadu District Municipality.
- **Jansenville experienced a sharp escalation in drug related crimes and unlawful breaking and entering over the period April 2010 to March 2011.** In general terms the average level of crime in Klipplaat has decreased with the most prevalent being assault with the intent to inflict bodily harm. Stock theft remains high in Wolwefontein.
- **NATIS licensing service** is rendered on an agency basis. Ikwezi does not have a traffic service. The municipality is currently negotiating with the Provincial Traffic Department.

### **KPA 3: FINANCIAL VIABILITY**

The audit outcome received by Ikwezi for the 2011/12 financial year was a disclaimer audit opinion.

- ⇒ The Ikwezi Local Municipality derives income from external sources and generates its own revenue. External income is obtained from government grants, subsidies and capital grants. Own income is gained primarily from property rates, service charges on water, electricity and refuse removal.
- ⇒ The Municipality has a low income base and is heavily dependent on government grants and subsidies and capital grants which constitute more that 50% of the 2012/13 budget.

- ⇒ Property rates contribute 6.5% towards the Municipality's income.
- ⇒ Service charges constitute 47.5% of the Municipality's own income for the 2012/13 financial year. Payment rates are poor and the Municipality needs to develop a culture of payment to ensure that its projected income is realized. Implementation of the credit control policy has been imposed to ensure cost recovery of services rendered.
- ⇒ The capital and operational budgets make up 35.7% and 64.3% of the 2012/13 budget respectively.
- ⇒ The Municipality has allocated 42.9% to its personnel expenditure, which is above par with expected norms.
- ⇒ Provision of 7% is made on the budget for repairs and maintenance, which is under par with the norm of between 10% and 15% proposed by National Treasury.
- ⇒ Provision is made on the budget (from the equitable share) for the provision of free basic water, electricity and refuse services.
- ⇒ The equitable share is not adequate to deliver services in the area. The amount allocated towards free basic services in the 2013/14 financial year equates to R2m.
- ⇒ The Municipality has sufficient financial policies and procedures in place to effectively manage its finances although these require consistent application to achieve the desired results. The following financial policies were approved by Council for implementation during the 2011/12 financial year :
  - Supply Chain Management policy
  - Tariffs policy
  - Transport policy
  - Property rates policy
  - Budget policy
  - Cell phone policy

#### **KPA 4: ECONOMIC GROWTH AND DEVELOPMENT**

A joint LED Strategy, for Ikwezi and Bavians LMs, was developed and adopted by Council in 2010 with a proviso for further consideration of the most appropriate proposed model. The municipality is also considering the idea of lobbying for funding for the review of LED Strategy.

- ⇒ Economic growth is constrained by:-
  - Slow growth rate
  - High illiteracy, poverty and unemployment rate
- ⇒ Eight of the ten posts in the LED Section are filled.
- ⇒ Sectors offering the most potential include:
  - Agriculture
  - Tourism
  - Trade and Business Services
  - SMME

- ⇒ Ikwezi has been selected for the following programmes: Community Works Programme (CWP); Comprehensive Rural Development Programme (CRDP); Anti-Poverty Programme, Clean Cities & Towns and Small Town Revitalisation It is anticipated that approximately 2,000 unemployed people will be appointed by July 2013.

#### **KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS.**

- ⇒ In preparation for the 2011 electoral term, the Demarcation Board delimited 4 (four) wards for the first time in the history of Ikwezi Local Municipality. Four directly elected ward councillors and three proportional elected councillors.
- ⇒ The municipality has established an Oversight Committee and four Portfolio Committees, to improve effective governance
  - ILM participates fully in District IGR structures
- ⇒ The IDP Process Plan and Budget / IDP Time Schedule for 2013/14, was adopted on the 29<sup>th</sup> September 2012
- ⇒ Community participation has improved through the establishment of four functional Ward Committees the following initiatives-
  - Ward Based Planning
  - Deployment of one Community Development Worker to each ward
  - The establishment of the Ikwezi IDP Representative Forum
- ⇒ Strategic Partnerships exists with Ruliv; PPC; University of Potsdam (Germany) and the Department of Science and Technology
- ⇒ Mainstreaming of Special Programmes, the creation of sustainable job initiatives, and Social Cohesion are placed high on the development agenda of each Department in the Municipality.

#### **KPA 6: INSTITUTIONAL ANALYSIS**

The following **institutional trends** were identified;

- ⇒ The organisational structure has 127 positions of which 20 are vacant; including the post of the Chief Financial Officer and Tourism Development Officer . These key positions are in the process of being filled.
- ⇒ The Municipality has a high vacancy rate and faces challenges in recruiting and retaining staff (especially key personnel) probably due to its location and unattractive salaries.
- ⇒ Technical Directorate is situated in a separate location within Jansenville.
- ⇒ The Municipality is currently planning to implement an organizational realignment and the first phase is to redeploy staff to other areas of the municipality.

## CONCLUSION

In conclusion, broad priority areas are identified based on the situational analysis ward based planning. The Municipality faces a number of challenges to meet its objectives, one of the primary challenges is that the priority areas identified do not all fall within the functional area of the Municipality. The Municipality will in some instances be the implementing agent and in others play a facilitating or coordination role. Pivotal to both roles will be the availability of internal capacity and resources to manage this function.

Priorities should therefore be divided into three categories, namely institution and functional areas where the municipality can take the lead, and lastly to co-ordinate where the municipality should play a facilitative role.

## DEVELOPMENT PRIORITIES IN CONTEXT

The following local developmental priorities are identified and must be addressed. In most cases these priorities have not changed drastically although focal elements will be elevated to

- Priority 1 - Rural Economic Development and Investment
- Priority 2 - Infrastructure Investment
- Priority 3 - Institutional growth and Development
- Priority 4 - Human Development (*building the people of Ikwezi*)
- Priority 5 - Social Transformation.

## CHAPTER TWO

### 2. EXTERNAL & INTERNAL SITUATIONAL ANALYSIS – IKWEZI AREA

The analysis phase aims to assess the existing level of development within the Municipality through the analysis of the prevailing environment, the impact thereof on the inhabitants of the municipality and by taking cognizance of community perceptions and needs. It also facilitates the identification and analysis of the environmental challenges facing Ikwezi and allows the Municipality to accurately prioritize these challenges.

The analysis phase should be seen as the cornerstone of the IDP as it informs the ensuing phases. Likewise municipal planning, budgeting, decision making and service delivery are orchestrated through the IDP, therefore it is critical for the analysis phase to provide an accurate understanding of the prevailing situation to guide the development of a credible Strategic Plan

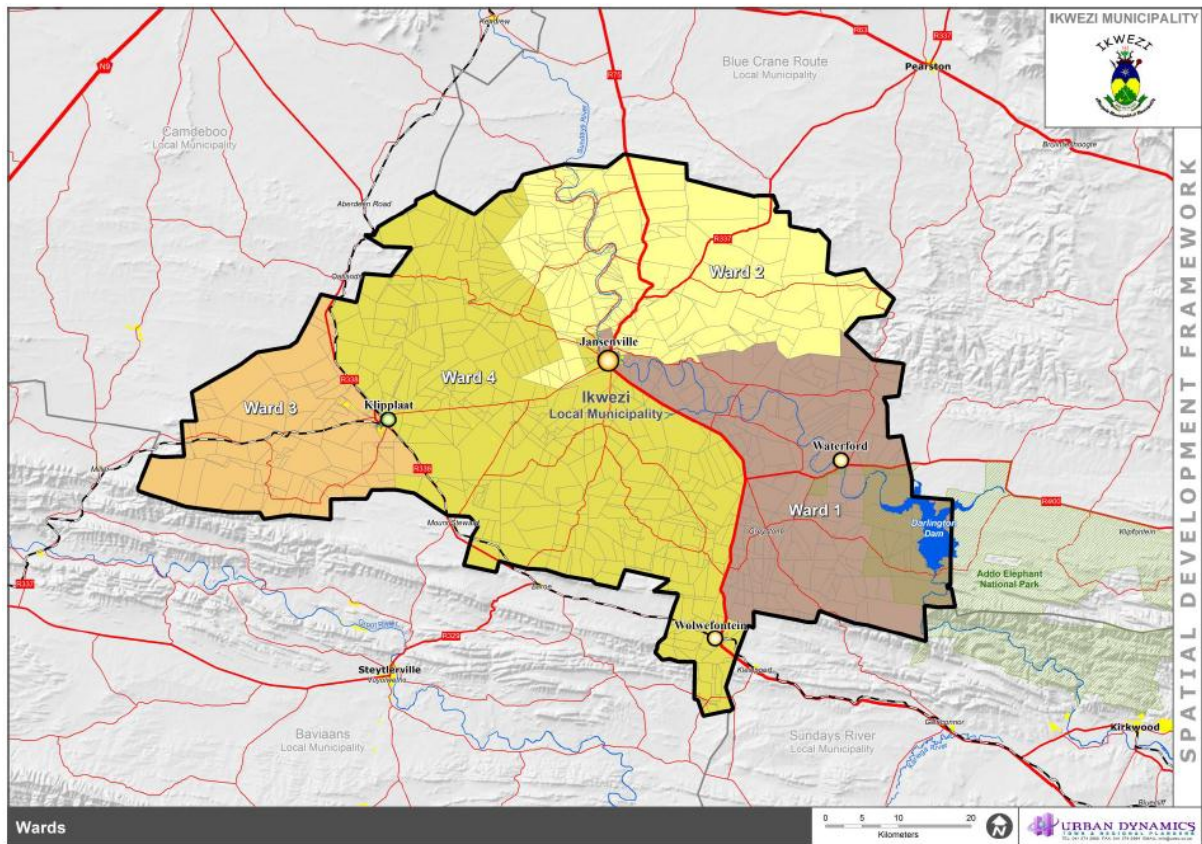
This section provides a strategic analysis of the external and internal dimensions hereunder, which have a direct impact on development in Ikwezi Local Municipality.

## 2.1 THE STUDY AREA: IKWEZI LOCAL MUNICIPALITY

Ikwezi Local Municipality one of nine local municipalities established within the Cacadu District. The municipal area is mainly flat and includes the upper reaches of the Sunday's river. Nama-karoo biome is prominent in the North with Subtropical thicket in the East. The two towns are steeped in history dating back to the 19<sup>th</sup> century and have a number of buildings of interest and heritage sites that need to be preserve

### 2.1.1 GEOGRAPHIC DESCRIPTION

The following map represents the geographic location of Ikwezi Municipality.



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SPATIAL DEVELOPMENT FRAMEWORK

- **Wolwefonein**

## **2.1.2 DEMOGRAPHIC ANALYSIS**

### **2.1.2.1 POPULATION AND POPULATION DENSITY**

According to the 2011 Population Census conducted by Statistics South Africa the total population of the Eastern Cape Province is 65 62053 people and the total population of the Cacadu District is 45 0584 . The net migration is the major cause of the low population growth in Eastern Cape. The District population accounts for 5.56% of the Provincial population. Ikwezi Local Municipality has a total population of 10 537 which constitutes 3.17% of the total District population.

Community survey 2007 has identified an element of a considerably slow population growth of 2% at Ikwezi. Although untested possible reasons for the low population growth could be:

- Improved living conditions and basic services drawing farm workers from the rural areas
- Return of retrenched workers from neighbouring urban areas
- Persons returning home for medical reasons to get health care and family support

Planning must consider the impact on future development needs, with greater emphasis placed on job creation, housing, primary health and home based care.

The Ikwezi Local Municipality has a low population density of 2.5 people per square kilometre.

This is lower than the District average of 6.2 people per square kilometre. Approximately 68.8% of the population are urbanised as compared to 71.4% for the Cacadu District in 2007.

**Table 1: Population and population density**

<b>Municipality</b>	<b>Total Population</b>	<b>Area / square km</b>	<b>Density</b>
<b>Ikwezi</b>	<b>10 537</b>	<b>4,562.72</b>	<b>2.5</b>

StatsSA Population Census 2011

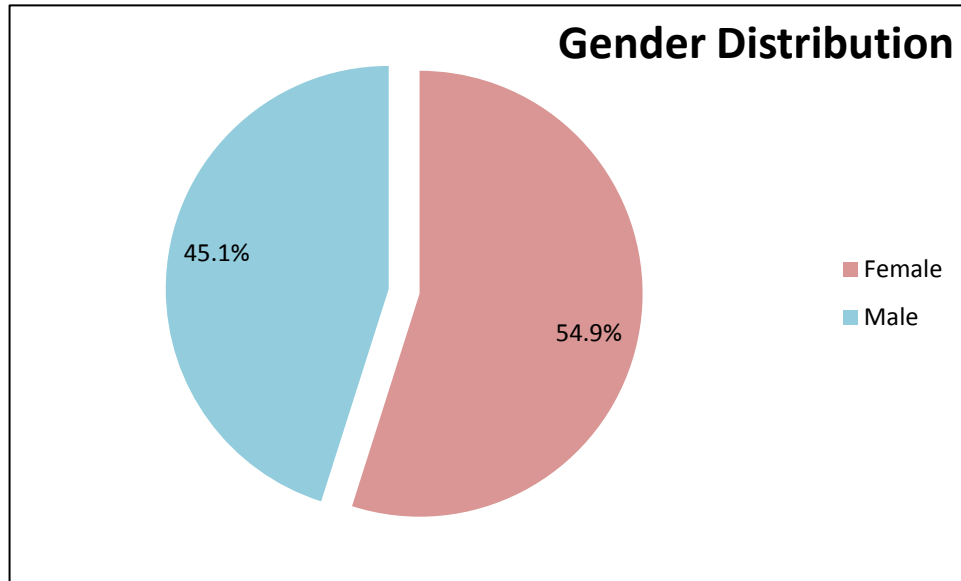
### **2.1.2.2 GENDER DISTRIBUTION**

The population of Ikwezi Local Municipality consists of slightly more female than male residence. Females constitute 54.9% of the population and males 45.1%. Municipal planning does take



cognizance of the gender distribution in the Municipality and the Special Programmes Unit has established Ikwezi Women’s Forum.

**Figure 1: Gender Distribution**



Source: Community Survey: 2007

**Table 2: Population: Gender breakdown per group**

Group	Male	Female
Black	1 921	3 916
Coloured	2 714	3 044
Indian or Asian	10	11
White	371	425
<b>Total</b>	<b>5 188</b>	<b>6 328</b>

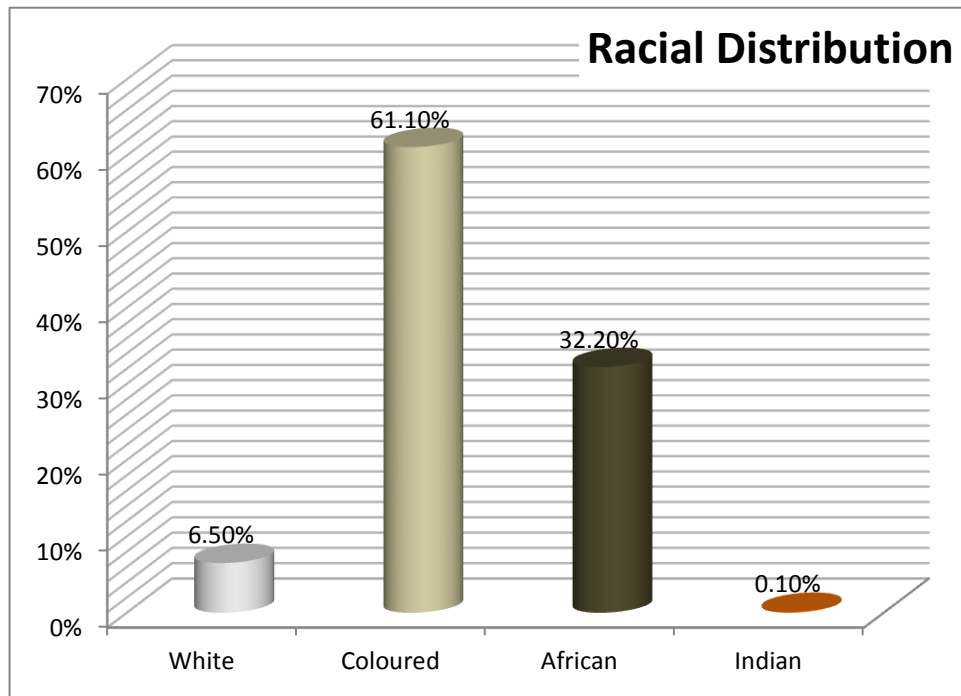
Community Survey 2007

The trend in the dominance of females is consistent between the various groups.

### 2.1.2.3 RACIAL DISTRIBUTION

The majority of the people in Ikwezi are coloured, constituting 61.1% of the population and other racial groupings make-up the remaining 38.9%. This trend is not reflective of the District level, where African people constitute 46.2% of the total district population and where the remaining ethnic groups equate to 53.8%.

**Figure 2: Racial Distribution**



Source: Statistics South Africa: 2007

**Table 3: Population by group**

Municipality	African	Coloured	Indian	White
Ikwezi	3 916	5 757	21	796

Source: Statistics South Africa: 2011

#### 2.1.2.4 AGE DISTRIBUTION

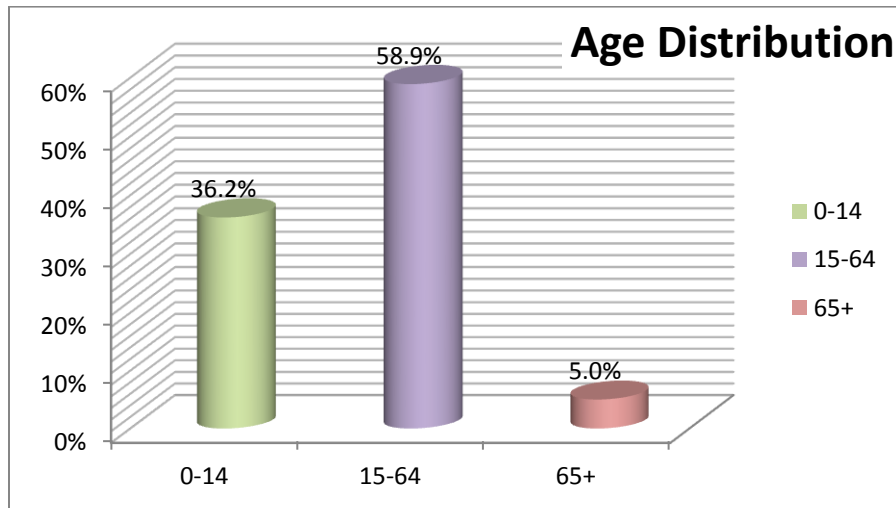
The population of Ikwezi is predominantly a youthful one. 66.3% of the population is under the age of 35 years. 36.2% of the population is between the ages of 0 and 14 years and dependent while the potentially economic active population (15 - 65 years) constitutes 58.8% of the population. The elderly make-up 5% of the local population. .

This trend is not reflective at a District level where only 27.9% of the population is between the ages of 0 and 14 years and dependent while the potentially economic active population constitutes a higher margin at 64.4% of the population.

Upon analysis this has negative consequences for Ikwezi, as this places an even larger dependency burden on the smaller economically active population as they need to take care of a higher number of dependent youth.

The high proportion of dependent youth in the Municipality implies a higher burden on the economically active population. Given that a high percentage of the economic active population are not economically active, this burden shifts to organs of state and places a higher burden on the municipality and government departments tasked with providing social assistance such as Social Development, Health, Education etc. Municipal planning takes cognizance of the age distribution in the Municipality.

**Figure 3: Age Distribution**



Source: Community Survey 2007

**Group 4: Population by age category**

Municipality	0 to 14	15 to 34	35 to 64	65+
Ikwezi	13675	3135	3678	449

Source: Statistics South Africa: 2011

**2.1.2.5 DISABILITY**

There are a number of people in the Ikwezi Local Municipality who have disabilities and 4.2% of the total population suffers from some form of disability and a further 2% are institutionalized therefore their status is unknown. From the segment of population that suffers from some form of disability, a slightly higher percentage of males (53.2%) than the female population (46.7%) are afflicted. An analysis of the most predominant type of disability revealed that physical disabilities (1.5%) are the most common. Currently there is a structure in place “Disabled Forum” however it is not functioning as effective as envisaged. As a result of the poor functioning of the organization, disabled people as a special interest group remain largely marginalized with regard to development dialogues and access to provincial programmes. Ikwezi LM does participate in all Provincial and National events with regard to disabled persons.

**Table 5: Disability**

Municipality	Physical	Emotional	Intellectual	Hearing	Sight	Communication	Unspecified
Ikwezi	170	91	60	58	58	44	231

Source: Community Survey 2007

**2.1.3 SOCIO-ECONOMIC ANALYSIS**

The Ikwezi Local Municipality is characterised by poor socio economic conditions. The low economic growth rate coupled with low income leads to low affordability levels. On average the level of services compare relatively well with that of the district and the level of vulnerability in the Ikwezi area has decreased slightly between 1996 and 2007.

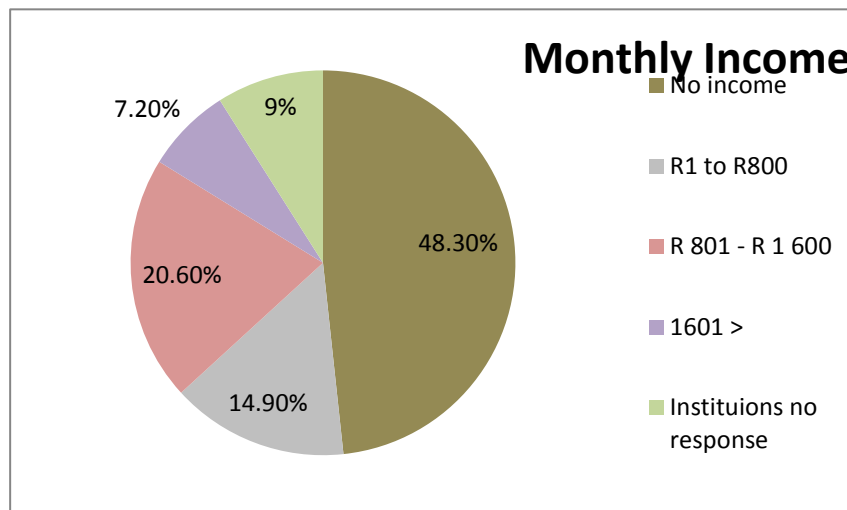
**2.1.3.1 INCOME LEVELS**

Income levels within the Municipal area are very low considering that 48.3% of the economically active population does not generate an income. The remaining 25.7% are employed with only

28.2% earning an income of more than R1601.00 per month. Municipal planning needs to focus strongly on local economic development and job creation initiatives, which will enable the community to generate an income

Figure 5 below represents the monthly income category earned by the economically active population as at 2011

**Figure 4: Monthly income category**



Source: Community Survey

**Table 6: Monthly average Income**

Municipality	2001	2011
Ikwezi	33 565	44 663

Source: Community Survey 2007

### 2.1.3.2 POVERTY LEVELS

Increasing levels of absolute poverty have been recorded in the Eastern Cape and 74% of the people of the Eastern Cape live below the poverty line of R800 or less a month. Poverty levels in the Cacadu District are substantially lower than the Provincial norm, at 59.5%. Poverty levels within Ikwezi Local Municipality are 71.3% which is much higher than the District norm. High poverty levels imply a high dependency on social assistance in the form of grants. Municipal planning needs to focus strongly on poverty alleviation mechanisms.

The distribution of income within the municipal area has worsened between 1996 and 2007 from 0,57% to 0,66%. The percentage of people in poverty has increased from 48% in 1996 to 56% in 2007 representing a total population of 5 837 people living in poverty.

### **2.1.3.3 EMPLOYMENT LEVELS AND TRENDS**

The Ikwezi Local Municipality is characterised by low levels of employment and a high percentage of people who are not economically active. This in turn accounts for the high poverty levels and low income levels.

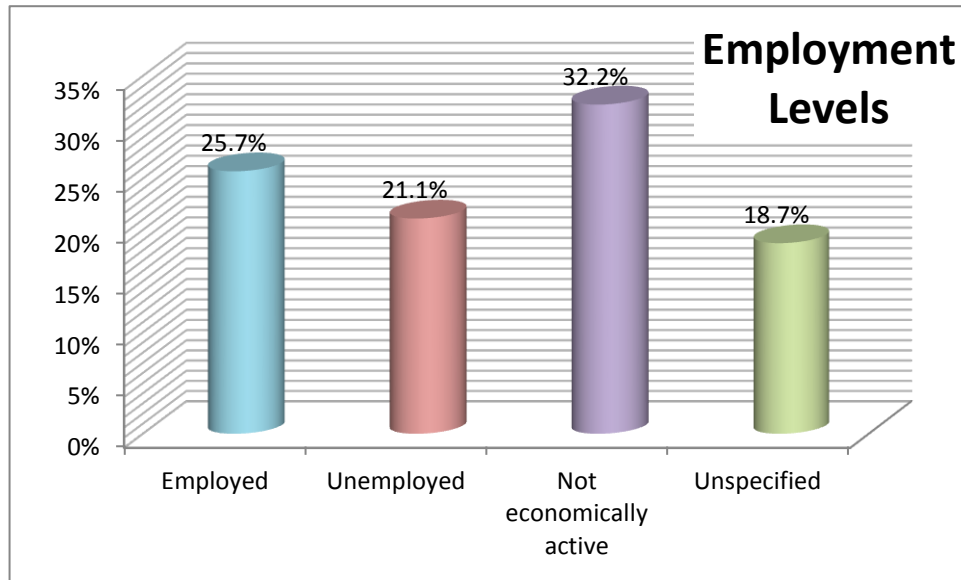
High unemployment rates impact negatively on municipalities as low affordability levels generally result in a poor payment rate for services. Only 25.7% of the population between the ages of 15 and 64 are employed.

The following table summarises the unemployment and poverty situation in the municipality, compared to Cacadu District:

**Table 7: Poverty Indicators**

	<b>Unemployment 1996</b>	<b>Unemployment 2006</b>	<b>Household Income less than R1500/month 2006</b>	<b>Households receiving social grant 2006</b>
Cacadu	27.9%	34.9%	57.6%	55.5%
Ikwezi	25.7%	34.3%	53.7%	74.8%

**Figure 5: Employment levels**



Source: Statistics South Africa: Community Survey 2007

**Table 8: Labour market status of those aged 15-65 years**

Status	Persons
Employed	1 765
Unemployed	1 451
Non economically active	2 212
Unspecified	1 287
Institutions	146
<b>Total</b>	<b>6 861</b>

Source: Statistics South Africa: Community Survey 2007

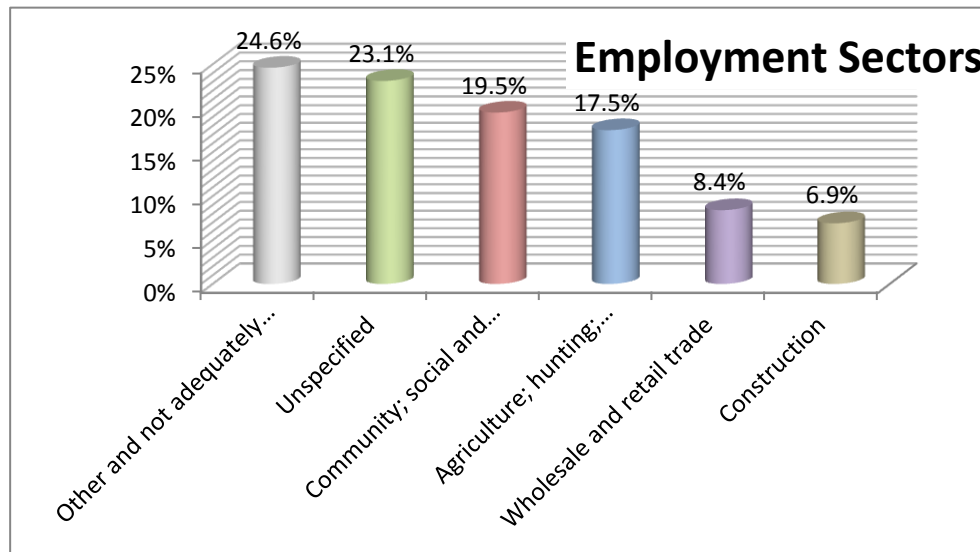
The economy of Cacadu District Municipality is derives mainly from the following four sectors:

- ⇒ The Primary sector is dominated by agriculture
- ⇒ The second most important is the community and public sector.
- ⇒ The next most important contributor to the GGP is the wholesale and retail trade followed by the manufacturing sector.

The following table provides an overview of the occupational categories within Ikwezi Local Municipality

These trends are similar in Ikwezi Local Municipality where the community and public sector accounts for the majority of specified jobs (19.5%) and closely followed by the agriculture sector (17.5%). The first mentioned sector is an unlikely base for employment expansion. The wholesale and retail trade and manufacturing constitute the third and fourth highest employment sector (8.3% and 6.9% respectively), but it is also doubtful whether these sectors will expand significantly as commercial and business activities are confined to urban centres of Jansenville and to a lesser degree Klipplaat. This limits the majority of the population from finding work in these sectors.

**Figure 6: Employment Sectors**



Source: Statistics South Africa: Community Survey 2007

**Table 9: Formal employment sectors**

Municipality	Elec	Manufacturing	Construction	Whole sale	Community	Financial	Agriculture	Other	Unspecified
Ikwezi	12	71	122	148	344	37	309	314	407

Source: Statistics South Africa: Community Survey 2007

The very small population of the area obviously means that limited employment can be created by supplying local markets. An exception is fresh food produce (because of long distances from suppliers).

The main advantage of the small population is that not much employment needs to be created to significantly address the unemployment problem.

The employment sector is dominated by elementary occupations (35.3%) and agricultural and fishery workers (11.1%). Craft and related workers, plant and machine operators, service shop



market and sales workers, and clerks jointly constitute 19.5% of the employment sector. Professionals, technicians and associate professionals and legislators /senior managers jointly constitute 16.1 % of the employment sector.

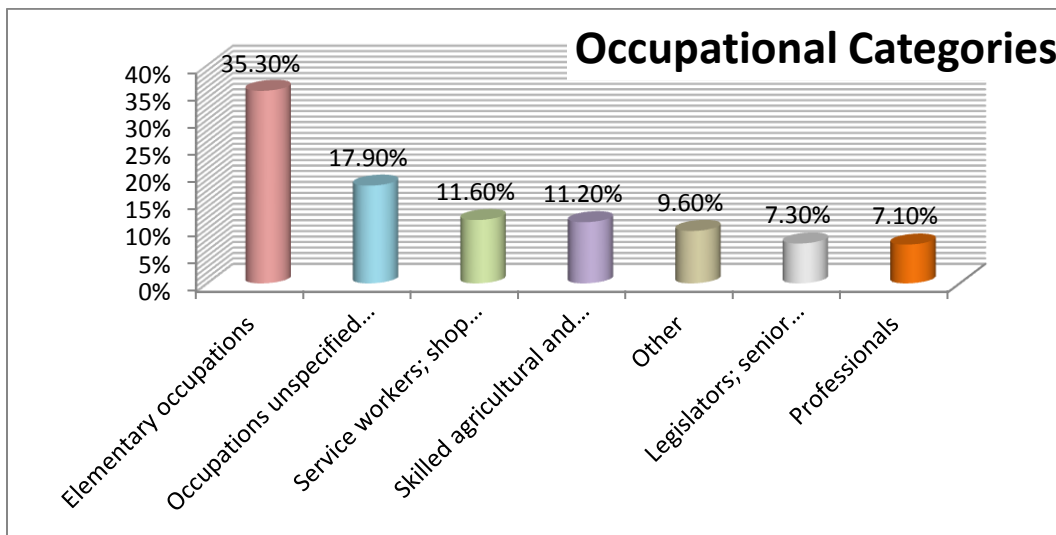
This dominance of elementary and other low level occupations is indicative of the low skills base in the area. As a result there is a shortage of skilled artisans, engineers, project managers, business management skills and technical skills in agriculture and environmental management. Statistics South Africa 2011 shows that unemployment rate is 18,0.

**Table 10: Skills levels / Occupational categories**

Municipality	Senior Management	Professional	Technical	Clerks	Service Related	Agri and fishery	Craft / Trade	Plant Machinery	Elementary	Other
Ikwezi	129	126	30	37	205	197	27	75	623	315

Source: Statistics South Africa: Community Survey 2007

**Figure 7: Occupational Categories**



Source: Statistics South Africa: Community Survey 2007

More than half of the employed in the municipal area are in elementary/unskilled occupations, compared to 27.8% in the Province as a whole.

The following table shows the % of the employed workforce in elementary/unskilled jobs: **% unskilled**

Ikwezi	52.1
Eastern Cape	27.8

**Table 11: Human Development Index (HDI)**

Year	Ikwezi	Cacadu	EC Province
2011	0.53	1,5	0.4

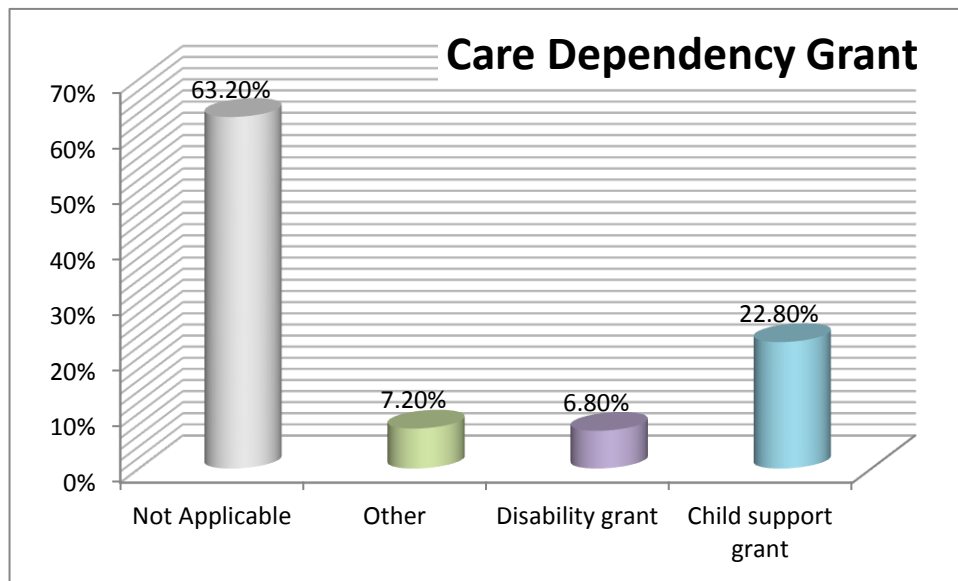
Source: Statistics SA Community Survey 2007

#### 2.1.3.4 DEPENDENCY ON SOCIAL GRANTS

There is a high level of dependency on social grants. 34.8% of the population is dependent on social grants which include the following;

- ⇒ Child support grant
- ⇒ Old age pension
- ⇒ Disability grant
- ⇒ Care dependency grant

**Figure 8: Care Dependency Grant**



Source: Statistics South Africa: Community Survey 2007

Child support, disability grants and old age pensions respectively constitute 22.7%, 6.8% and 5.0% of the allocated grants. Only 4.1% of the population receives disability grants as compared to the 6.8% of the population who have a disability. Given the high poverty levels, the Ikwezi Municipality

needs to facilitate a process to ensure that all potential beneficiaries of grants receive what they are entitled to.

**Table 12: Care Dependency Grant**

	Old Age Pension	Disability Grant	Child Support Grant	Care dependency	Grant in Aid	Social Relief	Institutions
Ikwezi	578	785	2623	13	8	3	231

**Dependency Ratio**

<b>2001</b>	<b>2011</b>
64.3	61,4

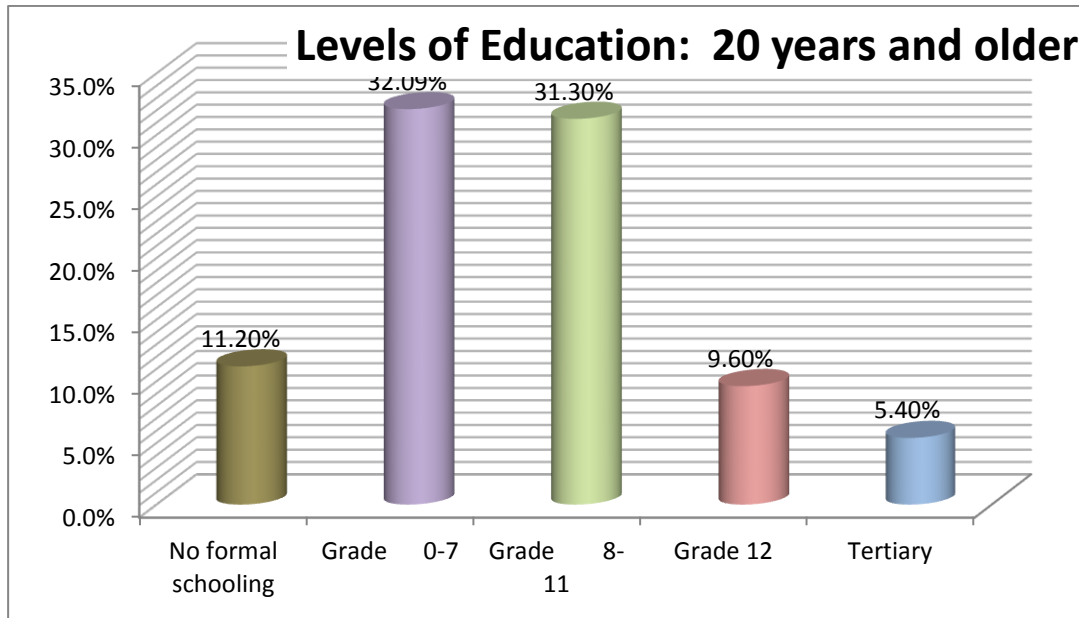
Statistics South Africa : Community Survey 2007

**2.1.3.5 EDUCATION**

Ikwezi Local Municipality is characterized by low education and literacy levels. 11.2% of the population over 20 years of age has no education, while 32.1% has some form of primary school education. Only 5.65% of the population has attained grade 12. A further 3.16% of the population has attained a higher qualification.

The following figure represents the highest levels of education attained by the population over 20 years of age as at 2007

**Figure 9: Local Municipality Education Levels**



Source: Statistics South Africa: Community Survey 2007

**Table 13: Levels of Education: 20 years and older**

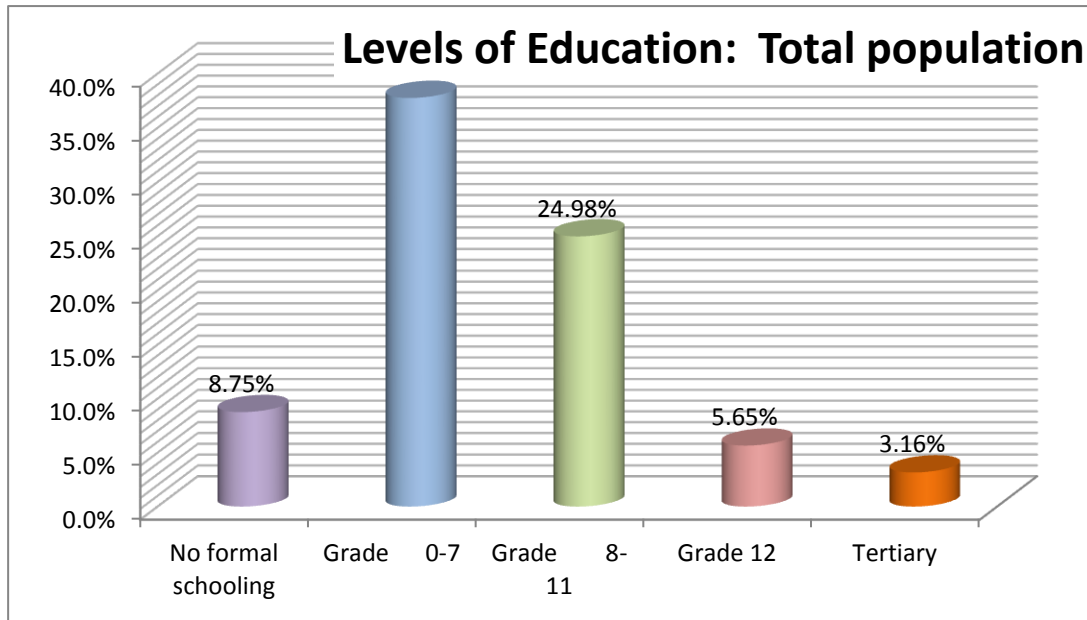
Municipality	No schooling	Some Primary	Completed Primary	Some secondary	Grade 12	Institutions
Ikwezi	787	1 496	517	2 146	966	338

Source: Statistics South Africa: Community Survey 2007

Educational attainments are lower than for the Province as a whole: the percentage of over twenty year olds with Grade 12 or higher is 15.0% in Ikwezi, compared to 20.6% for the Eastern Cape.

The following figure represents the highest levels of education attained by the population as at 2011

**Figure 10: Local Municipality Education Levels**



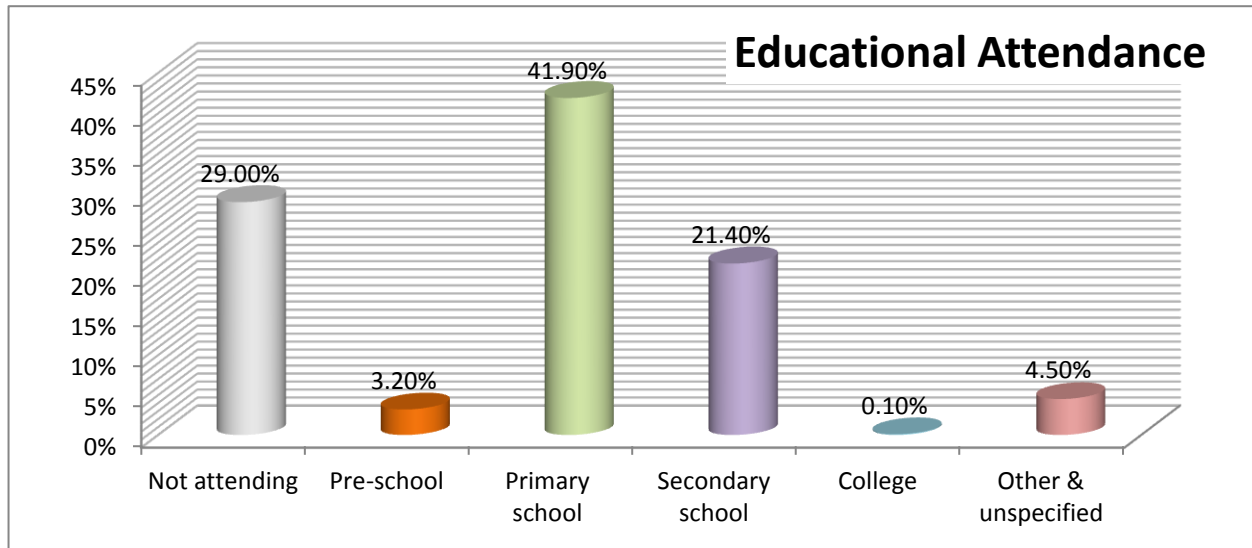
Source: Statistics South Africa: Community Survey 2007

**Table 14: Levels of Education: Total population**

Mun	No formal schooling	children < 5	Grade 0-7	Grade 8-11	Grade 12	Tertiary	Unspecified & Institutions
Ikwezi	1009		4350	2879	652	365	817

The Statistics South Africa Community Survey of 2007 reveals that 66.5% of the Municipality's population between the ages of 5 and 24 years are attending some form of educational institution. Of these 21.3% are attending secondary school and 0.1% a College.

**Figure 11: Educational attendance of those aged 5-24 years**



Source: Statistics South Africa: Community Survey 2007

**Table 15: Educational attendance of those aged 5-24 years**

Municipality	Not attending	Attending
Ikwezi	11 78	2 484

Source: Statistics South Africa: Community Survey 2007

The table below shows that during 2008 fifty nine learners, out of a possible 83, successfully completion of grade 12 in the municipal area. Considering the economic climate and opportunities in Ikwezi, many of these school leavers would face challenges in terms of tertiary education as well as entry to the employment market.

School	2004		2008		2011	
Jansenville high	27	96.3%	31	100%		
Gcinubuzwe high	16	75%	10	80%		
Klipplaat high	32	21.9%	18	33.3%		
<b>AVERAGE</b>	<b>75</b>	<b>64.4%</b>	<b>59</b>	<b>71.1%</b>		

**Grade 12 Pass Rate**

The National Spatial Development Perspective emphasizes that development should focus on people rather than places, and that development efforts in areas of limited economic opportunity and out-migration should be focused on human resource development (health, education etc) so that out-migrants are equipped to prosper.

In this respect the educational system in the areas is failing the communities, since educational attainments are well below average. The municipality will raise the issue of education and training through the Ikwezi Integrated Development Planning Representative Forum. One of the key focus areas should be the identification of a strategy to promote increased levels of matriculation in the schools that are currently performing poorly, thus providing the learners with more opportunities.

Table 16: Education Facilities

LOCATION	PRIMARY SCHOOL	SECONDARY SCHOOL
Jansenville	Jansenville (Ward 2)	Jansenville (Ward 1)
Jansenville		Gcinubuzwe Combined (Ward 2)
Klipplaat	Hobson Khanyisa (ward 3)	Klipplaat (ward 4)
Klipplaat	Brandovale (ward 3)	
Waterford (Farm school)	Toekomst Primary	
Wolwefontein	Wolwefontein Primary	
<b>TOTAL</b>	<b>5</b>	<b>3</b>

Eight educational facilities are located in Ikwezi. There appears to be an adequate number of education facilities in the municipal area which suggests that the pass rate will not necessarily improve with the provision of additional schools.

## CHAPTER TWO

## 2.2. SPATIAL ANALYSIS

### THE STUDY AREA

Ikwezi Local Municipality falls within the Cacadu District of the Eastern Cape Province and has a population of 11 523 with an estimated 2 579 households. The average household size is 4.5. The Municipal area has four wards and comprises an area of 4,562.72 km<sup>2</sup>. The primary urban area is Jansenville; Klipplaat is a secondary service centre; Waterford a small rural node and Wolwefontein a tiny railway settlement.

### SPATIAL OVERVIEW AND GEOGRAPHIC DESCRIPTION

Based on the 2007 Community Survey, the population figure is 11 523. The largest concentration of people is found in Jansenville. The economy is based on social services and government spending, with very strong roots in the agriculture sector.

Ikwezi falls within the Karoo area and can be described as follows:

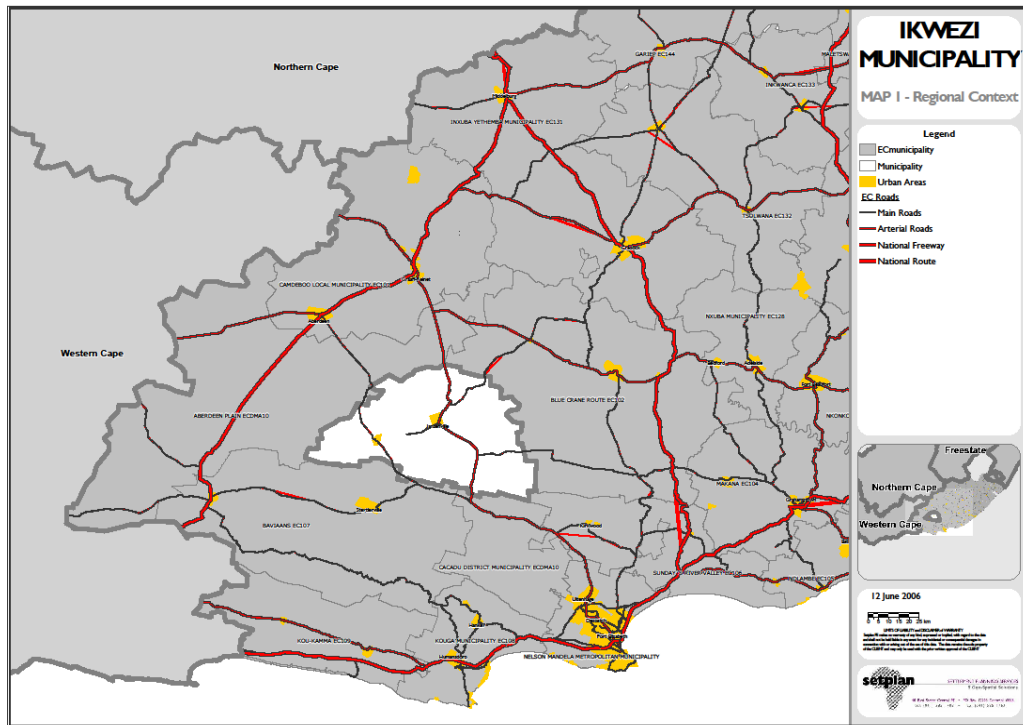
- Low density commercial farming areas and high urbanization rate;
- Low economic growth, coupled with a high poverty rate;
- Water shortage and low rainfall; and
- Tourism potential that is not fully developed.
- 

The Ikwezi Local Municipality covers an area of 4,562.72km<sup>2</sup> and constitutes 07.8% of the Cacadu District. The physical area is characterized by distinctive settlement and land use patterns, consisting of the under mentioned four settlement nodes and rural hinterland, that comprises of privately owned farms where most of the farming activity takes place.

- **Jansenville**
  - **Ward 1:** Jansenville West and East (including the CDB area), 7de Laan and a portion of Holland and Mauritius, and lastly Waterford, which is an outpost of ward 1.
  - **Ward 2:** Drie Kloof, Phumlani, Borchards, Draai, Brickfields and a large portion of Holland and Mauritius
- **Klipplaat**
  - **Ward 3:** The suburbs of Princevale, Wongalethu (located to the south of the railway line to Willowmore) and Klipplaat Central which includes the Police Station, Hotel, a number of churches and the old town cemetery and residential units in Scheeperstreet.
  - **Ward 4:** Klipplaat Town, Dan Sandi View and Wolwefontein, which is an outpost of ward 4.

The following map 1 represents Ikwezi Municipality within a Regional Context.





Aberdeen Plain is situated to the North West and the South East. Sunday River Valley is located to the South East, Blue Crane Route to the East and Baviaans to the South West.

## 2.2.1 EASTERN CAPE PROVINCIAL SPATIAL DEVELOPMENT PLAN (ECPSDP): 2010 REVIEW

The Department of Local Government and Traditional Affairs, with the assistance of UN-Habitat, undertook the Review of the Eastern Cape Provincial Development Plan (ECPSDP) in 2010.

The first ECPSDP provided strategic principles rather than a prescriptive framework for development in local and district municipalities. The Review on the other hand considers issues such as clustering of opportunities in nodes and development corridors to achieve areas of shared impact. It also takes into account the environmental potential, and characteristics, economic attributes, migration trends and the impact of climate change on development.

The impact of these factors will influence the development trends in Ikwezi thus will be taken into account during the SDF review, which is underway and likely to be adopted by Council in 2012/13.

## 2.2.2 IKWEZI SPATIAL DEVELOPMENT FRAMEWORK

The Municipal Systems Act makes provision for the revision of the Spatial Development Framework (SDF), on an annual basis. **During the 2011/12 IDP Assessment the SDF Chapter received a high rating.** Based on the assessment recommendations, it was decided to strengthen the section dealing with the Land Use Development System.

Some aspects in the 2006/7 SDF do not fully give effect to the new Council's long-term vision and strategic objectives. DLGTA made funding available in the 2011/12 financial year for the outdated SDF to be reviewed and it is anticipated that the reviewed SDF will be ready for adoption during 2012/13. Current and future development and planning initiatives will be evaluated to verify consistency with the strategic direction contained in the **2012/13 SDF upon completion thereof**

The 2006/07 Spatial Development Framework is however, aligned to the NSDP and PGDS principles and exhibits a good understanding of the municipal area. The reviewed SDF was used as a reference point for the following key informants that underscore the spatial information below.

- Existing Spatial form
- Desired Spatial form
- Spatial needs

### 2.2.2.1 EXISTING SPATIAL FORM

#### Jansenville

The Jansenville urban area serves as the administrative and economic centre of the Ikwezi area. The existing spatial form of Jansenville is dominated by four distinct spatial features. The Sundays River forms the southern border of the town, the R75 passes through the town in a north-south direction, a secondary road dissects Jansenville West and another provides access to Mauritius, Borchards, Phumlani and Draai. These spatial factors have created the suburbs of Ward 1 and 2, each with its own unique character. These distinct environs are typical of the historically distorted spatial patterns created through separate development.

#### Klipplaat

The spatial form of Klipplaat is dominated by railway lines, shunting yards and works. Together the three secondary roads provide access to PE via Baroe, Jansenville and Aberdeen. The railway lines also divide Klipplaat into distinct ward based suburbs as outlined in paragraph 2.1.1 above.

The town is bordered to the east and west by a drainage system which forms the primary component of the towns open space system and drains into the Heuningklip River flowing to the south of Klipplaat.

## Waterford

Waterford is located south east of Jansenville, near to the Darlington Dam. The Sundays River forms the northern boundary of the node and various erven have been surveyed on its banks. The node is bordered in the south by the R400 which provides access to Darlington Dam. Access to the plots is provided from a single access road which feeds from the R400. The majority of the properties are privately owned and approximately 70% of the plots in Waterford are vacant. The decline in the agricultural based economy and depopulation of the rural area has led to the demise of this node. All that remains of the once thriving rural node is a few inhabited residential houses, the majority of which is located to the west of the Dutch Reform Church. The church is a prominent old building and is still in a functional state of repair.

### 2.2.2.2 DESIRED SPATIAL FORM

#### Klipplaat and Jansenville

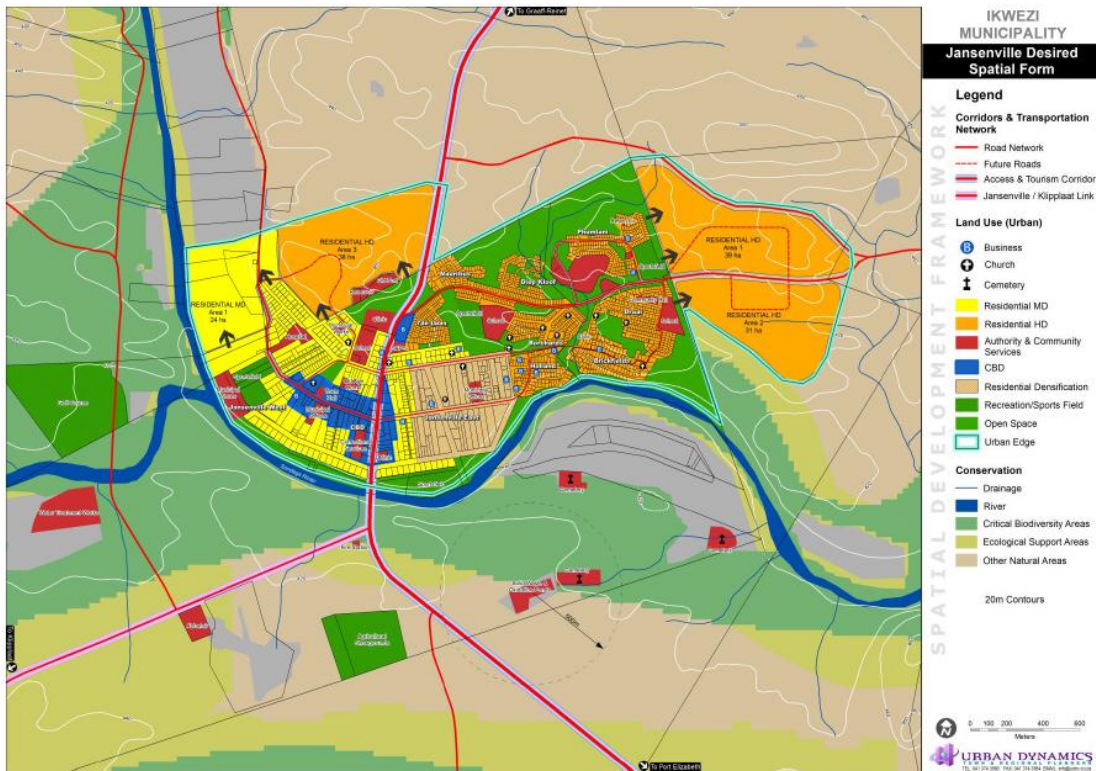
Two planning imperatives that remain high on the agenda in respect of Jansenville and Klipplaat, is to discourage urban sprawl and contribute to the development of compact towns, and most importantly to correct the distorted spatial development patterns of the past.

The policy is therefore to reconstruct the urban form by integrating communities and social facilities and services to the extent reflected in **Map 2 and 3**, which depicts the *existing land uses* with an overlay of the following development elements for the *desired spatial form* for Jansenville and Klipplaat-

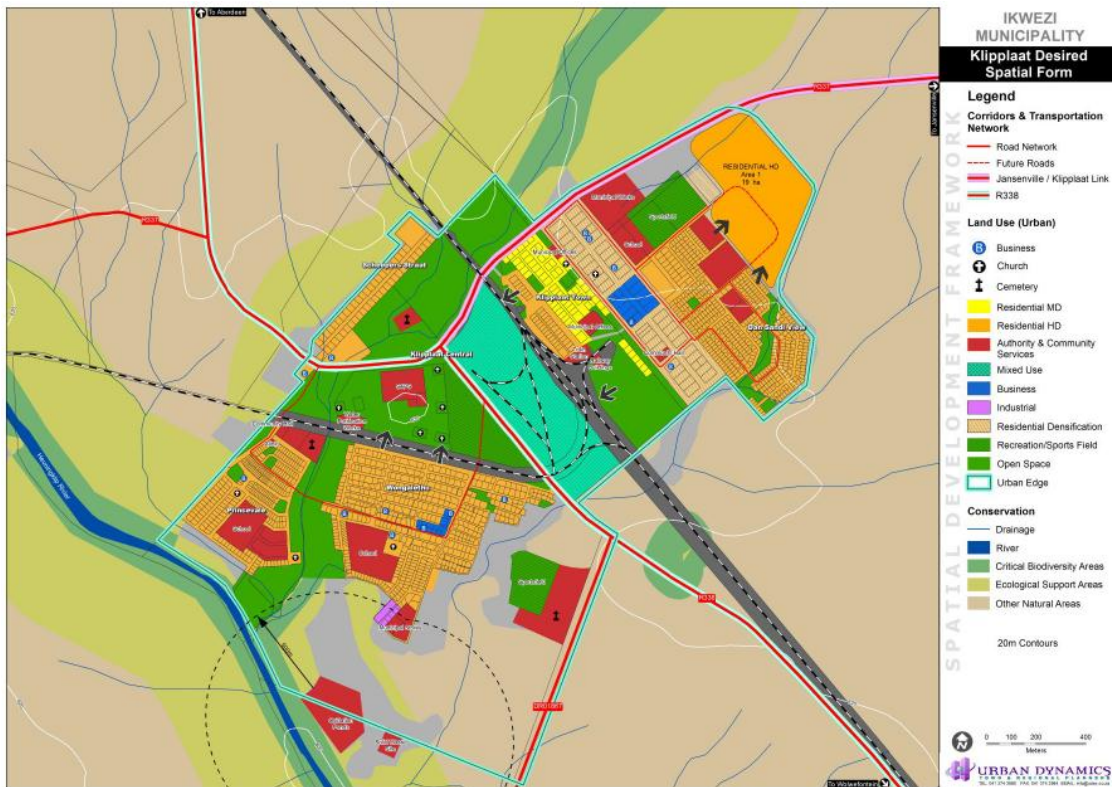
JANSENVILLE	KLIPPLAAT
<ul style="list-style-type: none"><li>• Residential expansion</li><li>• Growth direction</li><li>• Residential densification</li><li>• Business development</li><li>• Open space</li><li>• Institutional and Industrial development</li><li>• Commonage</li></ul>	<ul style="list-style-type: none"><li>• Residential expansion</li><li>• Growth direction</li><li>• Residential densification</li><li>• Business development</li><li>• Mixed use</li><li>• Institutional and Industrial development</li><li>• Commonage</li><li>• Authority</li></ul>

The desired spatial form for Jansenville and Klipplaat is depicted hereunder in **Map 2 & 3** respectively.





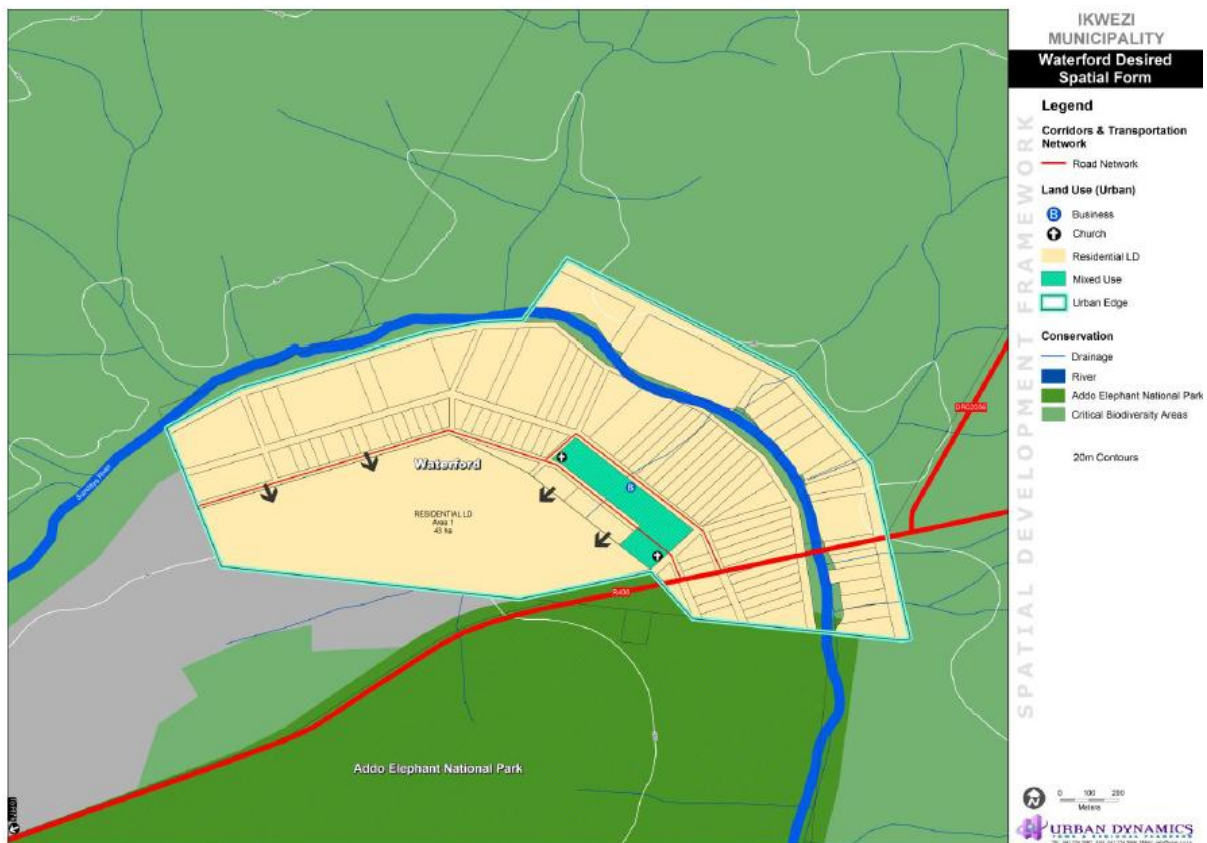
Map 2: Jansenville Desired Spatial Form



### Map 3: Klipplaats Desired Spatial Form

#### Waterford

The most important planning imperative is that the land surrounding Waterford has been earmarked for conservation use as part of the domain of the Greater Addo Elephant initiative. The urban edge outlined in Map 4 hereunder is aimed at containing development to the area, south of the Sundays River and north of the R400, to allow densification of the node and limit the impact on the conservation priorities. The envisaged use of the vacant land within the proposed urban edge is for low density residential development with an agricultural or conservation bias. A mixed use area is identified at the intersection of the internal access road and the R400 to create a multi-functional area to create opportunities for businesses and tourism activities.



Map 4: Waterford Desired Spatial Form

2.2.2.3 SPATIAL NEEDS

Jansenville	Klipplaat
<ul style="list-style-type: none"> <li>• Backlog of 500 low cost houses which translates into 20ha of land required</li> <li>• A lack of land available for the middle income housing market</li> <li>• Additional land required for commonage purposes</li> <li>• Cemetery space in closer proximity to communities. (Consider expansions of existing cemetery)</li> <li>• Lack of available land for industrial and light industrial use</li> <li>• A need to make land available for church purposes</li> <li>• The need for vacant land some distance for the town to provide for the cultural practices of the Abakwetha</li> <li>• Identification of land for conservation purposes and also to provide a recreational use</li> </ul>	<ul style="list-style-type: none"> <li>• Additional land required for commonage purposes</li> <li>• Lack of available land for industrial and light industrial use</li> <li>• The need for vacant land some distance for the town to provide for the cultural practices of the Abakwetha</li> <li>• Additional cemetery space in closer proximity to communities (Land adjacent to school in Klipplaat Town / Follow geo-technical and EIA processes).</li> <li>• Identification of quarry to serve local building industry</li> <li>• Obtaining ownership of the Klipfontein dam which provides the town with water</li> <li>• Address the lack of spatial integration in the town</li> </ul>
<p>Waterford</p>	<ul style="list-style-type: none"> <li>• 66 rural housing units</li> <li>• Commonage land to service the 100 rural housing units</li> <li>• The inhabitant of Waterford currently utilise the cemetery facilities at Jansenville.</li> <li>• The establishment of a local cemetery is required to service the community</li> <li>• Development of a Sports field for the community of Waterford</li> <li>• Construction of a farm school for the community of Waterford or consider upgrading Toekoms to a high school incrementally one grade per year.</li> </ul>

#### 2.2.2.4 ROAD CORRIDORS'

The road hierarchy is dominated by the R75 transversing Jansenville in a North to South direction. A secondary road links Jansenville to Klipplaat. Another provides access to Jansenville West and the suburbs of Mauritius and Phumlani and Draai. Major internal roads provide access to the suburbs of Holland and Brickfield.

#### 2.2.2.5 FUTURE PLANNING IMPERATIVES

The Ikwezi SDF 2007 proposes the following growth rates:

*Table 17: Growth rate: Short to Long Term*

<b>Short term</b>	2004 – 2010	0,751
<b>Medium term</b>	2010 – 2015	0,35
<b>Long term</b>	2015 – 2020	0,25

In the tables below the current population for 2004 were derived from projections made from Census data.

*Table 18: Population projections for Ikwezi*

Year	2004	2010	2015	2020
Population per area	Current population in 2004	Short term 2004 – 2010 (Growth rate = 0.751)	Medium term 2010 – 2015 (Growth rate = 0,35)	Long term 2015 – 2020 (Growth rate = 0,25)
Jansenville	5140	5376	5471	5539
Klipplaat	3028	3167	3223	3263
Rural area	2679	2802	2851	2887
Total	10 847	11 345	11 545	11 689
Households per area	Current number of households in 2004	Short term 2004 – 2010	Medium term 2010 – 2015	Long term 2015 – 2020
Jansenville	1,389	1,453	1,479	1,497
Klipplaat	818	856	871	882
Rural area	724	757	771	780
Total number of households	2,931	3,066	3,121	3,159

*Table 19: Number of households in Ikwezi*



### **2.2.3 LAND USE MANAGEMENT SYSTEM**

As indicated in Section 26(e) of the Municipal Systems Act, the SDF is required to: “include the provisions of basic guidelines for a land use management system (LUMS) for the municipality”

#### **Guidelines for Land Use Management aim is to regulate:**

- land-use changes such as the rezoning of a property from residential to commercial use;
- ‘green fields’ land development, i.e. the development of previously undeveloped land;
- subdivision and consolidation of land parcels;
- regularization and upgrading process of informal settlements, and

The facilitation of land development through the more active participation of the municipality in the land development process, especially through public-private partnerships, is critical.

#### ***Planning Schemes/Mechanisms***

The Planning Schemes are the statutory mechanisms whereby the use of land may be developed, managed and regulated. As such these regulations provide the tools which give effect to the spatial policies described in the Ikwezi SDF. Currently Section 8 Scheme of the Land Use Planning Ordinance 15 of 1985 and the Erstwhile Black Communities Development Act (Act 4 of 1984) is applicable in the Ikwezi area.

#### ***Land Use Management Needs***

The current land use management mechanisms in Ikwezi are unable to address the needs of the residents. The following shortcomings have been identified:

- The lack of adequately trained staff
- Ineffective zoning records, specifically for the former Western District Council Area
- The public does not have easy access to information
- A zoning map for Klipplaat is not available
- Different zoning schemes apply in different areas
- No strategic plan and local plans to promote and guide development
- Current land use trends e.g. densification is not addressed holistically

A full set of general guidelines for Land Use Applications are contained in the SDF and for this reason will not be elaborated upon in the IDP.

### 2.2.3.1 LAND OWNERSHIP

Ikwezi Local Municipality owns 516ha urban and 5 748 ha rural land, while 194ha urban and 14 665 ha rural land is owned by the State.

**Table20: Urban and Rural Land Ownership**

Ikwezi Local Municipality	Other		LM Land		CDM Land		State Land		Private	
	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)
<b>Urban</b>	7	66	1285	516	0	0	61	194	2174	4411
<b>Rural</b>	20	129	10	5748	0	0	27	14665	780	404057

(Source: Deeds Office – March 2008)

## 2.2.4 ENVIRONMENTAL ANALYSIS

### 2.2.4.1 ENVIRONMENTAL OVERVIEW

The Ikwezi Municipality Biodiversity Sector Plan<sup>1</sup> (BSP) provides an environmental overview of the municipality. The Biodiversity Sector Plan<sup>2</sup> represents the biodiversity informant for all multi-sectoral planning procedures, such as the Integrated Development Plan and Spatial Development Framework. It is intended to support land-use planning and decision-making in order to achieve the sustainable development agenda. The BSP is comprised of a relatively fine-scale Critical Biodiversity Areas (CBA) Map, mapped at a scale of 1:20 000 (Skowno and Holness, 2012<sup>3</sup>) (Map 5). Associated with the CBA Map is a set of biodiversity-compatible land-use guidelines, including a series of land and water use management guidelines. The BSP also includes an explanatory handbook (with a biodiversity profile) and the various maps used to prepare the CBA Map (e.g. vegetation, rivers, wetlands and land cover).

The Critical Biodiversity Areas (CBA) has refined the spatial accuracy of the Eastern Cape Biodiversity Conservation Plan's (ECBCP) CBA Map (Berliner and Desmet, 2007<sup>4</sup>), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling et al., 2003<sup>5</sup>). In other words, it is

<sup>1</sup> Vromans, D.C., Maree, K.S., Holness, S.D. and Skowno, A.L. 2012. *The Biodiversity Sector Plan for the Blue Crane Route Municipality. Supporting land-use planning and decision-making in Critical Biodiversity Areas and Ecological Support Areas for sustainable development. Addo Elephant National Park Mainstreaming Biodiversity Project. South African National Parks. Port Elizabeth. South Africa. ISBN 978-0-620-54813-7.*

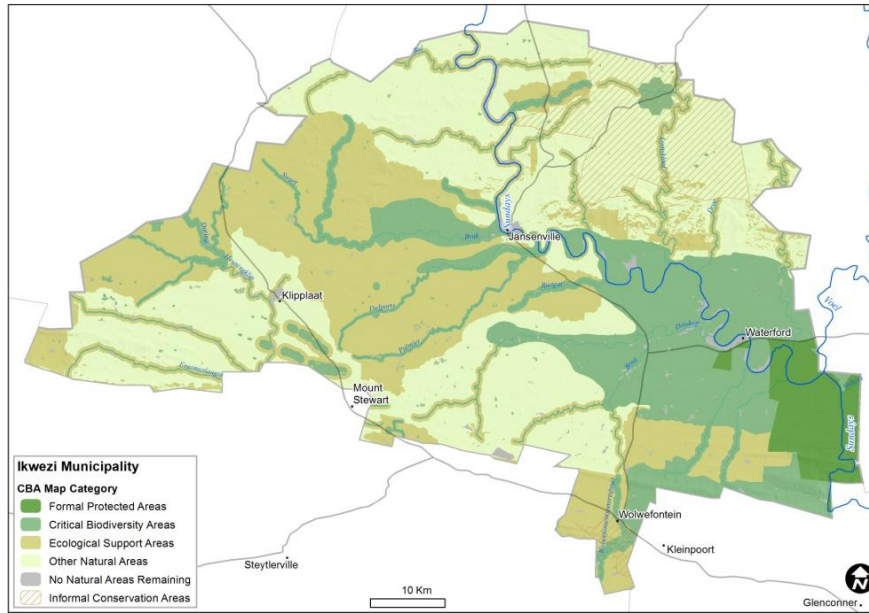
<sup>2</sup> *The production of the BSP was funded by the French Global Environmental Facility and implemented by South African National Parks (Park Planning and Implementation: Conservation Services).*

<sup>3</sup> Skowno, A.L. and Holness, S.D. 2012. *SANParks Addo Mainstreaming Biodiversity Project - Mapping Component. Technical Report. Port Elizabeth. (Map cartography undertaken by Andrew L. Skowno).*

<sup>4</sup> Berliner, D. and Desmet, P. 2007. *Eastern Cape Biodiversity Conservation Plan: Technical Report. Department of Water Affairs and Forestry Project No 2005-012, Pretoria. 1 August 2007.*

<sup>5</sup> Cowling R.M., Lombard A.T., Rouget M., Kerley G.I.H., Wolf T., Sims-Castley R., Knight A., Vlok J.H.J., Pierce S.M., Boshoff A.F. and Wilson S.L. 2003. *A conservation assessment for the Subtropical Thicket Biome. Terrestrial Ecology Research Unit Report No.43, University of Port Elizabeth.*

a more accurate spatial representation of important biodiversity areas in the Ikwezi Municipality and therefore supersedes the aforementioned maps. The CBA Map divides the landscape into Protected Areas, Critical Biodiversity Areas, Ecological Support Areas, Other Natural Areas and No Natural Areas Remaining. The first three categories represent the biodiversity priority areas, which should be maintained in a natural to near natural state, with low intensity developments possible. The remaining two categories are not considered biodiversity priority areas, and can be targeted for sustainable development. The land-use guidelines are specified for Critical Biodiversity Areas and Ecological Support Areas, while the general land use management guidelines are specified for Critical Biodiversity Areas, Ecological Support Areas and Other Natural Areas.



Map 5: The new, relatively fine-scale Critical Biodiversity Areas (CBA) Map for the Municipality (1:20 000) (Skowno and Holness, 2012).

The BSP, with CBA Map and land use guidelines, has therefore been utilized to inform the IDP and SDF, including the environmental management policy of the Municipality. The SDF should be consulted for land use guidelines in the CBA and ESA.

### **Jansenville**

Land adjacent to the Sunday’s River is classified as Critical Biodiversity Areas with Ecological Support Areas. Measures must be implemented to conserve and where possible restore the natural habitat.

### **Klipplaat**

A buffer zone, classified as a Critical Biodiversity Area, is sited around the Heuningklip River and should be safe-guarded. Refer to the associated land use management guidelines **in the SDF.**

Land to the north of Klipplaat is classified as Critical Biodiversity Areas, with Ecological Support Areas. Measures should be taken to conserve and restore the natural habitat in this zone. Those areas designated as Other Natural Areas are suitable for sustainable development and further urban expansion.

### **Waterford**

The majority of Waterford is surrounded by Critical Biodiversity Areas to the north, while in the south the Addo Elephant National Park is located. To the south-west of the town, land is classified as No Natural Areas Remaining, which can be targeted for sustainable development.

The whole of Waterford is included in the Planning Domain for the expansion of Addo Elephant Park, indicated by the Critical Biodiversity Areas. Consultation between SANParks and the municipality must be held to ensure that strategies for the node are developed to ensure appropriate socio-economic development e.g. housing and poverty alleviation initiatives.

### **Rural**

A high proportion of the subtropical thicket found in the east of Ikwezi is environmentally degraded, due to overgrazing by small stock.

Biodiversity conservation principles should be considered that seek to facilitate biodiversity conservation as the primary land management objective. Refer to the SDF and associated land use management guidelines to address rehabilitation and conservation in the CBA and ESA. Additional reference to detailed guidelines for urban and agricultural development is documented in the ABP 2008.

## **2.2.4.2 ENVIRONMENTAL MANAGEMENT LEGISLATION**

The Provincial Environmental Implementation and Environmental Management Plan, interprets environmental policy, which guides municipalities to formulate their own plan.

The need to develop a Local Environmental Management Plan is acknowledged as it will address the management and rehabilitation of sensitive environments, for example wetlands, buffer areas along rivers, including the protection and restoration of the ecosystems classified as Critical Biodiversity Areas and Ecological Support Areas in Ikwezi.

Over time legislation has been promulgated that have implications on the long-term management of environmental resources, not only in Ikwezi Municipality but the Country as a whole. Some of these are outlined below.

#### **2.2.4.2.1 SOUTH AFRICAN CONSTITUTION (Act No 108, 1996)**

The environmental clause of the Bill of Rights provides that everyone has the right:

- a) To an environment that is not harmful to their health or well-being and
- b) To have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that –
  - i) Prevent pollution and ecological degradation
  - ii) Promote conservation
  - iii) Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

#### **2.2.4.2.2 NATIONAL ENVIRONMENTAL MANAGEMENT ACT (Act No, 107, 1998)**

The National Environmental Management Act (NEMA) provides an overall framework for environmental management in South Africa to ensure the effective protection and responsible utilization of the environment. Its aim is to provide for co-operative governance for decision making on matters affecting the environment, establishing institutions to promote co-operative governance and establishing procedures for coordinating environmental functions. The NEMA requires that all organs consider the principles held in Section 2 of the Act in all their decisions & functions that may significantly affect the environment. Further, all development within the municipality must be sustainable. Municipalities have a responsibility to ensure that environmental authorisations in terms of Section 24 of the Act are in place prior to development taking place, where applicable.

#### **NATIONAL ENVIRONMENTAL MANAGEMENT: BIODIVERSITY ACT (Act No, 10, 2004)**

The National Environmental Management: Biodiversity Act (NEMBA) provides for the protection of threatened ecosystems, and which should be considered in the preparation of an IDP. Chapter 3 provides for the publication of a bioregional plan. The Critical Biodiversity Areas Map is the precursor to a bioregional plan and indicates threatened ecosystems as CBA on the map. Section 48 requires that IDPs are aligned with the National Biodiversity Framework (2009). In terms of Section 76(2), municipalities are required to control alien invasive plants on all municipal owned land.

#### **2.2.4.2.3 CONSERVATION OF AGRICULTURAL LAND ACT (Act No 43, 1983)**

The Act provides for, among others, control over the utilization of the natural agricultural resources to promote the conservation of the soil, water sources and vegetation, and the combating of weeds and invader plants. The Act protects vleis, wetlands, and the flood area of a watercourse or within 10 meters horizontally outside the flood area of a watercourse.

#### **2.2.4.2.4 NATIONAL WATER ACT (Act No.36, 1998)**

Application of this legislation will ensure that the Ikwezi Local Municipality optimizes utilization of the available water resources. It aims to manage the country's water resources to meet a wide range of objectives including basic needs, equitable access, facilitating social and economic development, protecting ecosystems and preventing pollution. The Act protects wetland and river ecosystems against inappropriate development through a water use licensing or registration process. Municipal activities relating to wastewater discharge must comply with the regulated water quality standards for wastewater effluent. No township developments should not be authorised without the spatial presentation of the 1:100 year floodline (Section 144).

#### **2.2.5 LAND REFORM PROGRAMME**

The Department of Rural Development has compiled an Area Based Plan, for the **Cacadu** district area as a whole. An Area Based Plan essentially is a sector plan that seeks to address land related issues at a municipal level which is intended to form part of the Integrated Development Plan (IDP), informing the Spatial Development Framework (SDF) and Land Use Management System (LUMS). Fundamentally the Plan seeks to integrate Land Reform into the municipal planning process wherein identified projects are supported during and post implementation phases to ensure sustainability. Also to develop an implementation tool for pro-active land acquisition to facilitate acquisition of land at scale by DRD & LR to meet the 2014 target of transferring 30% of white owned land into the hands of the black farming class.

This study therefore identifies the distribution of State Land, land under claim and other forms of tenure.

The prime purpose of the country's land reform programme is to address the skewed land ownership patterns that were given effect by the 1913 Land Act. The key objectives of the land reform programmes are:

- Redistribution of 30% of white owned land by 2014 for sustainable agricultural development.
- Provision of tenure security to create socio-economic opportunities for those who have less formal forms of tenure.
- Provision of land for sustainable human settlements, industrial and economic development.
- Provision of efficient state land management that supports development.
- Provision of efficient land use and land administration services.
- Settlement of all outstanding land claims and implementation of restitution awards.
- Development of programmes for empowerment of women, children, disabled, People Living with Aids, youth and the aged within DRD & LR mandate

The Land Reform Programme is anchored on three key programmes, namely: *restitution*, *redistribution*, and *tenure reform*. These were developed to promote land acquisition, restore land rights lost through dispossession and achieve tenure upgrade respectively.

About 72 beneficiaries were supported in Ikwezi on an area of approximately 4310 ha. This represents 5.12% of land reform concluded in the Cacadu district between 1995 and 2008, at an average land price of R471 per ha.

**Table 21: Status of Land Reform Programme**

District Municipality	Grants/Beneficiaries	Land Price in R	Total Project Cost in R	Total Exp to date in R	Grant Approved in R	Ha	% Ha of total	% Grant Approved per Municipality	Average Grant approved / beneficiary in R	Average Land Price per ha in R
Ikwezi	72	2,030,000	1,950,000	2,041,817	2,061,000	4,310	5.12	1.34	28,625	471
<b>Cacadu Total</b>	8,853	373,129,684	252,064,950	130,636,078	153,767,909	84,2	100.00	100.00	17,369	4,431

(Source: DLA CAPEX July 2008)

**Table 22: Restitution Status**

Local Municipality	Urban		Rural		Total	
	Claims	Area (Ha)	Claims	Area (Ha)	Claims	Area (Ha)
Ikwezi	19	1243.28	5	6118.62	24	7361.90
<b>DM TOTAL</b>	371	1726.58138	135	58199.25	506	59925.79

(Source: DLA & Land Claims Commissioner 2007)

With respect to the Ikwezi LM, it is noted that 7 362 ha are excluded from the land restitution process, leaving 107 335 ha still to be redistributed within the Municipal area. Redistribution to date accounts for 4.02% of the 30% target, this is slightly higher than the District average of 6.31%. The tables indicate redistribution on a District Level for each of the Municipalities. It should be noted that although the redistribution targets are calculated for each LM. These should be implemented on a district wide basis.

**Table 23: Redistribution Exclusions**

Local Municipality	State Owned Land (Rural) Including National Parks	Municipal Owned Land (Rural)	Para-statal Owned Land (Rural)	Conservancies	Game Farms	Urban Land	Restitution Land (Rural)	Total Exclusions

<b>Ikwezi</b>	14,665	5,748	129	41,309	0	5,189	6,118.62	73,162.03
<b>District Managed Area</b>	33491	92	429	41,539	35,813	1,957	4,001.58	117,324.99

**Table 24: Redistribution Status and Targets**

<b>Local Municipality</b>	<b>Land Area</b>	<b>Total Exclusions</b>	<b>Remaining Land Available (White Owned)</b>	<b>30% Target</b>	<b>Land Redistribution 1994-2008</b>	<b>Remaining Target</b>	<b>%Achieved</b>
<b>Ikwezi</b>	445,313	73,162	372,151	111,645	4,310	107,335	4.02%
<b>District Managed Area</b>	1,328,029	117,324	1,210,704	363,211	0	363,211	0.00%
<b>Totals</b>	5,824,329.81	1,099,341.92	4,724,987.89	1,417,496.37	84,105.56	1,333,390.81	6.31%

The above should be contextualized within the given District Land reform targets and achievements towards the national target of 30% target for 2014:

- 1.3 million hectares still to be redistributed in 6 years
- Average of 220 000 ha per year to be redistributed
- R165.44 million spend on land reform in the Cacadu District between 1995 and 2007
- 84 000ha redistributed in the last 12 years at an average of 7 000ha per year

The following achievements have been made to date:

<b>Rural Economic Development</b>	<ul style="list-style-type: none"> <li>• The acquisition of 5 farms in partnership with Department of Land Affairs</li> <li>• Training of emerging farmers has taken place as one of the elements of the goat and mohair initiative. Five Mohair students were trained for a period of three years and graduated in September 2010. Uitkoms farm was bought for them to farm commercially by the Department of Rural Development and Land Reform. A new group has commenced in September 2010.</li> </ul>
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With regard to future adjustments to the Ikwezi SDF, ABP and the IDP the following CDM objectives and strategies should be considered.

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Objective 1 : Sustainable Transfer of land to Previously Disadvantaged Communities	Consider the financial feasibility and sustainability of the project
	Assess need
	Ensure alignment of proper support systems
	Consider the socio economic impact
Objective 2 : Co-ordination between Role Players and Stakeholders	Identify all the stakeholders in the process
	Identify stakeholder roles and responsibilities
	Dedicate persons to oversee the co-ordination between the different state organs
Objective 3 : Scientific Methodology to Inform Land Purchase Decisions	Develop and refine a model that informs land purchase decisions
	Develop methodology to align beneficiaries to sustainable land reform projects
Objective 4 : Develop Support Structures	Build capacity amongst officials to deal effectively with the demands of the land reform process
	Create support structures for beneficiaries before land is transferred
Objective 5 : Expand Agricultural Base	Identify unproductive land with medium to high potential
	Consolidation of land to create viable units
	Identify unproductive land that needs capital support
	Identify potential irrigation schemes
Objective 6 : Development and Training of beneficiaries and creating capacity amongst Government Officials	Implement beneficiary training programmes
	Ensure skills development for all beneficiaries
	Ensure enhanced and accelerated capacity building of government officials

Objective 7 : Focus on economic development and job creation	Prioritize projects with socio-economic spin-offs
	Prioritise projects with high job creation potential
Objective 8 : Protection of natural resources	Consider sensitive biodiversity areas (i.e. Critical Biodiversity Areas and Ecological Support Areas).
	Assess environmental impact of land reform
	Encourage farming practices with low environmental impact
	Prioritise protection against erosion

### 2.3 KPA 2: SERVICE DELIVERY & INFRASTRUCTURE PLANNING

Service delivery is divided into three groups, namely infrastructure services; community services; and community facilities. Service delivery falls within the functional area of a number of different institutions, but all impact on the lives of the community and are therefore mentioned hereunder.

#### STRATEGIC OBJECTIVES FOR SERVICE DELIVERY

Strategic Objectives: Eradicate backlogs to improve access to services and ensure proper operations & maintenance

Intended Outcome: Sustainable delivery of services to all households (water, sanitation, waste management, electricity, roads, storm water, local amenities and cemeteries)

Improved access to basic services. (Outcome 9 targets for 2014)

- 100% of households have access to basic level of water by 2014
- 100% households have access to basic level of sanitation by 2014
- 75% of households have access to basic level of refuse removal by 2014
- 92% of households have access to electricity by 2014

#### INFRASTRUCTURE MASTER PLAN

The master plan for future infrastructure for the Municipality is based on the 3 year MIG Capital Plan.

*Table 25: Backlog Overview*

DEVELOPMENTAL NEED	BACKLOG R	CURRENT OBLIGATIONS (OPERATION /	TOTAL	AVAILABLE FUNDING TO	INTERNAL REVENUE
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		MAINTENANCE)		ADDRESS DEV. NEEDS	
Water & sanitation.	17,909,764	R 361,790	R 18,271,554	R 6,000,000	R 361,790
Electricity	25,000,000	R 224,285	R25,224,285	R 6,224,285	R 224,285
Housing	39,525,000	0	R39,525,000	0	0
Roads & storm water	98,000,000	R 216,120	R 98,216,120	R 4,500,000	R 216,120
<b>TOTAL</b>	<b>202,584,764</b>	<b>R 802,195</b>	<b>R181,236,959</b>	<b>R16,724,285</b>	<b>R802,195</b>

## **ASSET REGISTER**

Ikwezi municipality conducted a comprehensive asset assessment in 2011.

**Table 26: Asset Register**

WATER	Number of Assets	Ave Replace- ment Value (‘000)	Equiva- lent Expecte d Useful Life	Ave Residua l Value (%)	Ave O&M %	REPLACE MENT VALUE (model) (‘000)	ANNUAL DEPRE- CIATION (‘000)	ANNUAL O&M
Water treatment works (Total Ml/day)	36	1,000	28	40%	0.24%	36,000	771	86,400
Water treatment plants (filtering & dosing)	1	150	15	0%	0.40%	150	10	600
Dams	1	20,000	100	60%	0.60%	20,000	80	120,000
Reservoirs	11	3,300	38	30%	0.24%	36,300	669	87,120
Pump stations	1	1,000	22	30%	0.44%	1,000	32	4,400
Boreholes	12	150	30	30%	5.70%	1,800	42	102,600
Bulk pipeline (km)	25	550	60	20%	0.44%	13,750	183	60,500
Reticulation (km)	510	280	60	20%	0.44%	142,800	1,904	628,320
<b>TOTAL</b>						<b>251,800</b>	<b>3,691</b>	<b>1,089,940</b>
<b>SANITATION</b>								

<b>Sewage treatment works (Total MI/day)</b>	1	1 500	28	40%	1.40%	1, 500	32	21 000
<b>Pump Stations</b>	6	1 000	22	30%	0.44%	6, 000	191	26 400
<b>Bulk pipelines (km)</b>		550	60	20%	0.44%	-	-	-
<b>Reticulation (km)</b>	600	280	60	20%	0.44%	168, 000	2, 240	739 200
<b>TOTAL</b>						175, 500	2, 463	786 600
<b>ROADS</b>								
<b>Paved road (km)</b>	107	1 600	35	40%	2.00%	171, 200	2, 934	3 424 000
<b>Unpaved road (km)</b>	642	200	15	40%	2.00%	128, 400	5, 136	2 568 000
<b>TOTAL</b>						299, 600	8, 070	5,992 000
<b>Grand Total</b>						726, 900	14, 225	7,868 540

The above table indicates that an amount of R7, 868 540 per year is required for operation and management of water, sanitation and road maintenance. The above also gives an indication of the needed future capital investment requirements with the average residual value of between 20%-30%.

### **2.3.1 WATER AND SANITATION**

The Ikwezi Local Municipality is the Water Services Authority (WSA) and the Water Service Provider (WSP) for its area of jurisdiction and therefore responsible for the planning and provision of water and sanitation services. The WSP is not only responsible for the water and sanitation service, but all the other local government services provided by the Municipality such as roads, storm water management and refuse collection etc.

Ikwezi municipality adopted the 2007/2008 Water Service Development Plan. The statistics originate from this WSDP and have also been supplemented by the Community Survey 2007 and updated by local knowledge. Arcus Gibb has been appointed to review the 2007/2008 WSDP and it is anticipated that the reviewed plan will be tabled to Council before the end of the 2011/12 financial year. The recommendations and directives contained in the new WSDP will be consolidated into the Final IDP in the event that it is finalised before 31 May 2012.

### **IDP ASSESSMENT COMMENTS 2012: WATER AND SANITATION**

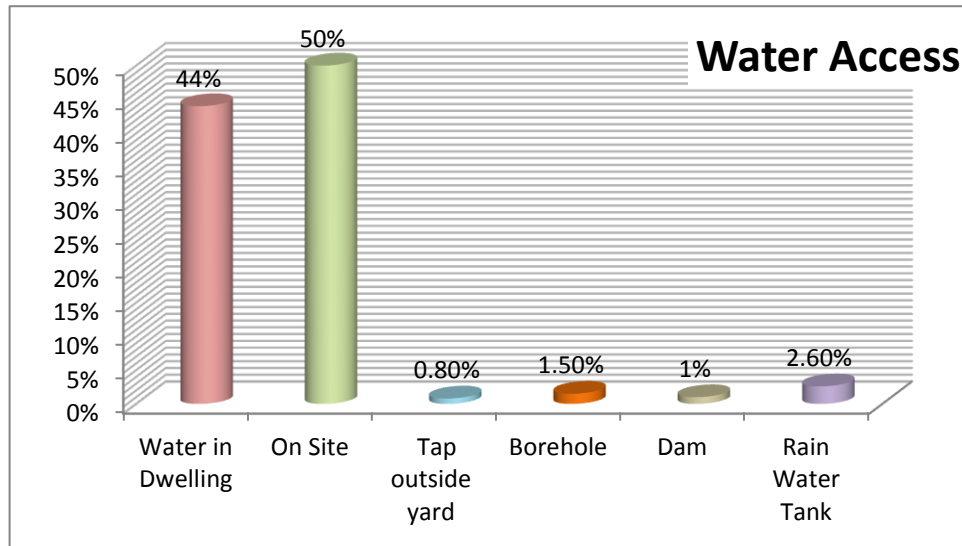
In the IDP Assessment conducted in 2012, the following comment was made for the entire water and sanitation section (20 questions) namely *“No. WSA is in the process to reviewing their WSDP. An immediate intervention will be conducted where the DWA will assist the WSA to include the WSDP IDP Sector Input into their WSDP before the final approval thereof by the end of May 2012.”* This had a detrimental effect on the outcome of KPA 2 and it is believed that the information contained in these two sections should be assessed based on available information.

There are 11 523 consumers residing in 2 579 households that received water and sanitation related services from the municipality. The WSP supplies water and sanitation services to Klipplaat, Jansenville, Waterford and Wolwefontein.

#### **2.3.1.1 WATER**

95% of the households have access to water within the standard set for RDP provision of which 0.8% consists of taps within a range of 200m. Approximately 5% of the inhabitants use water from boreholes, rainwater tanks and dams. Due to the dispersed farming settlement patterns it is concluded that the majority of inhabitants living in the rural hinterland make use of boreholes, water tanks and other sources.

**Figure 12: Water access**



Source: Statistics South Africa: Community Survey 2007

**Table 27: Access to water**

Municipality	Water in Dwelling	On Site	Tap outside yard	Borehole	Dam	Rain Water Tank	Total
Ikwezi	1 130	1 284	21	39	25	68	2 567

Source: Statistics South Africa: Community Survey 2007

### 2.3.1.1.1 WATER SOURCE

The WSA obtains water from ground and surface water sources. In Jansenville, bulk water supply is derived solely from boreholes situated on the outskirts of the town.

In Klipplaat, water is obtained from the Klipfontein Dam and, in emergencies, from various boreholes located in ward 3 and 4. Waterford and Wolwefontein receive potable water from rainwater tanks. The rural hinterland is not serviced.



Water reticulation is only provided in the urban areas of Ikwezi. Drought is a persistent problem, especially in the summer months, which leads to the imposition of limited water restrictions resulting in reservoirs being closed at night and reopened in the morning.

### 2.3.1.1.2 WATER QUALITY

The water quality is monitored by an Environmental Health Practitioner attached to Cacadu District Municipality. Water samples collected on 25 January 2012 were submitted to the National Health Laboratory for analysis of its microbial quality and suitability for human consumption. The results indicated that the samples taken from Ikwezi did not comply with the set standards due to high level of Standard Agar Plate count and Total Plate Count.

#### **2.3.1.1.3 Jansenville water provision**

Bulk water supply is derived from nine boreholes of which only six are presently being used. The water is pumped into storage in three reservoirs in town and one in Pumlani. In the reservoirs the water is treated with chlorine and reticulated throughout the residential areas. The quality of the ground water source has to be closely monitored and treated to improve and sustain the quality. The municipality installed rainwater tanks at most of the RDP houses in Ward 1 and 2 to improve the provision of potable water. A Service Provider has been commissioned to design a Water Treatment Plant and it is expected that the design phase will be completed by 2012/13 and the construction phase will commence thereafter.

The bulk water is insufficient, especially during the summer months and during school terms. The reservoir pipeline feeding Phumlani has been equipped with a booster pump to increase the pressure so that the water can reach the higher laying houses. The demand on the reservoir reserves' are high and the water gets depleted, which negatively affects consumers. The Cluster Regional Water Scheme has been looking to broaden the water source options of obtaining quality water. Water Affairs have indicated that funding for bulk water supply could be made available for a feasibility study in 2012/13.

##### **2.3.1.1.3.1 Communal Water House (Ward 1)**

The construction of the Communal Water House in Jansenville was completed in 2009. The initiative is a German-SA demonstration project aimed at improving the rural life by advanced grey water treatment technology, including water and sanitation recycling. This is cost effective as water is very scarce in this area and the facility is able to recycle it up to three times.

This innovative facility is progressive and will also serve as a supplementary "back-up" system for the conventional water services.



**Map 6: Location of Community Water House.**

#### **2.3.1.1.4 Klipplaat Water Provision**

Klipplaat's main supply of water is the Klipfontein Dam. The dam is estimated to be about 60% full as good rain falls have occurred during December 2011 and January 2012. There are also two boreholes that are used in emergency scenarios.

#### **2.3.1.1.5 Waterford and Wolwefontein Water Provision**

Rainwater tanks provide potable water to Waterford and Wolwefontein. The ground water sources in Waterford and Wolwefontein are usable.



#### **2.3.1.1.6 Water loss management**

The Water Service Development Plan (2007) reflects that 100% of the consumer (households and institutions) are served with un-metered erven connections. Zone meters and consumption meters in businesses will be installed in 2012/2013 financial year in



order to ensure cost recovery when the water treatment plant (purification system) in Jansenville has been constructed and the water quality improves. Currently a flat rate is applied for all water services and this has a detrimental effect on cost recovery efforts.

The Municipality is currently implementing the water conservation and demand management programme. Implementation includes the rehabilitation of reservoirs', installation of bulk meters (control measure to detect water losses), social facilitation, calibration and automation of borehole analysis. Most of the existing reticulation pipe network consists of old asbestos pipes, which account for substantial water losses as a result of leaks. The plan is to divide the town into four zones such that respective zones can be metered to quantify unaccounted for water. It is proposed that **twenty nine water meters**, of various diameters, be installed before the end of September 2012, such that regular readings can be taken to detect and rectify water losses resulting from these leaks.

In collaboration, the Department of Water Affairs and the municipality held a Water Demand Management and Conservation Awareness day on 19 April 2011, to raise awareness on the need for communities to conserve water and use it more efficiently.

Basic water and sanitation services are considering the following education programme:

- Sources of water pollution (e.g. sewage with specific reference to downstream users of rivers and groundwater sources);
- Dangers of people using water from polluted rivers, boreholes or wells;
- The need to conserve water and use it efficiently;
- The importance of managing the demand of water.

It is also the intention of Ikwezi to seriously promote the blue drop initiative and toward this end, intends to facilitate the necessary awareness programme.

The municipality (WSA) has started with the installation of bulk metres from the outlet of the sources to the storage inlet on its water supply line (except for boreholes to the reservoirs in Jansenville). Currently the problem is between the storage outlet and the distribution line as a measuring device has not been installed at household connection points. The WSA will not be able to quantify the amount of water unaccounted for until this matter has been rectified and a leak detection programme implemented.

#### **2.3.1.1.7 Institutional Capacity of the Water Services Authority**

Ikwezi municipality complies with the Water Service Development Plan and Water Services Act regarding internal management and regulatory arrangements. The necessary institutional arrangements are in place (bulk WSP's, retail WSP's and support agents).

The organogram for the water component does not have a qualified staff compliment to operate in Jansenville and Klipplaat. However, in terms of the sanitation component, some posts, at an operational level are vacant and not budgeted for. The Water and Sanitation units report to the Senior Foreman.

The WSA adopted Water By-Laws in 2008. A review process of by-laws is due in partnership with Cacadu District Municipality.

### 2.3.1.1.8 WARD NEEDS 2012: WATER

Ward based planning was conducted throughout Ikwezi and the following water need were expressed.

**Table 28: Water Ward Needs 2012**

GEOGRAPHICAL AREA	Ward Needs
Ward 1	Pipes to yard connections are breaking due to wear and tear between the pipe and the tap.
Ward 1	Water shortages and quality.
Ward 3 and 4	No water during the night.
Ward 2	Water tank contamination and water quality.

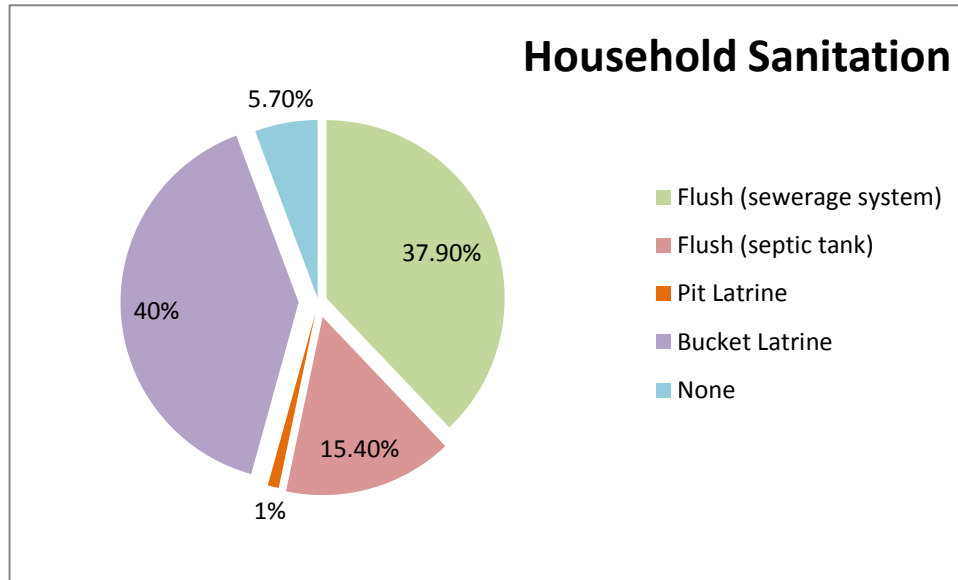
Source: Ikwezi Local Municipality 2012 – CBP

### 2.3.1.2 SANITATION

The Statistics South Africa Community Survey of 2007 revealed that 5.6% of households do not have sanitation services, a further 1% uses pit latrines and a high number (39.9%) of the residents within Ikwezi were using a bucket toilet system. Most of this backlog has since been eradicated through an upgrading programme from which 910 households benefitted at an investment outlay of R12.3 million. The strides that have been made, alters the 2007

statistics by increasing the use of waterborne sanitation system to 73% and decreasing the bucket system to 4.5%.

**Figure 13: Household sanitation**



Source: Statistics South Africa: Community Survey 2007

**Table 29: Type of Sanitation**

Municipality	Flush (sewerage system)	Flush (septic tank)	Pit Latrine	Bucket Latrine	None	Total
Ikwezi	974	395	26	1 026	146	2 567

Source: Statistics South Africa: Community Survey 2007

**Table 30: Comparable % sanitation backlogs from 2001 to 2007**

Municipality	Pit Latrines		Bucket toilets		No toilet	
	Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007
Ikwezi	7.7	1.0	48.4	40.0	15.2	5.7

Source: Statistics South Africa: Community Survey 2007

The table below lists 116 households that have not been connected to the mainline although repairs and the plumbing system inside the houses have been completed. The affected

households in Jansenville are situated far from the mainline and therefore it will be very costly to connect to the system. Connections can only commence when a budget is available.

**Table 31: Households not connected to main sewer line.**

<b>Unconnected</b>	<b>Locality</b>	<b>Suburb</b>
15	Ward 1	De-erw
08	Ward 1	Jansenville town
Pitlatrines	Ward 1	Waterford
02	Ward 2	Mauritius
02	Ward 3	Princevale
05	Ward 3	Wongalethu
80	Ward 4	Dan Sandi
01	Ward 4	Klipplaat town
VIP Toilets	Ward 4	Wolwefontein

Source: Ikwezi Local Municipality 2012 - PMU

Currently the backlogs are mainly related to the reliance on septic tanks in Ward 1 and 2 (Jansenville) where bulk water supply is limited.

In the Dan Sandi area there are 208 houses that are not connected to the main sewer line, 80 of these houses are occupied by beneficiaries. Some of these constraints are hereditary, specifically those found in Dan Sandi, which originated during the construction phase of those RDP houses. Ikwezi has held discussions with Cacadu DM and the Department of Human Settlement and a site visit took place to examine the extent of the problem and determine corrective measures. Ikwezi LM is awaiting a solution perhaps in the form of funding.

No formal sanitation service is offered in the rural hinterlands, as these are privately owned farms. Other rural nodes in need of proper sanitation include Waterford and Wolwefontein.

There is an extended oxidation pond in Jansenville. The oxidation pond in Klipplaat poses a health hazard as it is closer than 300 metres from Wongalethu residential area, where it should be in excess of +500 metres. Measures are in place to upgrade the Waste Water Treatment Works in Klipplaat (Ward 3) and a service provider was appointed in September 2011. The EIA is expected to take about 18 months followed by the construction of the project.

#### **Areas of prioritised intervention**

- Upgrade / expand capacity of the sewerage treatment plant at Klipplaat;
- Alternative technology for sanitation at Waterford and Wolwefontein;

- Find solutions (funding) to deal with the eradication of the bucket system;
- Consult CBP outcomes indicated hereunder.

#### **2.3.1.2.1 WARD NEEDS 2012: SANITATION**

Ward based planning was conducted throughout Ikwezi and the following sanitation needs were expressed.

**Table 32: Sanitation Ward Needs 2012**

<b>GEOGRAPHICAL AREA</b>	<b>Ward Needs</b>	
Ward 2	Inadequate sanitation (septic tank) condition at the Primary School.	Upgrade and link to the main sewerage line.
Ward 4	Upgrade sewerage system	Connect to main sewer line. Pursue with CDM and DoHS
Waterford	Upgrade Pit latrines	Upgrade sanitation system
Wolwefontein	Upgrade sewerage system (still use a bucket system)	Provision of proper sanitation.

Source: Ikwezi Local Municipality 2012 CBP

#### **2.3.1.3 ROADS AND STORM WATER**

The provision and maintenance of roads spans the functional areas of the Department of Roads and Public Works, the District Municipality and Ikwezi Local Municipality. The Department of Roads and Public Works is responsible for the maintenance of the Proclaimed Provincial roads. The construction and maintenance of municipal access roads and streets is performed by Ikwezi Municipality, who are also responsible for ensuring that storm water is effectively managed. The Ikwezi municipality is guided by the Integrated Transport Plan developed by Cacadu District Municipality, as required under National Land Transport Transition Act, 22 of 2000.

The R75 Provincial tarred road is the primary transportation route traversing the municipal area and provides both access to the coastal and inland (Karoo) areas. It links Jansenville with Nelson Mandela Metro and Graaff Reinet. DRPW are implanting surfaced road routine maintenance at a cost of R7,056,000.00 on the R75 by conventional contract (Port Elizabeth to Graaff Reinet and Wolwefontein to Willowmore).

The R338 provides access to Aberdeen and Baroe from Klipplaat and the R400 links the R75 with the N10 and Riebeeck East via Waterford. This access road also provides access to the northern

extent of the Addo Elephant National Park. Both these gravel roads are in a poor condition, due to the recent rains during January and February 2013.

The R337 road provides access between the two urban centres of the municipality and is being upgraded (approximately 6km still to be tarred). There is a growing concern that the existing road network is not sufficiently maintained, which is likely to hamper the economic bearing of the Agricultural sector and future urban growth. The rural gravel roads are in a very poor state of repair, carrying a significant volume of traffic and therefore necessitate urgent attention.

The Department has appointed the Coega Development Corporation as the implementing agent for gravel road routine maintenance in Ikwezi. An indicative budget of R4, 837,000.00 has been earmarked for this purpose in the 2013/14 financial year.

The District-Wide Infrastructure Forum is convened by Cacadu District Municipality.

The Department of Roads and Public Works allocated R4, 837,000.00 million grant funding for the maintenance of rural access roads in the 2012/13 budget. All provincial gravel roads are maintained by the Department of Roads and Public Works. **It also contributes to economic upliftment of the area through EPWP Programmes.** Work opportunities for approximately 257 people have been provided through the EPWP Programme. This initiative employs community members to carry out routine road maintenance for R65.00 per day throughout the duration of the project.

Internal tarred roads and gravel access roads throughout the area are in a poor state of repair due to aging and lack of maintenance. The Roads and Storm water component of the Infrastructure Department are understaffed which is contributing to the condition of the municipal road network.

**Table 33: Status of municipal roads and storm water**

AREA	STATUS OF MUNICIPAL ROADS
Ward 1	Tarred roads are in poor condition
Waterford	This gravel access road (R400) has been damaged by the recent rains.
Ward 2	Gravel roads are in a very poor condition. The storm water system needs a lot of upgrading.
Ward 3	The main road is tarred and not in a bad condition. The rest of the town's gravel roads are in a very poor condition. The storm water system needs upgrading.
Ward 4	All streets are gravel roads and in very poor to dangerous condition. There is no proper storm water infrastructure.
Wolwefontein	Poor condition

The Municipality does not have a Storm water /Pavement Management System or sufficient roads infrastructure and maintenance is carried out as-and-when required.

### **2.3.1.3.1 WARD NEEDS 2012: ROADS AND STORM WATER**

Ward based planning was conducted throughout Ikwezi and the following road needs were expressed.

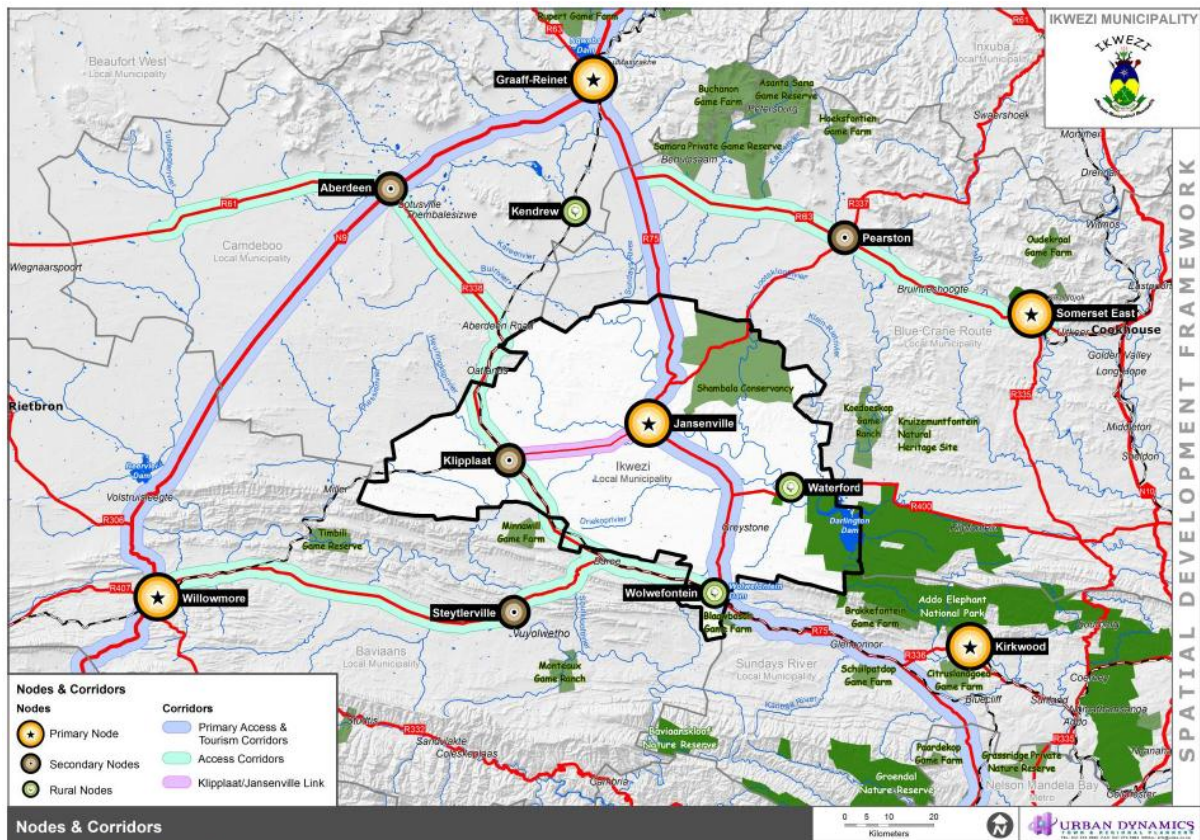
**Table 34: Roads and Storm water Ward Needs 2012**

<b>GEOGRAPHICAL AREA</b>	<b>Ward Needs</b>	
Ward 1	Potholes, lack of storm water culverts and no provision for non- motorized transport	Road maintenance; paving & storm water management
Ward 2	Dangerous road zones are not marked.	Erect chevrons and stop signs.
Ward 2	Insufficient monitoring of Contractors' result in the lack of safety standards. Ongoing road maintenance is lacking.	Road maintenance and storm water management plan. Consider how to use local EPW trained road workers as maintenance crews.
Ward 4	Deterioration of gravel streets – Badly corrugated with potholes.	Maintain internal roads and provide paving.

Source: Ikwezi Local Municipality 2012 CBP

## Areas of prioritised intervention

- Develop a storm water / pavement management system;
- Negotiate with CDM/DR&T for funding to develop a Pavement Management System;
- Develop a road maintenance plan - ILM/CDM/DR&T;
- Source funding for the resurfacing of streets including plant ;
- Facilitate the improvement of road infrastructure (Integrated Infrastructure Investment Plan).



MAP 7: Settlement nodes and linkages (CHECK WHERE TEXT REFERENCING THIS MAP IS – move to human settlement section)

## Rail



Mainline from PE to the north passes through Klipplaat, where it joins a branch line from Calitzdorp. At Klipplaat there is a railway line intersection with railway connections to PE, Graaff Reinet to Middelburg and Willowmore to Oudtshoorn.

### **Airstrips**

There is an airstrip at Jansenville (Ikwezi).

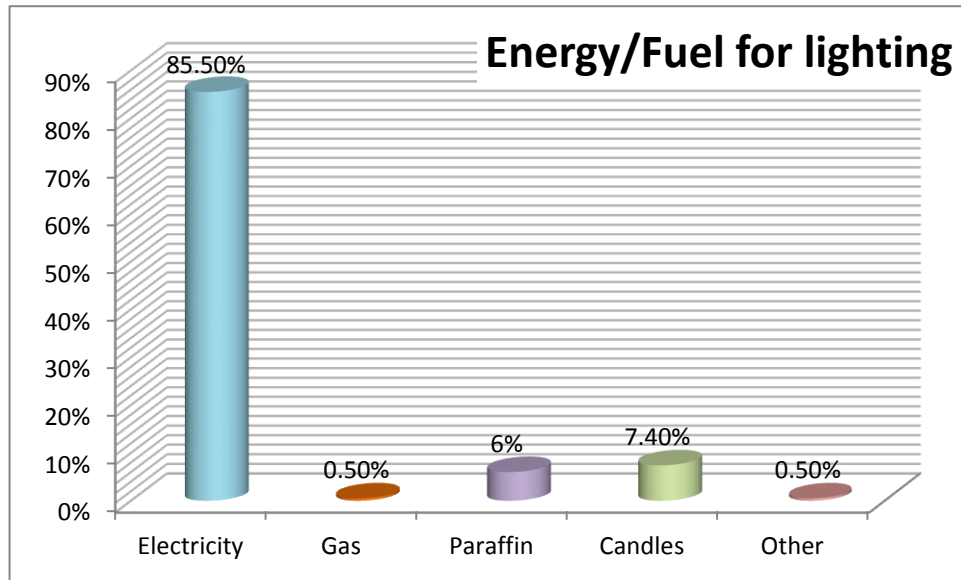
#### **2.3.1.4 ELECTRICITY AND ENERGY**

The Municipality is the Service Provider for electricity and distributes power to the whole of Jansenville. Power to Klipplaat and the rural areas are supplied by Eskom. There are 1613 households that receive electricity directly from the municipality. There are 187 low cost houses that were equipped with solar geysers as a cost saving measure over time. Provision is made on the budget (14.9%) for the provision of free basic water, electricity and solid waste services from the equitable share.

The Jansenville Sub-station was upgraded in 2010/11 at a cost of approximately R6m. Reticulation has recently been completed as part of the upgrade of the Jansenville system at a cost of a further R6m. Ikwezi Municipality intends to upgrade the Mini Sub-stations and network that are located in the Jansenville area, and DoE has allocated R3.2m for this purpose in the 2012/13 financial year. An additional R3m is still required.

Eighteen high mast lights have been erected in Jansenville. By February 2012 the equivalent number was installed throughout Klipplaat at a cost of R1.9m

#### **Figure 14: Energy/fuel for household lighting**



Source: Statistics South Africa: Community Survey 2007

## Energy and electricity

**Table 35: Source of Energy for cooking, heating and lighting in Ikwezi**

Purpose	Electricity	Gas	Paraffin	Wood	Coal	Candles	Other
Cooking	1964	21	400	175	6	0	0
Heating	1746	12	305	457	19	0	27
Lighting	2193	14	155	0	0	190	14

Source: Statistics South Africa: Community Survey 2007

The eradication of the backlog during the past 6 years is illustrated below:

**Table 36: Comparabl Electricity usage in Ikwezi from , 2001,2011**

Cooking		Heating		Lighting	
2253	2011	1563	2011	2581	2011
962	2001	876	2001	1964	2001

Source: Statistics South Africa: Community Survey 2007

The majority of the backlogs are found in Waterford and Wolwefontein. This has also been raised as a need and cost implications will be looked at for inclusion in the Project Register.

**Table 37: Electricity Supply in the various wards**

<b>GEOGRAPHICAL AREA</b>	<b>SUPPLY</b>	<b>STREET LIGHTING</b>
Ward 1	99% Full Connection	High Mast light and Street lights
Wolwefontein	Only 12 Houses that are not connected	No Street Lights
Ward 2	None	High Mast light
Ward 3	None	High Mast light
Ward 4	None	High Mast light
Waterford	Only the hall, church, shop and 1 residence is connected.	No street lights

#### **2.3.1.4.1 Alternative energy – solar technology Farm**

The Municipality is involved in alternative energy sources, which are envisaged to position Ikwezi as a leading municipality in development of Renewable Energy. A feasibility study was conducted in Ikwezi by NASTEP (New Age Solar Technology Environmental Projects), which advises the programme with regard to the most relevant technological option. As the Ikwezi solar project is sized to 5 GWh/a, the plant will generate electricity for approximately 5 500 homes (1.1MWh/per household). The capital investment requirement is estimated at R500m for land and infrastructure. A site of 10 ha will be required for the programme.

The feasibility study concluded that grants and subsidies will be fundamental to the facilitation of the growth of solar energy generation in South Africa. The project fits with the current National and ESKOM policies and is thus moving towards zero/low carbon emissions and renewable energy aimed at 2013.

The PV solar plant would occupy a significant area and unless it is well shielded, it is likely to be a prominent visual feature. It would combine the physical features of the large solar fitted with a small substation with a gas that is considered benign. Environmental consideration should be given nonetheless. The feasibility study confirms that the project is feasible.

An Independent Power Producer (IPP) was appointed in 2009. The IPP has submitted an application for a license from NERSA to commence with the project.

#### **2.3.1.3.1 WARD NEEDS 2012: ELECTRICITY AND ENERGY**

Ward based planning was conducted throughout Ikwezi and the following energy needs were expressed.

**Table 38: Electricity and Energy Ward Needs 2012**

<b>GEOGRAPHICAL AREA</b>	<b>Ward Needs</b>	
Waterford	Lack of access to electricity and not street lights	Install transformer to enable reticulation to houses and provide street lights
Waterford	Not benefitting from FBE	Consider alternative FBE (Paraffin)
Wolwefontein	Electricity.	Provision of electricity

Source: Ikwezi Local Municipality 2012 CBP

Ensure the following minimum requirements:

- Community awareness campaign to save energy and to stimulate payment of services;
- Strict implementation of credit control policy;
- Review the tariff structure;
- Electricity audit per area, including billing and payment rate;
- Review and update FBE indigent register (Ward Councillor to verify status);
- Address interim need of Waterford FBE (paraffin and candles);
- Apply by-law dealing with tampering and illegal connections;
- Finance to deal with the above.

### **2.3.1.5 HOUSING AND SETTLEMENT ANALYSIS**

#### **2.3.1.5.1 HOUSEHOLDS**

According to the Statistics South Africa Community Survey of 2007, there are 2 567 households in Ikwezi Local Municipality. This number increased in 2011 when an additional 24 households were included during the Demarcation process, which incorporated Wolwefontein into the boundary of Ikwezi. (Confirm with new 2011 Survey.)

### 2.3.1.5.2 SETTLEMENT PATTERNS

The Municipality is predominantly rural and the majority of the land is covered by dispersed low density commercial farmlands. The primary urban centre is Jansenville and Klipplaat is a secondary service centre. The majority of people reside in the urban areas and the urbanization rate is estimated to be around 75%. Human settlement is characterized by small Karoo towns.

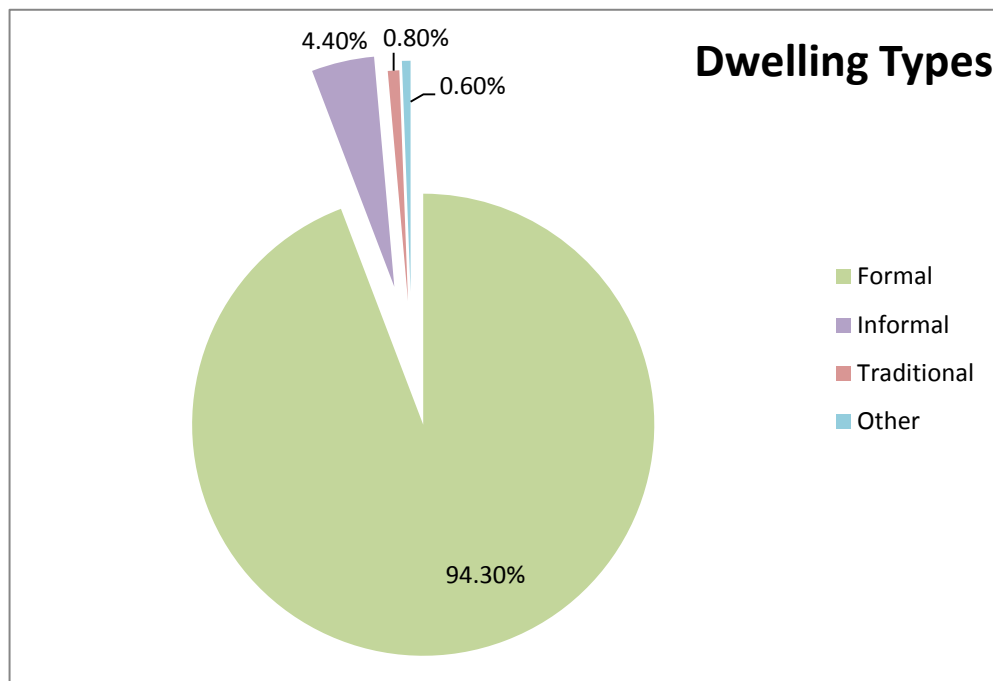
### 2.3.1.5.3 HOUSING TYPES AND TENURE

The majority of Ikwezi's population resides in formal dwellings (97%) such as a house, flat or in a town house cluster. This is confirmed by the data of the Community Survey of 2007 stating that there are 2 567 households. Close on 4.4% of the population live in informal backyard / squatter community dwellings and 0.8% in traditional dwellings.

According to the Statistics South Africa Community Survey of 2007, 73.7% of the Ikwezi population own their homes. This is higher than the District norm of 56.1%.

It is reported in the SDF 2006 that a large number of properties in Jansenville (Hollard, Borechards, Brickfields, Draai and Phumlani) and Klipplaat (Dan Sandi View, Klipplaat Central, Wongalethu and Princevale), characterized by low cost housing development, have not been transferred to the respective beneficiaries.

**Figure 15: Dwelling types**



**Table 39: Type of structure**

<b>Municipality</b>	<b>Formal</b>	<b>Informal</b>	<b>Traditional</b>	<b>Other</b>
Ikwezi	2 420	112	20	15

Source: Statistics South Africa: Community Survey 2007

#### **2.3.1.5.4 HOUSING SECTOR PLAN**

The provision of formal housing for low and middle income residents is a core function of provincial and national government, with local municipalities being implementing agents. Ikwezi Municipality must as part of its IDP take all reasonable steps within the framework of national and provincial housing legislation to ensure that the inhabitants within its area have access to adequate housing on a progressive basis. The Municipality must therefore set housing delivery goals for its area and identify and designate land for housing development.

Ikwezi Municipality adopted a Housing Sector Plan 2011 to 2016, which has recently been reviewed.

##### **2.3.1.5.4.1 HOUSING STATUS, BACKLOGS AND INSTITUTION CAPACITY**

A backlog of approximately 1575 low cost housing units was identified but could never be fully substantiated. The Ikwezi IDP 2012/2013 indicated uncertainty of the exact housing backlog within the municipality and therefore it is recommended that the determination of credible housing backlogs must be prioritized and linked to beneficiaries' according to the need on the ground and statistical analysis of demographic and related trends.

The municipality does not have a housing waiting list other than 66 rural housing units in Waterford and the 47 beneficiaries that put in applications for Jansenville Phase two 350/108 housing project. Applying a dot-count, using the 2009 Department of Water Affairs information, no informal structures were counted in Jansenville.

The variation of the demand for housing indicates a need for the development of a housing inventory. A housing backlog determination must be developed that links housing supply and demand with available land and this will only be possible by assigning a dedicated officer to deal with housing matters. There is insufficient capacity within the municipality to manage housing issues and the existing organogram does not make provision for a Housing Section to manage housing issues. To overcome this constraint in the short term, closer partnership must be

established with the Department of Human Settlement in Port Elizabeth. Despite the challenges that the municipality is faced with, a number of projects have been completed as indicated below.

The tables below indicate current and completed projects in Ikwezi. Information was derived from the Housing Sector Plan for period of 2011 to 2016:

**Table 40: Approved Projects**

Major Towns & Settlements	Approved Projects			
	No. of Projects	Units Completed	Units under Construction	Total
Jansenville	3	561	-	561
Klipplaat	3	657	418	1 075
Waterford	-	-	-	-
<b>Total</b>	<b>6</b>	<b>1 218</b>	<b>418</b>	<b>1 636</b>

Source: Housing Sector Plans 2011 to 2016 - CDM

The table below contains the project details of the three completed housing projects in Jansenville and the three in Klipplaat, as summarised in the table above.

**Table 41: Project details of Approved Projects**

Project Name	Project Units	Project Type	Project Status
JANSENVILLE	164	Project Linked	Completed
JANSENVILLE PH 2	185	Project Linked	Completed
Jansenville - 350 sites	212	IRDP Phased Approach Top Structure	Completed
KLIPPLAAT DISASTER		Project Linked	Completed

Klipplaat - 250 sites	250	Project Linked	Completed
KLIPPLAAT	407	Project Linked	Completed
<b>Total</b>	<b>1218</b>		

Source: Housing Sector Plans 2011 to 2016 - CDM

The table below contains the project details of the 418 units under construction in Klipplaat mentioned in table 41 above.

**Table 42: Project details of units under construction**

Project Name	Project Units	Project Type	Project Status
Klipplaat 418	418	IRDP Phased Approach Top Structure	Running
<b>Total</b>	<b>418</b>		

Source: Housing Sector Plans 2011 to 2016 - CDM

The tables below indicate future projects in Ikwezi Local Municipality. Once again the information was derived from the Housing Sector Plan for period of 2011 to 2016:

**Table 43: Project details of planned projects**

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Jansenville – Venter	65	Rectification	Planning
Waterford (Rural Node)	100	IRDP Phased Approach Top Structure	Planning
<b>Total</b>	<b>165</b>		

Source: Housing Sector Plans 2011 to 2016 - CDM

One of the major planning issues, pertaining to housing and development, which must be taken into account are the two isolated settlements classified as *Rural Nodes* that are located far away from existing urban community services.

Wolwefontein (previously a DMA area) and Waterford both contain low population thresholds that cannot support the essential community facilities and make it difficult and expensive to provide with bulk and internal services to a level equivalent to settlements in the bigger urban areas.



The follow is the housing status:

Klipplaat	418	Rectification process currently underway not yet finalised. Rectification project.
Klipplaat Wongalethu	242	Evaluation committee has not yet met but the Rectification Programme was handed to NHBRC
Klipplaat 250/108	250	Only 44 beneficiaries registered (less than 108 units available). The Procurement Process not yet started. Infill development and rectification
Jansenville 350 (253)	350	252 / 253 Units completed instead of 350 Units - lack of beneficiaries only 47 registered & project downsized.
Jansenville 500	500	Greenfield: Nothing has been done thus far
Waterford 100 (66)	66	Rural Project: The pre-planning activities not yet done. Consultation with community done.
Jansenville Venter	65	Evaluation committee has not yet met but the Rectification Programme handed to NHBRC
Klipplaat Dube	30	Evaluation committee has not yet met but the Rectification Programme handed to NHBRC

The SDF (2006/2007) identifies and lists municipal land that could be used for housing projects township development. The Ikwezi Local Municipality owns 516ha urban land and 5 748 ha rural area, while 194ha urban and 14 665 ha rural land is owned by the State.

**Table 44: Urban and Rural Land Ownership**

Ikwezi Local Municipality	Other		LM Land		CDM Land		State Land		Private	
	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)
<b>Urban land</b>	7	66	1285	516	0	0	61	194	2174	4411
<b>Rural land</b>	20	129	10	5748	0	0	27	14665	780	404057

The land required for future housing development at this stage is estimated to be over 40ha.

### 2.3.1.5.5 MIGRATION

At the time of the 2007 Community Survey, only 58.6% of the population of Ikwezi stayed in the same dwelling as five years before the Community Survey. About 27.7% (or 3133 people) had moved into their dwelling in the previous five years.

**TABLE 45: STAYED IN SAME DWELLING FOR THE PAST FIVE YEARS**

IKWEZI MUNICIPALITY			
		COUNT	%
Same dwelling 5 years ago	Yes	6 614	58.6%
	No	3 133	27.7%
	Born after Oct 2001	1 544	13.7%
	Total	11 291	100.0%

Source: CS 2007

### 2.3.1.5.6 WARD NEEDS 2012: HOUSING

Ward based planning was conducted throughout Ikwezi and the following housing needs were expressed.

**Table 46: Housing Ward Needs 2012**

GEOGRAPHICAL AREA	Ward Needs	
Ward 1	Some people who qualify for houses have not benefitted	Investigate housing demand.
Waterford	RDP Housing project approved but not materialized	Investigate and fast track housing development
Ward 4	Asbestos roofing not available and approximately 50 housing units damaged by a	Replace asbestos roofing of old RDP Houses and repair remaining 50 RDP housing units (tornado damage)

	tornado.	
Wolwefontein	Renting houses from Spoornet - poor in quality	Assistance to obtain free housing from the government

Source: Ikwezi Local Municipality 2012 CBP

## 2.3.2 COMMUNITY SERVICES

### 2.3.2.1 MUNICIPAL HEALTH SERVICES

Municipal health service is a district function. Cacadu District Municipality is therefore responsible for water quality monitoring; food control; waste management monitoring; health surveillance of premises; surveillance and prevention of communicable disease, excluding immunizations; vector control; environmental pollution control; disposal of the dead; chemical safety but excludes port health, malaria control and the control of substances.

### 2.3.2.2 SOLID WASTE MANAGEMENT

According to the Statistics South Africa Community Survey 2007, 97 % of households in Ikwezi have access to a weekly refuse removal service as reflected in table below. The Ikwezi Local Municipality collects household refuse from the urban areas of Jansenville and Klipplaat on a weekly basis, and every two weeks from Waterford and Wolwefontein, which are small rural node. This service is not rendered in rural areas and approximately 3 % of households are not provided with this service and are disposing waste on site by either burying or burning. The sparse settlement density and per capita waste generated are normally low therefore the environmental impact should not be significant, especially if managed appropriately.

**Table 47: Refuse removal services**

Municipality	Households: Refuse Removal	% of Households receiving service	H/H using Communal refuse dump	H/H own rubbish disposal	H/H receiving no service	Total
Ikwezi	2212	86.2%	07	342	06	2567

Source: Statistics South Africa: Community Survey 2007

### 2.3.2.2.1 INTEGRATED WASTE MANAGEMENT PLAN

Ikwezi municipality is responsible for waste management which includes street sweeping, collection, transportation and the disposal of solid waste. In 2008, CDM appointed KV3 Engineers to compile IWMP's for each of the nine LMs in the district. The Plan consisted of two phases, the first being a status quo assessment and the second identified objectives with alternate recommendations.

From the Status Quo and Needs Analysis study in the IWMP, certain needs pertaining to the waste disposal service in the Ikwezi Municipality were identified that requires attention. These needs are summarised below:

- There are no waste minimization strategies that have been developed. These need to be addressed and implemented.
- The waste collection services should be extended to include all areas which are not currently being serviced.
- The new developments that are taking place in the Ikwezi Municipality must also be included for the provision of a waste collection and disposal service.
- It is essential that in conjunction with the Town Planning Department that future residential and business area expansion are catered for in terms of refuse removal. This will allow the Municipality to, at an early stage, determine the possible costs involved and therefore will be able to adjust their budget accordingly. This will allow the Municipality to service the new areas when they are developed.
- There is illegal disposal of waste at various sites in the municipality. The illegal disposal should be addressed in order to manage and minimize the illegal activities pertaining to waste disposal.
- The Jansenville and Klipplaat landfill sites should be permitted in terms of section 20(1) of the Environment Conservation Amendment Act, Act 50 of 2003 and be upgraded to include i.e. proper fencing and a guard house with ablution facilities
- Proper access control and record-keeping of incoming waste streams do not occur at the entrance to the landfill sites.
- Garden refuse are disposed of at the disposal facilities with no processing of the garden waste. The exact volumes of garden refuse needs to be determined (entrance control at disposal facilities) to determine the feasibility of composting garden refuse.
- The Ikwezi Municipality has a few vehicles that are old and in poor condition that are due for replacement. Municipal waste records should be kept and maintained for informed future decision-making purposes and to comply with the Government's Waste Information System requirements.
- A medical waste stream management strategy should be formulated to deal with this component, and with the intention of ensuring compliance with SANS 0228.

- To provide a cost effective waste management service, the payment of service tariffs should be improved and the tariff structure should be investigated to be viable and should be standardized.
- The number of domestic, commercial and industrial service points should be determined to ensure that the generators of waste pay for the waste they generate. This can also be an incentive for businesses to minimize their waste streams and will allow for the objective to render a complete service to all communities in the municipal area.
- A Detailed financial investigation should be done by the Municipality

Street cleansing (litter management, sweeping, and cleaning of ablution facilities) is rendered in Jansenville and Klipplaat once per week. This service is not provided in Waterford and Wolwefontein.

Waste management is coordinated from Jansenville. The component is fully staffed with a driver and four runners deployed in Jansenville, with an equivalent unit operational in Klipplaat. Two general workers are budgeted for to supplement the waste component.

The waste infrastructure is inadequate. There is one (1) new refuse truck for Jansenville and it is now been commandeered to also service Klipplaat. Only one tractor in Klipplaat is working and the refuse truck was stolen which was used for the collection of refuse services.

**Table 48: Expected waste generation rates (kg/d)**

	Current population	Generation rates	2009	2010	2011	2012	2013	2014	2015
Jansenville	8010	0.8	3893.6	3932.5	3971.8	4011.5	4051.6	4092.2	4133.1
Klipplaat	3 028	0.3	917.5	926.7	935.9	945.3	954.7	964.3	973.9
Waterford	469	0.3	151.5	153.0	154.5	156.1	157.7	159.2	160.8
Wolwefontein	60								

Source: Statistics South Africa: Community Survey 2007

Waste receptacles: The Ikwezi Municipality utilises a black bin system for all the households in the municipal area. We utilize 240ml bins (not wheelie bins) for commercial use.

Municipal by-laws pertaining to waste: The Ikwezi Municipality has a set of by-laws pertaining to cleansing services. By-laws were compiled by the Cacadu District Municipality for the nine Local Municipalities, which were then adapted to suit local conditions for adoption. The By-laws comprehensively address the issue of waste removal and set out fines for specific contraventions.

#### 2.3.2.2 LEGISLATIVE COMPLIANCE

There is a waste disposal site in Jansenville and one in Klipplaat, both are licensed but do not comply with legislated requirements and operate without the necessary DEDEAT permit. Permit conditions pertain to the design, construction, monitoring, closure and rehabilitation of a waste disposal site. Measures have been put in place to assist the municipality to comply with legislative prescripts. Towards this end Aurecon was appointed in 2011 to assist the municipality with compliance issues including an Environmental Impact Assessment that will ultimately enable both landfill sites to qualify for the necessary permits. A further 250,000.00 (own funding) in respect of each landfill site has been set aside in 2012/13.

##### Areas of prioritized intervention

- Address the shortage of equipment.
- Pursue the licensing of landfill sites.

#### 2.3.2.3 AIR QUALITY

The National Environmental Management: Air Quality Management Act (No. 39 of 2004) requires local municipalities to monitor ambient air quality within its area of jurisdiction. From an environmental perspective the importance of appointing a permanent air quality officer to regularly monitor air pollution in highly developed areas with heavy industrial emissions is acknowledged. However, in Ikwezi there is almost no industrial economy and a concern around the air quality is limited to external risks that could be caused by the transportation of hazardous chemicals along the R75. This situation does not warrant the appointment of a permanent air quality officer thus the municipality is looking **at a more sustainable solution like partnering with the Cacadu District Municipality and DEA to monitor the air quality in Ikwezi.**

An Air Quality Management Plan (AQMP) is a recognised tool in terms of national policy and legislation for the management of air quality in order to protect human health and the environment. The objectives to be met by the implementation of the AQMP are:-

- To ensure sustainable implementation of air quality standards throughout the municipal area.
- To promote a clean and healthy environment for all citizens;
- To minimize the negative impacts of air pollution on health and the environment; and
- To ensure provision of sustainable air quality management support and services to all stakeholders within the District.

## **Air Quality Management Plan Development**

The AQMP must be in line with the requirements of the National Environmental Management: Air Quality Management Act, No. 39 of 2004, and seek to;

- Advise on the municipality's responsibilities and related consequences in terms of Chapter 3 of the National Environmental Management Act to the extent that that Chapter is applicable;
- Identify and analyze key pollutants in the municipality, its sources and impacts, including past, ongoing and planned activities;
- Identification of sources for which the implementation of emission reduction measures in the short-term is justified (offenders falling outside permissible emission standards);
- Identify measures and options to improve air quality in the municipality;
- Address the effects of emissions from industrial sources, residential applications and any other source;
- Determine emission standards at the municipal level.
- Provide for institutional arrangements and planning matters;

### **2.3.2.4 DISASTER MANAGEMENT**

Cacadu District Municipality has a fully equipped satellite District Management Office in Jansenville. The post for the Disaster Management Officer has been vacant for the past three years. Currently the Chief Fire Officer has taken on this additional duty in a caretaker capacity. Disaster Management is a District power and function that has been delegated to the respective local municipalities in the district (including Ikwezi) by agreement and formalized by a Service Level Agreement (SLA). The function continues to be financed by Cacadu through the SLA. The Mayor and Chief Fire Officer have held discussions with the community to facilitate the establishment of the Ikwezi Municipal Disaster Management Advisory Forum. The first meeting of this Forum is scheduled to take place during March 2012 and will be chaired by Cacadu DM. As part of the SLA the District Municipality is intending to recruit approximately 15 volunteers and the appointment of a full time Disaster Management Officer will follow.

The aim of the Disaster Management Act, No. 57 of 2002, and the Disaster Management Framework, is to minimise the effects of hazards on local communities by ensuring co-ordinate efforts to manage risks. This plan has been designed around the identified risks, highlighted during the Risk Assessment process. CDM conducted a risk assessment in 2009. A Disaster Management Plan outlines the key institutions and programming components relative to deal effectively with disaster management and emergency responses.

Partnerships have been established with Provincial Government, District and Non-governmental Organizations with a responsibility or capacity to render disaster management services.

In terms of Ikwezi the following risks identified by a complete risk assessment report conducted by CDM in 2009 should be considered:

- Tornado
- Epidemics like cholera due to quality of water
- Foot and mouth disease
- Household fires
- Transport-related (motor vehicle accidents)
- Hazardous spills
- Drought
- Floods (possibly due to future climate change)

<b>Evidentia</b>	<b>Comment</b>	<b>Community Services</b>
	The Municipality does not indicate in the document how it is the disaster management centre managing high risk development	The centre was without satellite Office for 4 years. Plan will be reviewed and implemented accordingly.
Are disaster management by- laws adopted	The document is silent on this matter.	There no disaster by laws it is only for fire services. The municipality is in the process of requesting assistance from CDM.
Does the municipality have an integrated community safety forum	No indication of the existence of the plan in the document	Work in progress, with the assistance Department of Safety and Liaison. Community Safety Forum has been established,
Does the municipality have an integrated community safety plan	The document is silent on this matter	Now that the Forum has been established DSL will assist in the formulation

A complete risk assessment was conducted by CDM in 2009.

The most common disaster that occurs in the area is floods and protracted drought. Tornado's is fairly common in Klipplaat.



#### **2.3.2.5 FIRE SERVICES**

Ikwezi operates a firefighting service that provides fire fighting, fire preventing, and road rescue services. This service is rendered within a very large area including the rural hinterland that extends as far as Wolwefontein, Waterford and Miller. The service and personnel is funded by Cacadu District Municipality. The SLA has been entered into between Cacadu and Ikwezi and the funding component is regulated by an annual built-in escalation or yearly top-up. There is a fire office in Jansenville run by the Senior Fire Officer. Three fire fighters have been appointed and commenced duty in April 2012. They have undergone the Fire Fighter 1, Fire Fighter 2 as well as BAA training. There are 2 additional fire fighter officers' vacant posts on the organizational structure, but a third one needs to be added.

Ikwezi fire services are equipped with the following resources:-

- One medium pumper with a capacity of 4000ltrs and fully equipped with the Jaws of Life.
- One fire trailer and
- The light deliver van skid unit is out of commission due to an accident.

The equipment used for firefighting is very expensive and according to the Fire Service Act the operational area should be isolated and enclosed. Further planning should take cognizance of this.

#### **2.3.2.6 POUNDS**

The Municipal does not have a pound. A need has been identified and the municipality should identify commonage for the pound.

#### **2.3.2.7 TRAFFIC SERVICES**

Ikwezi municipality does not operate a traffic service. A fully functional motor vehicle test centre is located in Jansenville but is currently not operational. Law enforcement duties are often linked to traffic services and the municipality should consider the cost effectiveness of reopening the test centre and possibly combining it with the law enforcement arm of the municipal functions. This could be a lucrative revenue source and should be further investigated.

Ikwezi does delivery an agency service for licensing (NATIS) on behalf of the Provincial Department.

#### **2.3.2.8 TV RECEPTION AND TELECOMMUNICATIONS**

According to the Statistics South Africa Community Survey 2007, 44% of the population has a telephone or cellular phone, the latter being the most popular. The cellular network is good in all of the towns although some problems are experienced between Jansenville and Klipplaat. SABC

through SENTECH has committed to install a Low Frequency Transmitter to enhance the signal quality.

### **2.3.2.9 COMMUNITY SAFETY**

The 1996 Constitution introduced a fundamental change to the role played by municipalities in the management of crime and safety in South Africa, by requiring of them to provide a safe and healthy environment for the communities within their areas of jurisdiction. The South African Police Service Act as amended made provision for the establishment of municipal police services and community police forums.

Three Police stations and one Magistrate Court (Jansenville) operate within the jurisdiction of Ikwezi Local Municipality. These are situated in Jansenville, Klipplaat and Wolwefontein, which covers the rural / farm areas. From time to time the SAPS visit Waterford. The statistics show that crime levels are relatively low within Ikwezi Local Municipality. Domestic violence and unlawful breaking and entering is the most prevalent.

#### **2.3.2.9.1 WARD NEEDS 2012: COMMUNITY SAFETY**

Ward based planning was conducted throughout Ikwezi and the following community safety needs were expressed.

***Table 49: Community Safety Ward Needs 2012***

<b>GEOGRAPHICAL AREA</b>	<b>Ward Needs</b>	
Ward 1	Improved safety and security	
Ward 2	Improved safety and security	
Ward 4	Improved safety and security	<p>SAPS to improve its corporate image</p> <p>Maintain and clean the Police Station.</p> <p>Establish an area where sensitive incidents like rape and child abuse can be reported in a</p>

		confidential manner
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Source: Ikwezi Local Municipality 2012 CBP

### Areas of prioritised intervention

Increase visibility of Police

#### 2.3.2.10 PRIMARY HEALTH CARE

Primary Health care is provided by the Provincial Department of Health. There is a hospital and two clinics in Jansenville and one clinic operating in Klipplaat. A mobile unit visits Waterford, Wolwefontein, Kleinpoort and the rural areas once a month. A Clinic in Kwazamukucinga in Ward 2 has been renovated but not operational yet. Shortage of Ambulances at Klipplaat remains a concern. Private Doctors visit once a week on a Thursday. There is one state Doctor at the Hospital and one in the Clinic

**Table 50: Health Care Facilities**

GEOGRAPHICAL AREA	FACILITY		
	HOSPITAL	CLINIC	
Jansenville West	1		
Klipplaat		1 (Shell building but no furniture and equipment) 1 Wongalethu (Fully Functional)	Need more staff.
Jansenville Central		1	
Brickfields		Kwazamukucinga	
Wolwefontein			A sister visits the area once a month

Waterford		Empty Building	Sister visit once a month with a Mobile Clinic
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(Source: Ikwezi Municipality)

### 2.3.2.10.1 WARD NEEDS 2012: HEALTH CARE

Ward based planning was conducted throughout Ikwezi and the following health care needs were expressed.

**Table 51: Health Care Ward Needs 2012**

GEOGRAPHICAL AREA	Ward Needs	
Ward 2	Nearest clinic is in Ward 1. Vacant clinic in Ward 2.	Operationalize the Clinic in Ward 2. Clinic is operational 2013 since 28 January 2013.
Ward 4	Non-availability of a 24-hour PHC facility and insufficient number of staff. (Long waiting queues)	Appoint additional nursing staff and extend as a 24-hour PHC facility
Ward 4	Only one ambulance to serve Klipplaat; also used to take referrals to Uitenhage	Procure a van or an additional ambulance.
Ward 3	Clinic services	Staff and Operationalize the vacant Clinic in Ward 3.

Source: Ikwezi Local Municipality 2012 CBP

- Shortage of equipment, medicine
- Shortage of vehicles

### 2.3.3 COMMUNITY FACILITIES

Inadequate social service facilities exist within the previously marginalised urban areas and rural nodes of Ikwezi. The clustering of social services is seen as an answer to alleviate these constraints and provide communities with a full range of amenities. The development of multi-purpose community development centres, consisting of health, developmental welfare, education and training and sports and recreation will contribute towards social cohesion.

#### 2.3.3.1 SPORT AND RECREATION FACILITIES

The provision of sports and recreational facilities has been directly associated with the development of a healthy society and plays an important role in the development of our youth.

A sports day was held at Klipplaat on 1 May 2011 and football, rugby, netball and karate clubs participated. The sport facilities in Jansenville and Klipplaat are not up to standard and therefore not conducive for practicing sport. The communities have also elevated sport and recreation as ward priorities. The high number of youth within the community warrant that specific attention be given to the development of sport and recreation initiatives by the Municipality and the Provincial Department of Arts, Culture, Sport and Recreation.

Consideration must be made to rehabilitate the existing sports facilities i.e. consider resurfacing or using artificial grass and efforts must also be made to revive the dysfunctional Ikwezi Sports Council so that more pressure can be exercised to keep the focus on this important social programme.

Sports facilities are within easy reach of the urban community although the majority are in need of maintenance and rehabilitation.

**Table 52: Sports Facilities**

Settlement	Facilities	Condition	Maintenance budget
Jansenville	3 x Sport fields	Sportfield adjacent to the CWH needs to be resurfaced.	
Klipplaat	2 x Sport fields		
Waterford	None		

Wolwefontein			
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### 2.3.3.1.1 WARD NEEDS 2012: SPORT AND RECREATION

Ward based planning was conducted throughout Ikwezi and the following sport and recreation needs were expressed.

**Table 53: Sport and recreation Ward Needs 2012**

GEOGRAPHICAL AREA	Ward Needs	
Ward 1	Sports field is covered in rocky soil.	Resurface the sport field adjacent to the Water House & renovate the vandalized changing rooms.
Ward 1	Children's park is used for other purposes	Monitor park. – SAPS / Social Dev
Ward 2	Under-utilization of Sports field	Rehabilitation of the existing land into a fully fledged sport complex & play park.
Ward 4	Sports field	Develop a sport field adjacent to the High school

Source: Ikwezi Local Municipality 2012 CBP

#### Areas of prioritized intervention

- Upgrade/rehabilitate sport facilities and develop a maintenance plan (DSRAC/ILM);
- Facilitate the development sports and recreational infrastructure (DSRAC/ILM)

### 2.3.3.2 COMMUNITY HALLS

The planning of the Thusong Centre is progressing well and the service provider presented the technical design stage and draft plan to Council. The proposed budget is R6m, which by all indication is insufficient. Ikwezi is in the process of taking this matter up with OTP.

There are seven Community halls within the Municipal area as tabled below. All of these facilities require renovation and or maintenance. In the past some of these facilities have been vandalized and damaged which results in additional and unnecessary maintenance costs, which could be utilized on more pressing issues. It is anticipated that this situation will improve as Ikwezi has established four Ward Committees and these members as custodians of the municipality assets will be campaigning for the protection of ward assets as these belong to the ward and mirror ward pride.

**Table 54: Community Halls**

Settlement	Community Hall	Condition	Maintenance budget
Jansenville	Town hall in Jansenville		Application for funding from MIG is submitted for the upgrade
	Popoyi Mejane	Poor condition	
Klipplaat	Town hall	The quality is not acceptable	
	Princevale	Poor condition , hence maintenance is in progress	R120 000,00
	Wongaletu	Poor condition	
Waterford	Community Centre	In good condition Officially opened in March 2011.	

#### Areas of prioritized intervention

- Develop a MTEF community hall maintenance plan and budget;
- Development utilization plan to maximize effective use (Corporate service)

### 2.3.3.3 LIBRARIES

Library service is a provincial competency that is performed on an agency basis by Ikwezi local municipality through a SLA entered into between Cacadu District Municipality and DRAC. The process is further managed through a Business Plan to access CAPEX funding. The two librarians are employed by Ikwezi Local Municipality. There is a library in Jansenville and one in Klipplaat. A library service is available at Toekomst Farm School, some distance from Waterford, but no librarian to operate.

The synergy between the power / function and funding and ultimately the responsible organ of state must be clarified and adjusted if necessary.

Areas of prioritized intervention

- Formalize the Business Plan to access CAPEX funding for 2012/13 financial year.
- SLA signed between Ikwezi Municipality and DSRAC.

### 2.3.3.4 CEMETERIES

**Table 55: Death rate for Ikwezi**

Death rate per 1000	17,25 per 1000 for the period 2005 – 2010	16,6 per 1000 for the period 2010 – 2015	16,2 per 1000 for the period 2015 – 2020
Number of deaths per year	196	188	184
Deaths for total period	1174	942	919
Daily deaths	<b>0.54</b>	<b>0.52</b>	<b>0.50</b>

The Reviewed SDF 2012 indicates that there is no land available, closer to the existing suburbs, in Jansenville for cemetery purposes. The current capacity of the cemetery outside of Jansenville can be increased as there is sufficient space around the existing cemetery for the expansion purposes.

There are three cemeteries located in Ward 3 namely Klipplaat Central, one in Princeville and the other east of Wongalethu, adjacent to the sports field. According to the SDF 2012, an additional cemetery can be accommodated adjacent to the School in Klipplaat Town. Geo-technical, town



planning and environmental processes (EIA) must be completed before a cemetery can be extended or proclaimed.

In Waterford there is an old cemetery (no longer in use) that is located inside the Dutch Reform Church property. The community makes use of the cemetery located on the outskirts of Jansenville.

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### **Areas of prioritized intervention**

- Municipal cemeteries to be fenced and maintained;
- Look at options to expand current capacity of the existing cemetery outside Jansenville. (LUMS and Environmental Impact Assessment where necessary); and
- Roads to graveyards need to be maintained

## **2.4 KPA 3: FINANCIAL PLANNING AND BUDGET ANALYSIS**

**Strategic Objective:** Improve financial management and implement appropriate financial management policies, procedures and systems

**Intended Outcome:** Improved financial management and accountability

### **Municipal Financial Targets**

Ikwezi municipality to improve its audit status each year and maintain an unqualified audit opinion by 2014.

Improve the average monthly collection rate on billings to 90% by 2014

Reduce debtors in exceed of 50% of own revenue by 2014

Reduce overspending on opex by 2014 (%)

Reduce under-spending on capex by 2014 (%)

Increase spending of opex on repairs and maintenance to at least 5 to10%.

## 2.4.1 BUDGET 2011/2012

The Municipality's total budget for the 2011/12 financial year is R32m and R44m in 2012/13.

### 2.4.1.1 INCOME ALLOCATIONS AND SOURCES

The Ikwezi Local Municipality derives its income from two sources namely;

- ⇒ External income
  - Government Grants and subsidies
  - Capital Grants
- ⇒ Own income
  - Property rates, including those levied on agricultural properties
  - Service charges on electricity, refuse removal, water and sanitation
  - Interest on outstanding debtors and external investments
  - Rental on facilities
  - Fines
  - Licenses and permit
  -

The Municipality has a low income base and is greatly dependent on Government grants and subsidies and capital grants which constitute 72% of its 2010/11 budget. According to the budget forecast, external financing will constitute 65% of the 2012/13 budget. This trend exhibits some improvement but not sufficient to raise the expectation that the Municipality will reduce its dependency on external financing.

**Table 56: Income by Source 2010 to 2015**

Source : (service charges / grants / donors)	2010/11 (actual)	2011/12 (budget)	2012/13 (budget)	2013/14 (budget)	2014/15 (budget)
Trading: Electricity	R4,110,000	R5,962,000	R6,297m	R6.674m	R4,119,491
Trading:	R975,000	R3,764,000	R3,991m	R4.254m	R1,293,443

<b>Source : (service charges / grants / donors)</b>	<b>2010/11 (actual)</b>	<b>2011/12 (budget)</b>	<b>2012/13 (budget)</b>	<b>2013/14 (budget)</b>	<b>2014/15 (budget)</b>
Water					
NATIS Agency fees	R120,000	R127,000	R135,000	R143,000	R164,947
Refuse Removal	R890,000	R2,058,000	R2,187m	R2.340	R1,357,758
Sewerage	R803,000	R3,559,000	R3,786m	R4.056m	R1,543,557
Assessment Rates	R1.300,000	R2,109,000	R2,236m	R2.370m	R2,195,840
Interest on Investments	R500,000	R140,000	R148,000	R157,000	R163,000
Interest on arrear debtors	R900,000	R1,004,000	R1,064m	R1.128M	R995,677
<b>Sub-total: own revenue</b>	<b>R9 598,000</b>	<b>R18 723 000.00</b>	<b>R19 844 000.00</b>	<b>R21,122,000.00</b>	<b>R10,289,955</b>
NER (DORA)	0	0	R3.2m	R3.2m	R2m
MIG (DORA)	R7,022,000	R8,484,000	R10,244m	R10.806m	R11,431m
MSIG (DORA)	R700,000	R750,000	R800,000	R870,000	R950,000
FMG (DORA)	R1,000,000	R1,200,000	R1.5m	R1.5m	R1,750m
Equitable Share (DORA)	R9,000,000	R13,753,000	R15.192m	R16.183m	R18,061m

<b>Source : (service charges / grants / donors)</b>	<b>2010/11 (actual)</b>	<b>2011/12 (budget)</b>	<b>2012/13 (budget)</b>	<b>2013/14 (budget)</b>	<b>2014/15 (budget)</b>
International Mohair Income	R5,000,000	R0	R0	R0	R0
External Loans: Vehicles	R0	R2,000,000	R6m	R0	R0
<b>Sub-total: external funds</b>	<b>R22 722 000.00</b>	<b>R26 187 000.00</b>	<b>R36 936 000.</b>	<b>R32 613 000</b>	<b>R34 192 000</b>
<b>Grand total</b>	<b>R32,320,000.00</b>	<b>R44,910,000.00</b>	<b>R56,780,000.00</b>	<b>R53 735 000</b>	<b>R44 481 955</b>

Sources of Income Ikwezi LM

**Table 57: Income Realised 2009/10 and 2010/11**

<b>Source : (service charges / grants / donors)</b>	<b>2009/10 (budget)</b>	<b>2009/2010 (actual)</b>	<b>2010/11 (budget)</b>	<b>2010/11 (actual)</b>
Trading: Electricity	R3.9m	R3 414m	R4,110m	R3.671m
Trading: Water	R1m	R932,773	R975,000	R670 108
NATIS Agency fees	R120,000	R136 005	R120,000	R251 092
Refuse Removal	R800,000	R853,697	R890,000	R453 477
Sewerage	R800,000	R763,550	R803,000	R581 666
Assessment Rates	R1.250m	R1 135 117	R1.3m	R1 129 353
Interest on Investments	R900,000	R706 809	R500,000	R654 316

Source : (service charges / grants / donors)	2009/10 (budget)	2009/2010 (actual)	2010/11 (budget)	2010/11 (actual)
Interest on arrear debtors	R1.5m	R1 057 000	R900,000	R375,066
NER (DORA)	R8m	R8m	0	R0
MIG (DORA)	R6,363m	R5m	R7.022m	R8.3m
MSIG (DORA)	R500,000	R500,000	R700,000	R700,000
FMG (DORA)	R900,000	R900,000	R1m	R1m
Equitable Share (DORA)	R6m	R6m	R9m	R9.3m
International Mohair Income	R5m	R5m	R0	R0
External Loans: Vehicles	R0	R0	R2m	R0

#### 2.4.1.1.1 EQUITABLE SHARE

The importance of the municipality's reliance on grant funding is accentuated by the pattern of revenue streams. This means that considerable thought is to be given to cash flow management in order to smooth out the expenses in line with revenue flows.

The growth or otherwise of the equitable share is a matter that is very pertinent to the municipality's cash management.

*Table 58: Equitable share 1 July 2010 to 30 June 2014*

Source : (service charges / grants / donors)	2010/11 (actual)	2011/12 (budget)	2012/13 (budget)	2013/14 (budget)
Equitable Share	R9m	R13.753m	R15.192m	R16.183m

#### 2.4.1.2 VALUATION ROLLS

Property rates constitute only 6.5% of the Municipalities 2011/12 income. The Municipality adopted a new valuation roll for the entire area in 2006 although disputes

hampered implementation. Supplementary valuations were conducted on an annual basis in line with the requirements of the Property Rates Act.

Due to financial constraints, the municipality has applied for an extension and an exemption from the MEC for Local Government. This is due to the fact that the current valuation roll has expired and the municipality does not have adequate funding to compile a new general valuation. The Department of Local Government and Traditional Affairs have undertaken to render technical hands-on support with the development of a new Valuation Roll for implantation by July 2012. The Wolwefontein area, incorporated into the boundary of Ikwezi municipality in 2011, will be included in the compilation of the new general valuation roll. Adopt rates tariff and implement the new valuation roll.

#### **2.4.1.3 BILLING AND PAYMENT RATES**

Property rates and service charges on electricity, water and refuse removal constitute 6.5%, 18.5% and 29% of the Municipalities own income for the 2011/12 financial year. A total of 2 520 households are billed each month of which 1 983 are urban and 537 rural.

Payment rates are low and it is estimated that less than 47% of households are paying their monthly accounts. This is compounded by the high poverty levels and low affordability levels of the community.

The municipality has created a post for a credit control clerk whose sole responsibility is to enforce the Credit Control Policy. This has resulted in vigorous enforcement of our credit control policy and has assisted to improve the collection rate from 30% in 2008/09 to 47% in 2010/11. A strategy is in place to collect as much as 65% for the next financial year to 30 June 2013.

#### **Areas of prioritized intervention**

- Review billing system to ensure service consumption is recovered: this also expands to the credit control policy and by-laws of the municipality and also ensuring that all necessary steps are taken to collect municipal revenue.
- Create awareness and culture of payment by consumers for services rendered. The campaign will also target indigent consumers in the community to make them aware of the requirements as stipulated in the Free Basic Services Programme.

#### 2.4.1.4 RESOURCE FRAME

The municipality has an operating budget of R29m to invest in the management and operation of the institution and a capital investment of R13m. The table below shows the division of the budget with regard to the 5 key performance areas.

**Table 59: Resource frame per KPA**

KPA	Operating budget (OPEX)	Capital (DORA: MIG / FMIG / )	Allocation (%)	National guideline
Institutional Development and OD	R2 875 779	R200,000	8.1%	5%
Basic Service Delivery	R9 452 801	R10 244 000	52.9%	75%
LED	R4 707 596	R512 200	10.8%	7.5%
Financial Viability and management	R9 044 154	R1 500 000	25.9%	5%
Good governance and public participation	R1,651,890	0	4.3%	7.5%
TOTAL	R37 732 220	R12 456 200	100%	100%

#### Areas of prioritised intervention

- Financial Strategy to address the expansion of the municipality's own resource base.

#### 2.4.2 EXPENDITURE ALLOCATION AND TRENDS

The capital and operational budgets constitute 35.7% (R13m) and 64.3% (R29.2m) of the 2012/13 budget respectively.

National treasury no longer prescribes a norm for salary expenditure and instead requires Municipalities to develop a personnel expenditure ratio that is based on the nature of its functions, organizational structure, labour intensity of its operations, extent to which labour intensive components of its operations are outsourced and the composition of non-personnel components of its operational expenditure. The 2011/12 budget reflects that 42.9% of the operational budget was allocated to salary expenditure. This is well over the anticipated personnel expenditure for Local Municipalities in 2011/12.

The Municipality is constantly striving to provide services to its community which requires substantial capital investment, especially in terms of infrastructural assets. In order to maintain service delivery it is imperative that these assets be maintained in proper working order which requires equitable investment in terms of maintenance and repair costs. According to the National Treasury Municipalities should be budgeting between 10% and 15% of their operating expenditure for repairs and maintenance. The 2011/12 budget reflects an allocation of 7% to repairs and maintenance which falls short of the recommended norm.

**Table 60: Capital budgeted versus Actual Spent 2009/10 and 2010/11**

<b>CAPITAL BUDGET</b>	<b>Budgeted R</b>	<b>Actual Spent R</b>	<b>%</b>
<b>2009/2010</b>	R6.364m	R5m	78.6%
<b>2010/2011</b>	R7.022m	R8.3m	100%

#### **Areas of prioritised intervention**

- Financial Strategy to address the expansion of the municipality's own resource base.

#### **2.4.2 EXPENDITURE ALLOCATION AND TRENDS**

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<b>CAPITAL BUDGET</b>	<b>Budgeted R</b>	<b>Actual Spent R</b>	<b>%</b>
<b>2009/2010</b>	R6.364m	R5m	78.6%
<b>2010/2011</b>	R7.022m	R8.3m	100%

### **2.4.3 PROVISION OF FREE BASIC SERVICES**

Ikwezi Local Municipality has adopted an Indigent Support Policy which aims to assist the indigent by providing free basic water, electricity and refuse removal services in the urban areas. There are currently 1208 indigent households registered in Ikwezi. The Indigent Policy is managed in the revenue office by the Department of Finance, where a full time official is responsible for the indigent application process, including the verification of information and updating of the register.

The high unemployment rate and low household income compounds the battle of collecting revenue. Household consumers have also been encouraged to come to the municipality and register as indigents. There has been a significant improvement in terms of registering more people in the indigent register and the households increased from 300 in 2008/09 to 1208 in December 2011. The newly elected Council has established an Indigents Committee consisting of ward councilors, municipal officials and ward committee members.

They will be conducting indigent awareness road shows in April 2012 in preparation of additional campaigns during the 2012/13 financial year. The municipality will then commence with the annual review and update the Indigent Register as household economic conditions change from time to time.

Provision is made on the budget (14.9%) for the provision of free basic electricity and solid waste services from the equitable share. As promulgated in the Division of Revenue Act, 2012 Ikwezi Municipality will receive an Equitable Share of R15.192m which is not adequate to deliver basic services in the area.

Households receiving free basic services during the 2011/2012 financial year are reflected below.

**Table 61: FBS Allocations**

Settlement	Number of Households	Budget for 2011/12	Total amount (equitable share) 2012/13	Total amount (equitable share) 2013/14
Jansenville	789	R1,005,000	R1,000,000	R1,200,000
Klipplaat	409	R 900,000	R 950,000	R1,000,000
Waterford	No Service	R 100,000	R 200,000	R 250,000
Total	1208	R2,000,000	R2,200,000	R2,450,000

**Areas of prioritised intervention**

- Update the Indigent register for 2012/13.
- Investigate how Waterford can benefit from alternative FBE

#### 2.4.4 FINANCIAL POLICY DEVELOPMENT

Internal financial controls, such as payment procedures, income receipts, charges, debt collections, etc have also been developed and are being implemented. In addition Ikwezi

Municipality has the following financial policies in place, some of which will be elaborated upon in more detail;

- ⇒ Credit control policy
- ⇒ Tariff policy
- ⇒ Property rates policy
- ⇒ Indigent policy.
- ⇒ Supply chain management policy
- ⇒ Cash management Investment and Banking policy
- ⇒ Cellphone Policy
- ⇒ Asset Management
- ⇒ Fraud prevention Plan
- ⇒ Customer care and Revenue Management

The Credit Control Policy and Customer Care and Revenue Management By-laws have not been promulgated.

The transformation of financial management, led by National Treasury, has placed enormous demands on the municipality. Compliance with GAMAP (*Generally Acceptable Municipal Accounting Practice*) and GRAP (*Generally Recognized Accounting Practice*) remains a challenge for smaller municipalities like Ikwezi. This pressurizes the Finance Section to continually increase institutional capacity in its efforts to comply with the numerous prescripts that exist. Another challenge is that the low income base limits the generation of sufficient own revenue by the municipality, which impedes the ability to attract and maintain key skills to ensure sustainable capacity. The municipality is obligated to appoint interns and train them in key areas.

The Finance sub-section has 16 posts of which 69% (11) are filled.

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
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Municipal Treasury	1	Director Finance & Admin CFO	01	-	
	2		-	01	
	7	1 x Personal Assistant	-	01	
	3	1 x Expenditure Accountant;	01	-	
	5	1 x Assistant Director	-	01	
	6	1 x Budget and Treasury Office			
	4		01	-	
	8	1 x Revenue Accountant	01	-	
	11	1 x Supply Chain Practitioner	01	-	
	10		01	-	
	9	1x Supply Chain Admin Officer	01	-	
	15	1 x Sen. Expenditure Clerk	01	-	
	14		01	-	
	13	1 x Sen. Revenue Clerk	-	01	
	12	1 x Credit Control clerk	02	-	
		1 x Creditors Clerk	-	01	
	1 x Expenditure Clerk				
	2 x Cashiers				
	1 x E-Natis Clerk				
<b>Sub-total Treasury</b>	<b>16</b>		<b>11</b>	<b>05</b>	

#### 2.4.4.1 Fraud Prevention Plan

The anti-Fraud and Corruption Strategy was approved by Council during 2009 and is being reviewed with the assistance of the Department of Local Government and Traditional Affairs and should be finalised by 30 June 2012.

**The objective of the Strategy is to:**

- Encourage a culture ethical behaviour of all stakeholders;
  - Create a culture which is intolerant to fraud and corruption;
- Improve accountability, efficiency and effective administration;
- Improve the application of systems, policies, procedures and regulations;
- Put in place correct measures to prevent reoccurrences of fraud and corruption;
  - Prevent, deter, detect and investigate fraud and corruption;
- Encourage all employees and stakeholder to strive toward the prevention and detection of fraud and to report any potential fraud that may impact on the Municipality.
  - Take appropriate action against fraudsters, e.g. prosecution, disciplinary action, recovery of losses, etcetera; and
  - Apply sanctions, including redress in respect of financial losses.

The Plan is also intended to assist in the investigation of fraud and corruption therefore it details the necessary steps to deal with fraud and to maintain ethical conduct within the Institution.

#### **2.4.4.2 Supply Chain Management – staffing position**

The staff has gained sufficient experience since the establishment of the SCM Unit in 2009/10. In 2011/12 additional capacity was gained with the appointment of a SCM Practitioner and an Administrative Officer. A finance intern has also been assigned to the SCM Unit on a rotational basis. The Finance Department finds it difficult to retain the personnel with the necessary skills the SCM section as the remuneration packages offered are not competitive enough and the municipality is thus often used as the training ground for bigger municipalities that can afford to pay more lucrative salaries.

The municipality has formalized the following three bid committees, who are responsible for different stages of the SCM tender processes.

- Specification
- Evaluation and

- Adjudication Committees

The evaluation committee consists of the following staff members:

- Ms Mirriam Plaatjies– chairperson
- Ms Zandile Jam-Jam
- Ms Wilmarey Franse

The Adjudication Committee consists of the following members of management:

- Ms Misiwe Mpahlwa
- Mr Zolile Nongene
- Ms Unathi Benelwa
- Mr Thando Sindaphi

#### **2.4.4.3 INFRASTRUCTURE ASSET REGISTER**

Compliance with maintaining a GRAP compliant Asset Register has proved to be very challenging. In the past Ikwezi, as were smaller municipalities, was exempt from determining the fair assets appraisal. This exemption period has since lapsed and the municipality is still not in a financial position to develop an implementation plan and to value its assets. The municipality will continue to lobby for funding from DLGTA and in addition to request hands-on support if funding is not forthcoming in the 2012/13 financial year.

Seek financial assistance from DLGTA and or Hands-on support.

#### **2.4.5 AUDIT, REPORTING AND RISK MANAGEMENT**

##### **Reporting**

Monthly financial reports are presented to the Municipal Council which reflects income and expenditure in accordance with the budget. Daily cash flow reports are produced to ensure sufficient available cash at hand. Annual Financial Statements in GAMAP format were compiled and submitted for the 2010/11 financial year.

##### **Audit Committee**

An **Audit committee** was established 2005 for a 5-year term, ending in 2009. The contract was extended up until December 2012. The Committee was a shared service with the Karoo Cluster (Bluecrane / Camdeboo / Ikwezi)

## **Internal Audit Unit**

Each municipality must have an internal audit unit to advise the accounting officer and report to the audit committee on matters, amongst other things, on a wide range of financial management. The municipality has appointed an Internal Audit Manager to carry out this function, with effect from 01 July 2011

### **2.6.5.1 AUDITOR GENERAL REPORT 2011/12**

The audit outcomes of the municipality for the 2010/11 financial year have shown a regression from an a qualified audit opinion to a disclaimer. The issues of a disclaimer related to VAT and general expenses, financial statements.

### **2.6.5.2 AUDIT ACTION PLAN 2011/12**

The Auditor General's report is a key indicator of municipal performance in the MFMA 2000. The Ikwezi municipality has regressed from a qualified opinion in 2010/11 to a disclaimer in 2011/12. A detailed action plan to address matters raised by the auditor general has been developed with clear deadlines. This plan is being monitored by management and the oversight committee of council on a monthly basis.

#### **Issues raised during the report include:**

With regard to the GAMAP / GRAP Compliance challenges have been experienced in terms of:

- The financial system that does not record VAT appropriately
- Asset Register: the exemption period for valuation of assets has lapsed and the municipality will be expected to compile a fully compliant asset register
- The capital budget of the municipality was under spent due to delays with the procurement processes. This matter has since been addressed with the appointment of bid committees.
- Implementation plan and report with regard to progress towards compliance to GRAP is not fully funded. The municipality is busy lobbying funding with the Department of Local Government and Traditional Affairs and so far, its efforts have not been successful.

Compliance with regard to the Supply Chain Management framework.

Challenges included delays in the payment of suppliers as well as lack of transparency during the tender procedures in terms of making the contract available to the public. These matters are being addressed through:

- The review of the SCM policy

- Training workshops aimed at financial officials and all HOD's have been completed
- Permanent capacity will be created within the new organogram.

#### **2.4.6 FINANCIAL MANAGEMENT AND VIABILITY**

A critical challenge for the municipality is insufficient own revenue and high reliance on external grant funding to deal with operational, maintenance and new investment. The dimensions of the problem include:

- Poor collection rate
- Limited revenue base
- High number of indigent households
- Under collection on water (providing water at a loss)

##### **A poor collection rate:**

2008/09: 32%  
 2009/10: 46%  
 2010/11: 46.7%

It is only possible to enforce credit control policies and by-laws for the nonpayment of electricity in Jansenville as ESKOM is responsible for the reticulation in Klipplaat. In Jansenville the municipality blocks the sale of prepaid electricity to all those consumers that default on payments.

##### **Limited revenue base**

The revenue base is made up of businesses, include the commercial farmers, private individuals comprising of a high number of indigents and lastly government departments. It is estimated that 62% of the adult population is unemployed. The last option is to hand over all the arrear accounts to debt collectors.

##### **High number of indigent households**

The municipality has a history of out-dated debtor information on its database. One of the biggest problems was that a large number of properties had not been transferred to the rightful beneficiaries (occupants) so technically the municipality remained the owner of the property and liable. During 2009/10, the municipality wrote off R5.4m that was owed by indigents and the situation is improving although the cleansing of the data information is



still work in progress and should be addressed by the end of 2011/12 financial year.

In addition the Department of Human Settlement is assisting the municipality to transfer the low cost houses to the relevant beneficiaries that were still registered in the name of the municipality. This is being done through the Department's discount scheme

Plans are in place to embark on a **data cleansing project** as a second phase which will see several properties transferred to rightful owners so as to enhance the proper billing process.

This process is on-going. Finance department has also noted with concern, the amount of debtors lying at 90 days and above and as a result of that demand letters are to be issued to private businesses and government departments that owe the municipality.

### **Under collection on water**

The Water Services are providing water at a loss as consumption cannot be measured due to the lack of water meters. Currently the municipality is charging a flat throughout the area rate for water provision. Technically, the municipality is paying to supply water to consumers in compliance with its Constitutional obligation.

A Financial Recovery Plan (2010 / 2011) includes some of the actions below:

- Data cleansing
- Review the Valuation Roll
- Review and update the Indigent Register,
- Development and review financial policies,
- Write-off irrecoverable debt,
- Implement and monitor the Audit Plan,
- Appoint financial interns,
- Install water meters,
- Aggressive revenue collection efforts,
- Develop a credible asset register,
- Develop an action plan on risk management

All of the above measures are included in the IDP strategies and projects.

## **2.4.7 FINANCIAL PERFORMANCE 2010/11**

### **2.4.7.1 OPERATING RESULT**

The overall operating results of the Ikwezi Municipality for the year ended 30 June 2011

are outlined below as per the Annual Report:

**Statement of financial position**

**Revenue from exchange transactions**

	<b>Actual 2011</b>	<b>Actual 2010</b>
	<b>R</b>	<b>R</b>
<b>Revenue</b>		
Total revenue	44,710,470	36,595,908
	<hr/>	<hr/>
	44,710,470	36,595,908
<b>Expenditure</b>		
Total Expenditure	24,338,211	14,118,967
	<hr/>	<hr/>
	24,338,211	14,118,967

**Trading services**

**Electricity**

	<b>Actual 2011</b>	<b>Actual 2010</b>
	<b>R</b>	<b>R</b>
Income	3,709,708	3,414,635
Expenditure	3,593.457	2 807 726
Surplus/(deficit)	<hr/>	<hr/>
	116,251	606,909

**Water services**

	<b>Actual 2011</b>	<b>Actual 2010</b>
	<b>R</b>	<b>R</b>
Income	670,108	932,773
Expenditure	1,494,784	1 302 446
Surplus/(Deficit)	(824,676)	(369,673)

The municipality continues to provide water services at a loss due to lack of water meters. Consumption cannot be measured and as a result of that, the municipality is charging a flat rate for water services across the municipal area.

#### **2.4.8 BUDGET INFORMATION 2012/13 - OPEX & CAPEX**

The following table represents the intended sectoral investment as per two different sources

**Table 62: Sectoral Investment**

<b>Department</b>	<b>Annexure B Nature of Investment</b>	<b>Gazette - April 2012</b>		
		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Agriculture</b>	Mohair Festival	R450,000	(R4,500,000)	Not yet allocated
<b>Land Affairs</b>	Delpport River Mohair Farms	Unknown	Unknown	Not yet allocated

<b>Environmental</b>	Refurbishment of existing waste sites  Elimination of alien vegetation.  Replacement Underground Water Network (Ikwezi)	Unknown	R 5, 000,000	Unknown
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*Table 1: Sector Investment for Ikwezi for 2011/12*

**Submission of Business Plans per Department:  
Application for development funds:**

<b>Agency applied to</b>	<b>Name of Fund</b>	<b>Purpose of fund</b>	<b>IDP Project ID</b>	<b>Benefiting Admin Unit</b>	<b>Amount</b>	<b>Status of Approval</b>
PPC	Social Responsibility	Hardwood Farm and Cultural Village	10.1 / 10.3	LED	R4, 500 000	Approved
Open Society	Development Fund	Community Based Economic	8.1 / 9.2	LED	R450 000	Approved

		Development				
PPC	PPC Trust	Youth and Day Care Centre		Community Development - Klipplaat	190 000	Approved

## 2.4.9 FINANCIAL PLAN AND SDBIP

### 2.4.9.1 CAPITAL BUDGET

The municipality relies heavily on grants to fund its capital requirements. The capital budget therefore focuses on national and provincial priorities in order to be assured of the necessary funding streams. The projects that are currently undertaken by the municipality are funded through the Municipal Infrastructure Grant (MIG) and consist of the following:

- upgrading of roads,
- establishment of new cemeteries,
- installation of high mast lights
- waste water treatment plant

#### Capital Budget to 30 June 2015

Funding Source	2011/12	2012/13	2013/14	2014/15
EPWP		R1,000,000	No allocation stated	No allocation stated
Municipal Infrastructure Grant	8,445,000	R9,219,000	R9,725,000	R10,288,000
5% LED from MIG		R 512,200	R 540,300	R 572,550
Department of Energy		R3,200,000	No allocation stated	No allocation stated
		13,931,200	10,265,300	10,860,550

**Table 63: Capital Budget**

## Capital Budget to 30 June 2014

<b>Narration</b>	<b>2010/11 Actual</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Funding source</b>					
Municipal Infrastructure Grant	7,022,000	8,445,000	10,268,000	10,850,000	10 859 450
	<b><u>7,022,000</u></b>	<b><u>8,445,000</u></b>	<b><u>10,268,000</u></b>	<b><u>10,850,000</u></b>	<b><u>10 859 450</u></b>
<b>Function</b>					
Infrastructure		8,445,000	10,268,000	10,850,000	12 859 450
		8,445,000	10,268,000	10,850,000	12 859 450

### **2.4.9.2 REVENUE**

Ikwezi Municipality, like most rural local authorities, has as its foremost challenge, the collection of sufficient revenue to perform and sustain the functions allocated to it. The high prevalence of poverty and unemployment take its toll on the extent to which the municipality can levy tariffs that are realistic and sustainable in the long run.

The inclusion of the farm areas for rates purposes will make the municipality more viable in the long run. It is anticipated that the wider tax base will bring about relief for current ratepayers and allow the municipality to grant exemptions and rebates in accordance with its rates policy.

### **2.4.9.3 EXPENDITURE**

The way the municipality spends its limited funds is most significant amid the ongoing pressure to contribute to local economic growth and the creation of employment in a poor rural environment.

Internal expenditure with regard to telephone and vehicle cost are prioritized as areas for attention through:

- Education and awareness sessions with employees
- Introducing a zero tolerance approach to the misuse of telephones and vehicles
- A drive to improve the supervision and control within each department
- Investigation of systemic solutions such tracking systems, call print outs per ID code and the improved use of log books.

#### **2.4.9.4 SALARIES AND WAGES**

The municipality has over the years contended with the dualism of acquiring the necessary skills to deal with the transformation agenda of government while trying to bring down the salary bill as a percentage of the total budget. It succeeded to shrink the cake slice of salaries and wages, but suffered the pressures of fewer people to perform the tasks necessary.

This shortage of people to do the work has become critical now whilst the target of at least 35% has not yet been achieved. The current percentage salary bill is around 42% for 2011/12.

It can only be hoped that the growth in budgets over the next few years will be substantially larger than the increases to salaries, wages and allowances.

## 2.5 KPA 4: LOCAL ECONOMIC DEVELOPMENT ANALYSIS

### 2.5.1 STRATEGIC ALIGNMENT

#### 2.5.1.1 Provincial Spatial Economic Development Strategy (PSEDS)

In terms of the PSEDS, the following Sectors of the provincial economy will drive the growth of the Province and address unemployment and poverty:

- Agriculture, including agri-industry (with opportunities to impact considerably on the economic needs of the poor through Land Reform)
- Industry, including heavy and light industry and manufacturing
- Tourism, including domestic and foreign tourism
- Service sector including financial, social, transport, retail and government.
- 

The following critical threats are identified in the PSEDS:

- *Agriculture and Land Reform*
  - Loss of productive commercial agricultural land to residential development
  - Loss of land with agricultural potential in poor rural areas
  - Land reform resulting in a loss of productive commercial agriculture
  - Municipal rates on agricultural land
  - Provision of adequate water supplies
- *Tourism*
  - Safety and Security
  - Land invasion and illegal activities affecting tourism assets
- *Industry*
  - Reliability of services
  - Social support services
  - Destructive Inter-Municipal competition
  - Municipal rates on Industrial and commercial development
  -



### 2.5.1.2 CACADU ECONOMIC GROWTH AND DEVELOPMENT STRATEGY

The Cacadu Economic Growth and development Strategy was adopted by Council in 2006 and it is reviewed annually. The strategy is engineered around 7 core strategies, which align to the five pillars of Ikwezi's Local Economic Strategy

Increasing Agricultural Income	-	<i>Pillar 1 – Sector Focus</i>
Investing in natural capital	-	<i>Pillar 2 – Infrastructure</i>
Broadening economic participation <i>Initiatives</i>	-	<i>Pillar 3 – Business Support</i> <i>Pillar 4 – Skills Development</i> <i>Pillar 5 – Poverty Alleviation</i>
Developing the skills base	-	
Improving connectivity and utility infrastructure		
Regenerating core towns		
Building local and Regional networks		

### 2.5.1.2 IKWEZI LOCAL ECONOMIC STRATEGY

During 2008, Africa Inform Management Consulting was appointed to develop a joint LED Strategy for Ikwezi and Baviaans Local Municipalities to enable both to implement an effective LED strategy. Amongst the secondary data sources utilised to develop the LED strategy are:

- Thina Sinako Competitive Advantage Assessment (2005)
- Cacadu District Socio-economic Profile (ECSECC. 2006)
- Cacadu Growth and Development Strategy (2006)
- The District and Local Municipal IDP
- Ikwezi Tourism Sector Plan

The LED Strategy for Ikwezi was adopted by Council in 2010 with a provision that the Strategy must be work shopped extensively as to reach an informed decision on the most appropriate options or model put forward for consideration.

The Strategy reflects high unemployment and poverty levels in the Municipality that translates into low affordability levels which in turn manifest in low levels of investment and under-utilization of development opportunities.

Municipality together with the National and Provincial Government have come up with short-medium term interventions to address the high rate of unemployment through programmes such as Community Works Programme, Food for Waste Programme, Elimination of Invasive Alien Species project, Working on Land Project and Fish Harvesting Project.

Ikwezi has no industrial economy and there is a high dependency on agriculture activities. Commercial and business development in the area is confined to the urban centres of Jansenville. More substantial commercial and business activities take place in Port Elizabeth and Graaff Reinet resulting in the outflow of potential income.

**Economic growth is constrained by**

- Slow growth rate
- High illiteracy, poverty and unemployment rate

**Competitive and comparative advantages**

Ikwezi Municipality does not fare so well upon analysis of its competitive advantage although this does not mean that the municipality lacks strengths over and above the comparative advantage it shares with the neighbouring municipal areas. **Thina Sinako compiled a Competitive Advantage Assessment for the Ikwezi area in 2009** and these findings form the basis of the SWOT analysis hereunder, which attempts to put the municipality’s competitive and comparative advantage into perspective.

<b>SWOT ANALYSIS</b>	Competitive advantage of the area relates to those aspects which compete on cost, quality, and/or availability with that which other localities can offer. Comparative advantages are those natural endowments which give the area an advantage.
Strengths	<ul style="list-style-type: none"> <li>● Agricultural know-how does exist within the communities due to their exposure and experience within the agricultural sector.</li> <li>● The close proximity of the Addo Elephant National Park may be of a potential benefit to Ikwezi. A possible entry point into the Addo Elephant National Park via the settlement of Waterford may provide positive economic spin-offs.</li> <li>● Mohair and Angora goats are prevalent within the area.</li> </ul>

	<ul style="list-style-type: none"> <li>• The natural resources of Ikwezi are in the form of good veld and soils. The Noorsveld (Cactus euphobia) in Jansenville is indigenous and could be exploited.</li> <li>• Game farming exists within the area.</li> <li>• Communal land exists at Klipplaat.</li> <li>• Rich Gypsum deposits in Klipplaat</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Most products that are produced locally (e.g. mohair) are distributed outside of Ikwezi for processing.</li> <li>• Transport costs are high due to the vast distances between settlements within Ikwezi.</li> <li>• Low rainfall.</li> <li>• The dependent syndrome of local people (e.g. state grants)</li> <li>• Ageing Infrastructure</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• The Mohair industry.</li> <li>• Under-utilized land.</li> <li>• Aloes and cactuses.</li> <li>• The proximity of Addo Elephant National Park</li> <li>• Green Energy by converting natural sunlight to solar energy</li> <li>• Tourism Opportunity (Peace and Tranquility )</li> <li>• Reopening of the dysfunctional Railway line</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• Seasonal water shortages.</li> <li>• The high cost of produce for local people, due to transportation costs, etc.</li> <li>• Global Economic decline</li> <li>• The migration of skilled people to bigger cities and the impact of HIV and Aids</li> <li>• Inadequate financial assistance to support projects.</li> </ul>

### Strategic Implications

To maintain the strategic nature of the IDP it was decided not to belabour the content of the Strategy and only to focus on the key issues hereunder that informed the strategic interventions (5 strategic pillars) necessary to enhance local economic growth in the Ikwezi area.

- The population profile is that of small urban-based populations, and therefore an urban-focused strategy is needed.
- Despite the above the economy is largely driven by the agricultural sector. Interventions will have to focus on town-level opportunities which can benefit the agricultural sector.

- Public sector will need to play a leading role.
- The elements of an LED strategy are already in place. Existing LED planning and activities are correctly focused on income/employment growth.
- The refinement of the strategy must be focus on increasing the scale, pace and impact of existing interventions.
- Ensure that old and new community ventures are empowered through training and mentorship, and are supported to ensure sustainability;
- Strengthen LED planning and implementation functions: and
- Address land water and electricity availability and improve the road infrastructure
- 

## **Strategic Pillars**

Five Strategic Pillars have been identified to enable the LED Strategy to achieve the objective of uplifting the economy and reducing poverty in Ikwezi.

### **Pillar 1 – Sector Focus**

The following sectors are regarded as priorities for the allocation of resources:

Tourism

Agriculture

Small-scale Manufacturing

Mining

Construction

The strategy should focus on those aspects of each sector which will have the greatest impact on local economic development in the Ikwezi area.

### **Pillar 2 – Infrastructure Development**

Infrastructure plays a critical role in promoting economic growth through enhancing productivity, improving competitiveness, reducing poverty, linking people and organisations through telecommunications and contributing to environmental sustainability. The following strategic infrastructure must be in place in order to develop the priority sectors as identified above:

Transport network: The road from Jansenville has been tarred and more investment are underway to improve the economy of the area.

Water & sanitation. The quality of water has improved tremendously

Derelict infrastructure – Plans to revitalise railway station/ network are underway. SLA with IDC has been signed.

### **Pillar 3 - Business Support Initiatives**

The municipality has fully fledged SMME office which provides support to all SMMEs throughout Ikwezi area on a daily basis. Such services include:

- On-site business advice and support
- Business plan development
- Cooperative registration
- Business counselling
- Mentorship services
- Linkage with NYDA
- Facilitate training for SMMEs in various areas
- Facilitate access to finance
- Facilitate access to markets

Khanya Aiccd assisted the municipality to develop a SMME Strategy, which was table to Council during 2011. The strategy is intended to create an enabling environment within the Ikwezi area to successfully support community based SMME's and is dealt with in more detail in paragraph 2.5.2.3. The municipality has signed a Partnership Agreement with NYDA.

### **Pillar 4 - Skills Development**

Competent personnel in the municipalities must have the ability to deal with a complex set of regulatory requirement and also to support members of the community that are often unable to fully exploit the potential benefits of investment as a result of limited skills.

Skills development must, therefore, address both the municipal and private sectors.

### **Pillar 5 - Poverty Alleviation**

Although poverty alleviation is not always associated with local economic development, in the case of the Ikwezi, the potential to make a significant impact through poverty alleviation projects is so great that it is considered a pillar in the LED Strategy. These projects will bring relief to beneficiaries and create spin-offs which are likely to contribute to the development of the local economy

The extent of poverty in the area must be used as motivation by the municipality to lobby for increased public sector spending in the area. Ikwezi municipality has been identified as one of the Pilot site to implement the Anti-Poverty Strategy by province. CWP has

appointed 1000 participants from all the four wards in Ikwezi Municipality. EPWP (Sakhisizwe) has created 348 jobs. EC-Elimination of Invasive Species has created 145 jobs throughout Ikwezi area.

### **Strategic Approach**

Based on the above, the overall approach to local economic development should be to increase public-sector spending in the area, which in turn would be a catalyst for private-sector investment. Furthermore, the focus of public-sector spending on social infrastructure will have direct economic spin-offs. It is therefore imperative that the Ikwezi and Baviaans municipalities forge strong intergovernmental relationships in order to maximize the potential input into the region. The municipality has developed an Investment and Incentive Policy and was tabled to Council as a draft.

The focus of the policy can be broadly summed in two aims. The first is to encourage endogenous growth in the area through incentives targeted at existing businesses while the second is to encourage the entry of outside business to the area through inducements to start up operations in the Ikwezi area. More elaborately, this incentive policy seeks to:

1. Draw new “first time” business activity to the area (with a particular focus on activities that help tap into the region’s underutilised work force.
2. Encourage reinvestment by current businesses to expand and maintain their current operations.
3. Provide specific incentives for market participants seeking to use local resources and those engaging in skills development.

#### **2.5.1.4 LED INSTITUTIONAL CAPACITY**

Institutional capacity is critical factor when driving any Local Economic Development strategy or initiative. It is at a local level where households, small, medium and larger companies, government, public sector institutions like hospitals, police stations, schools, universities, policy makers and community structures interact most directly and intensively. The capacity to facilitate, stimulate and enhance this interaction requires different levels of skills and resources from Ikwezi municipality. The Municipality has

prioritised the appointment of the necessary internal capacity and budget allocation (within the context of creating sustainable employment) to implement, monitor, evaluate and review the LED Strategy on an ongoing basis.

The Local Economic Development Section consists of 6 posts, of which 5 are filled. All of the critical posts are filled namely the LED and Tourism Manager; Tourism officer; Agricultural Specialist, SMME Officer and LED Officer. Only the Administrative Officer and the Tourism Officer posts are vacant.

**Areas of prioritized intervention**

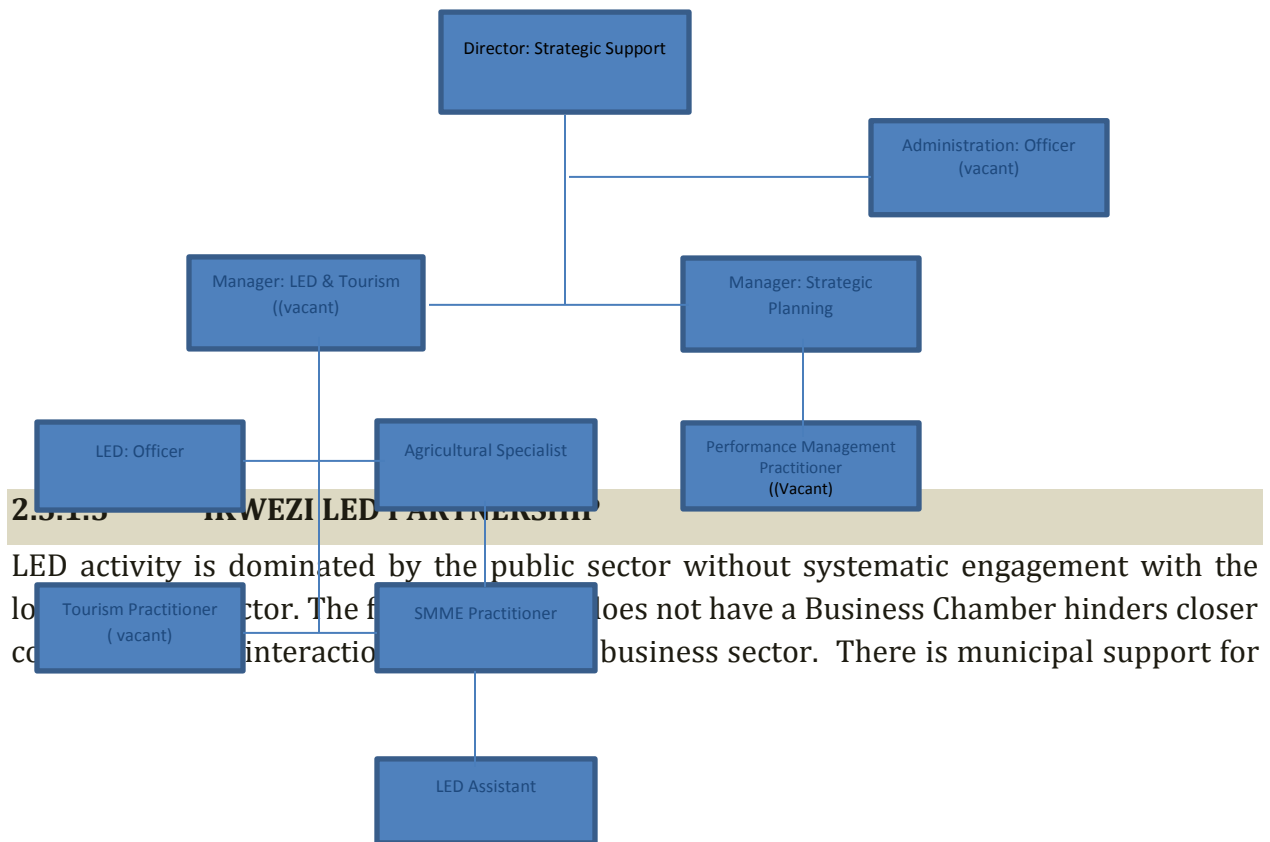
- Strengthen SMME’s;
- Create heritage site awareness
- Facilitate and support tourism development.

Creation of Sustainable jobs through Industrial Development

**IKWEZI LOCAL MUNICIPALITY (EC103)**

Department: Municipal Manager

Section: Strategic Support



project development although business support activities are linked to project development activities.

Ikwezi Local Tourism Organization (ILTO) is registered as a Section 21 Company and is functional. The municipality is represented on the ILTO. Ikwezi municipality has built up a partnership with Mohair SA, Cacadu DM; Mohair Empowerment Trust & SAMIL whom are the principal funders supporting the Goat and Mohair Initiative.

#### **2.5.1.6 COMMUNITY WORK PROGRAMME (CWP)**

Policies that Government has put in place to create decent work will take time to reach the marginalized areas. To overcome the time-lapse the CWP has been designed as a complementary strategy. The programme is intended to supplement unemployed individual's existing livelihood and offers a basic income through work.

It is designed to provide an employment safety net to the unemployed, to work for a specific number of days, ideally 8 days a month for 8 hours and be paid a stipend of R60 per day.

The following key anchor sectors have been identified:

- Food security (homestead gardens for vulnerable families)
- Social Welfare (Community care)
- Construction
- Skills development

Ikwezi has been selected as a CWP Site and 1000 participants have employed in all the four wards of Ikwezi Municipality.

#### **2.5.2 SECTORAL OVERVIEW**

Based on existing economic activity, market opportunities and present resources, the sectors offering the most potential in Ikwezi include:

- ⇒ Agriculture (small-stock farming and to a lesser degree game ranching)
- ⇒ Tourism (scenery, wildlife, cultural heritage)
- ⇒ Trade and Business Services
- ⇒ SMME



### 2.5.2.1 AGRICULTURE

The agricultural sector has shown employment growth in the recent past, and could provide opportunities for further development.

The sector is presently dominated by a few hundred large-area commercial farms. These farmers specialize in mohair, sheep and to a lesser degree game. There has been a trend away from small-stock farming to game-farming in the Karoo over the last two decades; however this is not reflective in Ikwezi, where less than an estimated 10% of the land area is devoted to game farming/hunting.

A clear support programme for the agricultural sector should be developed together with the Department of Agriculture and Agricultural Union/Forums in the area.

The municipality has appointed an Agricultural specialist to prioritise land-based activities from a municipal perspective.

There is some activity around urban agriculture (e.g. vegetable tunnels, pigs and poultry).

Existing LED projects in the agricultural sector include:

- Ikwezi Goat and Mohair Initiative
- Hardwood farm
- One Stop Shop
- Fresh and Delicious Poultry project
- Klipplaat Hydroponic Tunnels
- Feedlot Project
- Abafazi Phambili Poultry project
- Uitkomst Farm

Various opportunities have been identified:

- Wool and Mohair Beneficiation
- Natural Fibre Beneficiation Hub
- Agave Americana: research by CSIR/ECDC
- Karoo Sausage and biltong
- Mohair Village Industry
- Abattoir (goat meat)(Hardwood Farm)
- Tanning (Hardwood Farm)
- Emerging farmer mohair, sheep and game enterprises (based on land acquisition)
- Commercial exploitation of Noorsveld Cactus euphorbia (indigenous around

- Jansenville), aloes,
- Prickly pears and harvesting of other natural products.
- Fish-farming in Darlington Dam

All these projects need to be subjected to preliminary scoping, and prioritized according to employment potential and viability not only in as far as it relates to primary production but also downstream activities (processing etc). Fish farming is under implementation

Industrial-scale tanning and primary processing of wool and mohair (washing and scouring) are unlikely to be feasible in the area due to limited availability of water. However craft-scale tanning, washing and scouring are likely to be more sustainable.

### **Agricultural Potential**

The table below illustrates aspects relating to the suitability and / or potential of agricultural development within Ikwezi.

**Table 64: Agricultural Potential**

<b>Rainfall</b>	<b>Soils</b>	<b>Irrigation</b>	<b>Land Cover</b>	<b>Suitability / Potential</b>
<p>&lt; 300mm over the plain.</p> <p>400mm or more in the hills.</p> <p>The area is classified as arid with small occurrences of semi arid in the hills.</p> <p>65% of the rain falls in</p>	<p>Soils are shallow: &lt;300mm.</p> <p>Low lands: 300 – 600mm.</p> <p>Topsoil textures vary from loamy sand to sandy clay loam.</p> <p>Clay pan soils with impeded internal drainage in</p>	<p>Large areas suitable or marginally suitable for irrigation should water be available.</p> <p>Due to lack of water, irrigation is severely limited to isolated occurrences.</p>	<p>Predominantly Karoo shrub land with areas of thicket.</p>	<p>Crops – Irrigation:</p> <ul style="list-style-type: none"> <li>• Sugar beet, oranges, olives (large areas suitable or marginally suitable).</li> <li>• Cotton (substantial areas are marginally suitable).</li> <li>• Stone fruit (substantial areas suitable or marginally suitable).</li> </ul> <p>Crops – Rain Fed:</p> <ul style="list-style-type: none"> <li>• Aloe (all areas are suitable).</li> </ul>

summer (Oct – Mar). A drop in rainfall occurs in midsummer (Dec – Jan).	deeper soil areas.			<p>Livestock / Game:</p> <ul style="list-style-type: none"> <li>• Boer goat, mutton, wool, mohair, game ranching, ostrich farming (all areas suitable).</li> <li>• Beef (all areas suitable except the south eastern area).</li> </ul>
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#### 2.5.2.1.1 LIVESTOCK FARMING

Adequate grazing makes the area in Ikwezi suitable for livestock and game farming and the AgriDIS (2006) reports the production capabilities of the municipal area as follows:

- Angora; boer goats, beef cattle (except in the south eastern area); mutton and wool. Goat, sheep, and to a lesser degree game farming, are the most predominant.

Much of this farming is commercial livestock farming.

#### 2.5.2.1.2 CROP FARMING

Ikwezi falls within a low rainfall area that does not have high potential soils and the AgriDIS (2006) reports the listed production capabilities below as:

- Cotton, stone fruit and citrus.

These potential crop products will require irrigation, which limits the area's potential. The Darlington Dam, located in SE Ikwezi is connected to Gariep-Fish River Transfer Scheme (through the De Mistkraal Weir) and supplies the citrus farms of Sunday's River. The land adjacent to Darlington on the Ikwezi side has poor soils and is due to be incorporated into the Greater Addo Elephant Park. So irrigation here is unlikely.

In the nineteenth century the banks of the Sunday's River in Jansenville were cultivated as food gardens.

#### **2.5.2.1.3 COMMONAGE UTILISATION**

In Ikwezi there are two groups of emerging small-stock farmers: the *Zingisa Farmers Club* have 43 members owning 749 animals, which graze on the Jansenville commonage (309ha, which is heavily over-grazed); and the *Phambili Agriculture Co-op* in Klipplaat which grazes goats on the commonage and at Hardwood Farm. There have been discussions regarding the use of the Angora Goat Experimental Farm at Jansenville (2128 ha) by emerging farmers. Over-grazing has resulted in considerable environmental degradation on the urban (Jansenville and Klipplaat) commonages.

Reportedly there is limited liaison between emerging and commercial farmers in the area.

#### **2.5.2.1.4 LAND REDISTRIBUTION**

The land redistribution process in the areas has been proceeding very slowly. An option to be considered is the extension of municipal commonages and identification of state-owned land for development.

The management of the land redistribution is a key tool in facilitating the entry of previously marginalized people into the economy and increasing economic activity in the region.

#### **2.5.2.1.5 FORESTRY**

The National government ASGISA programme has identified forestry development as a key pillar to achieving economic growth. Due to the low rainfall in the area, forestry development is not viable. The municipality does however, pursue town beautification projects whenever possible.

#### **2.5.2.2 TOURISM OVERVIEW**

Ikwezi has tourism potential as it lies between the Addo Elephant Park and the Baviaans Wilderness Area. One possibility for Ikwezi to benefit from increasing tourism income is the construction of a western gate to Addo Elephant Park at Waterford, thereby providing a possible tourism corridor between Addo and Baviaans. This is a major initiative with potential spinoffs and the municipality must focus on facilitating longer-term projects like the Western Gate Addo access.

Neighbouring Baviaans has benefitted from the increasing popularity of the Baviaanskloof Reserve, however, Ikwezi is half-way on route to the jewel of the Karoo and mid-way between two great nature reserves and the municipality must capitalise on this. Another

competitive advantage is that the ECPTA's Mohair Meander passes through Ikwezi on the R75, from Uitenhage to Graaff-Reinet.

Existing LED activities in the tourism sector include:

- Upgrade of tourism offices
- Database of tourism enterprises
- Road signage
- Marketing information
- Town beautification
- Vocational training for tourism enterprises
- Monument

#### **2.5.2.2.1 RESPONSIVE TOURISM SECTOR PLAN (RTSP)**

A comprehensive Responsible Tourism Sector Plan (RTSP) was prepared by Kyle Business Projects and adopted by Council in 2010. Hereunder is only a summary of the detailed strategy for the development of tourism in Ikwezi.

Ikwezi Tourism Vision is defined as follows:

***“To offer the full potential of tourism in the Ikwezi area by promoting Karoo farm stays and responsible nature based tourism experiences in the area for the benefit of all”.***

The growth and development strategy must be aimed at achieving the vision of the sector. The accommodation and the attraction sectors currently offer the main products. The Ikwezi tourism product focuses predominantly on nature based and heritage tourism activities, events and attractions. It reflects the variances between west (Karoo) and east (Noorsveld), tranquility, remoteness, natural experience, natural rural agrarian-environment, angora farming resources and cultural heritage such as buildings, monuments / memorials.

**The identification of the target niche markets are:**

- ⇒ Eco-tourism
- ⇒ Agri-tourism
- ⇒ Safari tourism (Hunting and game viewing)
- ⇒ Cultural tourism

**The primary market** is South Africans who take their annual holidays within the Republic and this is followed by overseas tourists.

Tourism attractions in Ikwezi are divided, and analyzed, into the following four main elements namely **natural, built, cultural and social attractions**.

### **NATURAL**

As part of RTSP a tourism sector-specific Strategic Environmental Assessment (SEA) was undertaken to promote sustainability. It focuses on the opportunities and constraints that the environment provides to ensure that the proposed policies or plans do not occur at the expense of the resources on which they depend. Some of the key findings for tourism in Ikwezi are listed below:-

- Ikwezi comprises Arid Thicket vegetation (predominantly degraded) types in the east and Nama Karoo in the West and 54% of the Ikwezi area is classified as degraded with the largest area of ecosystems classified as critically endangered in the Eastern Cape.
- Ikwezi contains 63% of the world's distribution of Critically Endangered Sundays Noorsveld, 90% of which is classified as degraded, similarly, 67% of the world distribution of Endangered Sundays Spekboomveld of which 82% is degraded.
- Eastern Cape Biodiversity Conservation Plan recommends the only permissible land use for the endangered Noorsveld as Conservation, game farming and controlled communal livestock farming as the only land use types suitable for most of the remaining Ikwezi.
- Expansion of Addo Elephant National Park into the Ikwezi area could attract tourists and promote low density conservation based eco-tourism (game farming) and ecosystem restoration.
- Efforts must address the quantity and quality of the water supply.
- Farm stays could be developed capitalizing on combinations of the Mohair and Game Industries, 270 million year old fossils' of mammal-like reptiles between Klipplaat and Jansenville, finding elusive nocturnal mammals and endemic Karoo bird species, Dalkkop Meteorite Impact Crater and responsible recreational activities.

The environment is a key element of the tourism product offered in Ikwezi, and it is critical that this natural resource is appropriately managed and protected.

It has been calculated that by mid-century, between 25% and 40% of sub-Saharan animal species will face the threat of extinction, with SA Fynbos and Karoo ecosystems being the

most vulnerable. As Ikwezi is a primarily a nature based tourism area the impact of climate change must be closely monitored.

**BUILT, CULTURAL AND SOCIAL ATTRACTIONS**

Improvement of skills levels to satisfy the needs of the tourism industry;

Improved conservation of local heritage and resources

Improved environmental awareness of the local community

Improved sense of cultural identity

Negative affect is petty crime and begging, specifically targeting tourism and at tourist sites.

**Tourist attractions include historical Buildings and cultural heritage sites in the Ikwezi area;**

Jansenville	Klipplaat
Sid Fourie House Museum WW1 and II memorial	SA War Memorial
Monument to the Fallen Heroes	Old Jail Cells
Dutch Reformed Church	Old Steam Engine
SA War Fort	Police Station building
Queen Victoria Bluegum Tree	
SAWAS Memorial Hospital	

Ikwezi LM should create a forum for the promotion of potential SMME opportunities in the tourism sector to emerging entrepreneurs and also to link these entrepreneurs to potential sources of assistance, through existing support agencies such as SEDA

Ikwezi has only a small selection of accommodation available which includes town-based guest houses, B&Bs, guest farms and lodges.

The RSTP calculates that a total of tourist bed nights sold per annum over 2007/8 was 2 550. The limited demand may be due to the relative location of Ikwezi between Graaff-Reinet and Addo.

In a rural area like Ikwezi the critical mass of tourists will determine the number of job opportunities created as employment in the tourism industry is driven by market growth which in turn is driven by product development and marketing. Training efforts must focus on developing key basic tourism focused skills such as customer service skills.

### **SHORT-TERM TOURISM ACTIONS**

- Promote development of the identified tourism development areas with potential
  - NE of Janesville – eco-tourism, wildlife, recreations
  - Around Waterford – eco-tourism, wildlife, recreations
  - West of Klipplaat – Karoo landscape, nature, wildlife
  - Between Jansenville and Klipplaat – palaeo-tourism (fossils) and nature;
- Identify and promote the loop Jansenville (R329) Klipplaat, (R338) Wolwefontein, (R75) Jansenville as the principal tourism route in the area
- Facilitate development of tourism products within identified nodes
- 

Tourism activities in the Municipality are currently limited, despite the scenic beauty of the natural environment and there is a lack of access to and information on tourist attractions. In this regard, Jansenville should serve as a staging area and Tourism Information Centres in order to attract tourists to the local area.

It is also important to link Ikwezi's tourism potential to established tourism routes such as the Mohair Meander which is a tourism project developed by the Mohair Association.

Tourism growth is constrained by

- Lack of tourism promotion and signage
- Lack of agreement on the management of heritage resources
- Lack of fund

Opportunities in tourism

- It is labour intensive and there is a readily available labour market.
- Tourism has the potential to stimulate economic development



#### **2.5.2.2.2 IKWEZI LOCAL TOURISM ORGANISATION**

Ikwezi Local Tourism Organization is registered as a Section 21 Company and is functional. The organization has completed the refurbishment of the SA War Fort at Jansenville (1899-1902 Anglo Boer War). The ILTO has applied to CDM for funding to compile a tourism brochure and to develop the Ikwezi Tourism website.

#### **2.5.2.2.3 IKWEZI MOHAIR FESTIVAL**

Ikwezi municipality has built up a partnership with Mohair SA, Cacadu DM and Ibamba Lodge. These are the principal funders that supported the success of the Ikwezi Mohair Festival on the 26<sup>th</sup> and 27<sup>th</sup> November 2010. The next Festival is planned for 2012 and the International Mohair Summit will be hosted in Jansenville in 2013

#### **2.5.2.2.4 NATURE RESERVE**

The section of the Addo Elephant National Park around the Darlington Dam, in the East of Ikwezi is a protected area.

#### **2.5.2.3 SMALL MEDIUM AND MICRO-ENTERPRISE DEVELOPMENT**

Thina Sinako assisted the municipality to develop a DRAFT SMME Strategy, which was tabled to Council during 2011. It was resolved that the Draft Strategy needed to be workshopped prior to the Strategy being considered for final adoption

The proposals and strategy is intended to create an enabling environment within the Ikwezi area to successfully support community based SMME's.

**The Strategy centres around two projects namely the** Community Based Economic Development (CBED), which focuses on partnership learning and planning and secondly the Community Based Enterprise Support Services (CBESS), which looks at the implementation of a SMME development and market system. **The section below summarises the following four proposals of the SMME Support Strategy and System:**

**An Ikwezi SMME Incubator:** High Priority.

The model provides the core support services to SMME's in an environment that nurtures small start-up businesses through their first few years in business

- **Mentoring and coaching to SMMEs.** A key aspect is that support is provided on a regular and ongoing basis, which differs significantly to once off training.

- **Office Support Services.** Provides physical office support that small businesses need, yet may not be able to provide for themselves during their initial start up.
- **Provide Tender Development Support.**
- **Linkages to other Business support structures.** One stop shop for SMME that want to access other support services and networks and agencies such as SEDA, NYDA, etc.
- **SMME database and information.** Keeping statistics and information on the various projects and small businesses in the area.
- 

**Key Requirements and Actions for Incubator implementation:**

Action	Time	Responsible	
Appointment of a LED / SMME officer to run the incubator.	September 2011	Ikwezi	Complete
Training of the SMME officer in supporting SMME's.	September	Khanya, Ikwezi, SMME Officer, SEDA And NYDA	Ongoing
Provision of physical infrastructure – building and resources.	May 2011	Ikwezi	Complete
Developing operating systems and monitoring processes.	September 2011	Ikwezi, Khanya, SMME Officer	Ongoing
Building relationships with other key role-players who provide SMME related services.	October 2011	SMME Officer	Ongoing
Optional: Create Incubator Business Plan for sending out for additional funding or resources if required.			

- A **SMME Project Forum** be created to ensure the sharing of resources and skills within the various supporting institutions. – High Priority.
- 

**SMME Implementation Project Forum**

Various organisations are involved in small scale economic development projects in the Ikwezi area and will benefit from a forum to enable collaboration of these resources and skills that the different institutions have to offer to maximise its use for new ventures. It is proposed that such a Forum should be constituted by on the ground staff and implementers who work on projects on a regular basis.

The role of a SMME Project Forum would amongst others be to:

- Create a space where the key institutions can share information about their own current and new projects, and ask for help where required.
- Allow other role players to offer resources or assistance where appropriate and required.
- Share lessons learnt and have a forum for discussing best practices for development projects.
- A non-decision making forum. Once the SMME support centre is in place, it is suggested that the LED / SMME manager be appointed to handle the administrative functions of the forum.

The main concept behind the Forum is that it is very orientated towards on the ground implementation issues with local institutional staff

Key Requirement and Actions for SMME Project Implementation Forum

**Table 65: Implementation timetable SMME forum**

Action	Time	Responsible	
Hold regular monthly meetings	June 2011 Onward	Ikwezi	Ongoing
Depending on outcome of evaluation – constitute the forum and invite key implementing agencies.	December 2011	Ikwezi, Khanya	Ongoing
Develop internet based project tracking system	November 2011	Khanya	Incomplete

An **Entrepreneurship campaign**: - Medium Priority.

A campaign must be embarked upon to create awareness within the community of their own ability and responsibility for economic and livelihood security.

**Table 66: Key Actions for Implementation - Entrepreneurship**

Action	Time	Responsible	Status
--------	------	-------------	--------

Design campaign through workshops with key role players	February 2012	Ikwezi, NYDA, COMSEC	Ongoing
Develop Campaign budget, and seek funding and partners	February 2012	Ikwezi	Ongoing
Develop monitoring process to evaluate impact, potentially through research partners	February 2012	Ikwezi,	Ongoing

A Development Trust is created to support SMME creation and incubation. – Medium Priority.

### **Ikwezi Development Trust**

A Development Trust is proposed for the Ikwezi area that operates as an independent organisation to finance and support SMME development. Similar to a Development Agency, yet on a smaller scale, the Development Trust provides a locally managed vehicle for creating and sustaining small businesses.

The role of the Development Trust is proposed as follows:

- Seek funding and support to build a Trust Fund through which local projects can be financed.
- Provide a legal entity that can own and operate start up initiatives during their first few years to ensure success, and later have a staggered transfer to staff or local entrepreneurs.
- Provide a legal entity that can own assets given to a community development projects.
- Provide a mechanism whereby local projects that receive funding or support through the state and that are successful can contribute back into the community by paying money into the Trust fund.

#### 3.1.2 Actions and Strategies for implementing the Development Trust

***Table 67: Implementation Plan: Development Trust***

Action	Time	Responsible	
--------	------	-------------	--

Decision to create Development Trust	2011	Ikwezi	Complete – Through PPC process
Develop Business Plan and investigate legal structure	2011	Ikwezi	Complete
Implement Trust Fund and identify Trustees	2012	Ikwezi and PPC	Ongoing
Develop operating procedures and seek partners and funding	2012	Ikwezi and PPC	Ongoing

There is very little informal trading taking place in Ikwezi on a daily basis and this sector needs to be supported through the SMME Strategy. However, at the end of the month the urban center of Jansenville takes on a carnival atmosphere with hawkers selling vegetables' and drum-braai's selling boerewors rolls and chicken.

SMME development is constrained by

- Lack of technical skills to manage the business.
- Access to micro-credit
- 

#### **2.5.2.4 SMALL SCALE MINING**

Gypsum is presently mined in Ikwezi by Pretoria Portland Cement. There are unexploited marginal deposits of uranium, rutile (titanium oxide), phosphates and slate. The mining potential of the area deserves thorough scrutiny, but the prevailing wisdom is that this may not yield much.

#### **2.5.2.5 TRADE AND BUSINESS SERVICES**

The urban areas serve as local service centres that require well planned physical development to support the growth of the trade sector and the tourism industry.

Trade and Business Services are constrained by

- Lack of market access.
- Lack of investment
- Under-investment in human capital

Other sectors/projects that have been identified as having developmental potential include:

- Trade (e.g. Jansenville shopping mall and 24 hour petrol station; drycleaners etc)
- Building maintenance/upgrade/new construction.
- The establishment of a vocational training school linked to existing (and future) Economic activities.
- Small business hives and hawker facilities
- Welding (linked to groundwater extraction etc)
- Brickmaking projects in Ikwezi municipal areas

LED activity is dominated by the public sector without systematic engagement with the local business sector. Such engagement is hindered as Ikwezi does not have a business chamber. There is municipal support for project development although business support activities tend to be limited and unlinked to project development activities. LED initiatives must be aimed at stimulating, supporting and increasing all economic activities within the municipal area.

In addition the municipalities must strengthen their relationships with institutions such as ECDC, IDC, National Empowerment Fund, etc, in an effort to increase their activities and presence in the area.

#### **2.5.2.6 MANUFACTURING**

The manufacturing sector is very small in the area. But it is, significantly, non-zero. The small towns of the area could be suitable for manufacturing growth, because of: Relative proximity to the Metropole Relatively good infrastructure Manufacturing entrepreneurs valuing the lifestyle of Karoo small towns.

It is therefore important to identify the existing small manufacturing enterprises in the areas and evaluate their potential for improved support and employment expansion. Examples include: Ikala shoe factory (Jansenville) supplying leather uppers to Grasshopper Shop

Other projects under consideration include:  
A solar energy farm  
Manufacturing concrete pavers

*Priority: Local Economic Development*

The communities identified Local Economic Development as the highest priority issue

The Local Economic Development Section consists of 6 posts, of which 5 are filled. All of the critical posts are filled namely the LED and Tourism Manager; Tourism officer; Agricultural Specialist, SMME Officer and LED Officer. Only the Administrative Officer post is vacant.

### **Areas of prioritized intervention**

- Strengthen SMME's;
- Create heritage site awareness
- Facilitate and support tourism development.
- Creation of Sustainable jobs through Industrial Development.
- Ostrich Project is fully operational
- Klipplaat Hydroponic Tunnels
- Feedlot Project
- Agro-processing

Existing agro-processing activities include:

- Abattoir in Jansenville

Various opportunities have been identified:

- Wool and Mohair Beneficiation
- Natural Fibre Beneficiation Hub
- Agave Americana: research by CSIR/ECDC

## **2.6 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

The Ikwezi Municipality is a Category B Municipality (local municipality) with a plenary executive system combined with a ward participatory system, as defined under Chapter 1 of the Local Government: Municipal Structures Act No. 117 of 1998. The Political and Administrative seat is situated in Jansenville.

### **2.6.1 POLITICAL GOVERNANCE**

The Ikwezi Municipal Council has seven Councillors, four of which were directly elected to represent a specific ward and the remaining three, to represent parties proportionally in the council. After the Local Government elections in 2011, one councillor was proportionally elected to serve on the Cacadu District Council to represent Ikwezi municipality. The mayor is a full time public office bearer. The political and executive authority is vested in the council. Council determines developmental needs that must be addressed to improve the quality of life, of the citizens living in Ikwezi Local Municipality.

There is an Oversight and four Portfolio Committees that have been established in terms of Section 79 of the Local Government Municipal Structures Act, (Act 117 of 1998) to serve the following portfolios:-

- ⇒ Finance and Administration
- ⇒ Strategic Support
- ⇒ Infrastructure and
- ⇒ Community Services
- ⇒

Ordinary meetings of Council meetings take place at least once in three months and are open to the public with the exception of special meetings.

Special Council Meetings are only convened when important issues arise that require urgent and immediate attention, subject to the Council's Standing Rules of Order.

The Accounting Officer (Municipal Manager) and Section 56 managers attend Council and Portfolio (Standing) Committee meetings to represent the municipality's administration and to account in the form of the IDP, budget and operational plan / Service Delivery and Budget Implementation Plan (SDBIP) implementation.



## **2.6.2 5-YEAR INTEGRATED DEVELOPMENT PLANNING: 2013/14 TO 2016/2017**

### **2.6.2.1 IDP PROCESS 2013/14**

Integrated Development Planning (IDP) is the planning tool for promoting developmental local government. It has enabled the Municipality to identify its priorities and develop a strategic development plan for the short, medium and long term. The IDP process was undertaken through a consultative process whereby the Municipality engaged collaboratively with its community and other stakeholders in the planning initiatives of the municipality.

The 5-year IDP will be reviewed on an annual basis, adjusted and revised in accordance with the monitoring and evaluation of existing performance and changing circumstances.

The integrated development planning methodology followed by Ikwezi Local Municipality comprises five interrelated phases namely;

- ⇒ Analysis
- ⇒ Strategies
- ⇒ Projects
- ⇒ Integration
- ⇒ Approval
- ⇒

The analysis phase aims to assess the existing level of development within the municipality through analysis of the prevailing environment and impact thereof (and assumptions) of the inhabitants of the municipality. The analysis process facilitates the identification and analysis of the environmental challenges facing the municipality and allows the municipality to accurately prioritise these challenges.

The ensuing phases of the integrated development planning process, builds on the analysis phase, and planning, budgeting, decision making and service delivery are largely informed by the existing environment and its inherent challenges.

The new IDP for Ikwezi defines Ikwezi's objectives and developed strategies that will guide planning for the next 5-year. Project scoping and identification progressed well and the integration phase has gained momentum after the Minister's budget speech. Project and

budget alignment was to be addressed in the IDP Representative Forum Meeting on 29 February but not finalized as the majority of Sector Departments were not able to confirm final projects or budget allocations.

After the final budget and project matching, annual targets and performance indicators will be determined as the Draft SDBIP is prepared. The draft IDP will be tabled to Council for consideration on the 26<sup>th</sup> of March 2013 and submitted to the MEC for assessment purposes. The table below reflects the extent of development planning and performance management compliance with the Local Government Municipal Systems Act

**Table 68: Compliance with Municipal Systems Act**

MSA : SECTION	COMPLIANCE
<p>16: COMMUNITY PARTICIPATION</p>	<p>The community participation in the planning process is guided at two levels namely:-</p> <ul style="list-style-type: none"> <li>• IDP Representative Forum (Interest groups)</li> <li>• Ward Committees' (community level)</li> </ul> <p>The consultative and planning process for the formulation of the IDP commenced in October 2012. The municipality has a communication plan and a policy in place that guides communication processes. The four ward committees serve as the centre of communication between the municipality and the community (both political and administrative). Each ward committee is chaired by the respective ward councillor who interacts with the municipality. Matters pertaining to stakeholder consultation and the applicable planning processes were undertaken as per the IDP process plan, as far as possible. Due to circumstance outside the control of the municipality delayed ward based planning but once started it went smoothly and ward reports and ward priorities have been completed.</p>
<p>26: CONTENT OF THE IDP</p>	<p>The document reflects:</p> <ul style="list-style-type: none"> <li>• Situational Analysis (development level)</li> <li>• KPA 1 to KPA 6 and Priorities</li> <li>• Vision, Strategic objectives and strategies</li> <li>• Operational Plan (Projects Register)</li> <li>• Alignment of Municipal to sectoral programmes and projects</li> <li>• Financial Plan and SDBIP</li> <li>• Organisational Performance Management</li> </ul>
<p>27:</p>	<p>Ikwezi Municipality participated in the coordination meetings</p>

MSA : SECTION	COMPLIANCE
FRAMEWORK FOR INTEGRATED FRAMEWORK	<p>facilitated by the District to ensure integration including:-</p> <ul style="list-style-type: none"> <li>• Cacadu Sector Engagement and IGR Cluster meetings.</li> <li>• Cacadu District IDP Representative Forum meetings.</li> <li>• Attendance of District Mayors Forum (DIMAFO) and Municipal Manager Forum meetings</li> <li>• Integration is further achieved with bordering Municipalities as part of a cluster engagement (Sundays River / Camdeboo / Bavians) in matters of bulk water supply and regional economic development.</li> <li>• In partnership with the Office of the Premier, sectoral alignment engagements were held with provincial departments with regard to available budget and LM needs.</li> <li>• Copies of the Draft IDP will be submitted to the MEC for DLGTA for assessment and comment.</li> </ul>
29: PLANNING PROCESS	<p>The IDP methodology, as guided by the Guide packs from National DPLG, served as the basis of the process design. Furthermore the National Framework (DPLG) was applied in the structuring of the document.</p>
28: ADOPTION PROCESS	<p>Council will adopt the Draft IDP on 26March 2013 and it will be published for public comment (21-days). At the end of April these comments will be discussed by the Steering Committee and be presented to the Representative Forum and considered by the Mayor before the final IDP is tabled for adoption by the Council at the end of May 2013.</p> <p>Copy of the final IDP will be submitted to the MEC 10 days after the adoption by Council.</p>
38 – 49: PERFORMANCE MANAGEMENT SYSTEM  Municipal Planning and Performance Management Regulations	<p>Performance Monitoring and Evaluation process:</p> <ul style="list-style-type: none"> <li>• PMS service provider is actively involved in IDP discussions</li> <li>• IDP includes a section on: Organisational Performance</li> <li>• IDP is structured according to the National Key Performance Areas reflected in the performance plan of the Municipal Manager.</li> <li>• Objectives are specified by measurements/baseline and targets to serve as the standards in the performance agreements – these are in the process of being formulated</li> </ul>

<b>MSA : SECTION</b>	<b>COMPLIANCE</b>
(R796/2001)	

### 2.6.2.2 FRAMEWORK GUIDE FOR CREDIBLE IDP's

A Credible IDP Framework Guide has been developed by the Department of Provincial and Local Government. The objective of the framework guide is to provide a standardized reference point for municipalities with respect to their key service delivery, governance and management obligations. The framework also serves as an enabling tool for the drafting of the IDP drafting and facilitates compliance with the Municipal Systems Act.

The framework outlines six key focus areas namely;

- ⇒ Spatial Development Framework
- ⇒ Service Delivery
- ⇒ Financial Viability
- ⇒ Local Economic Development
- ⇒ Good Governance and Public Participation
- ⇒ Institutional Arrangements

Cognizance will also be taken of the Revised IDP Framework Guide especially the basic Sector Plan requirements.

### 2.6.2.3 IDP ASSESSMENT FINDINGS 2012/13

The Department of Local Government and Traditional Affairs assessed Ikwezi's IDP under review for 2012/13 in April 2012 and the rating outcomes are listed in the table hereunder:-

<b>LM</b>	<b>SDF</b>	<b>Service Delivery</b>	<b>Finance</b>	<b>LED</b>	<b>Good Governance</b>	<b>Institutional</b>	<b>Overall rating</b>
Ikwezi	High	Medium	High	High	High	High	High

Where possible the MEC comments were addressed and the remedial recommendations implemented either by the various departments within the institution or with the support of Sector and Provincial Departments. With regard to Good Governance and Public Participation the main areas of concern were raised around the audit function and the mainstreaming of special groups as per the summary hereunder:-

**Table 69: Assessment Findings 2012**

Special Groups and Audit	Ikwezi	Sec to assist	Special Groups and Audit	Ikwezi	Sec to assist
Is there a strategy for HIV and AIDS mainstreaming?	No. In the process of developing the strategy /plan	DLGTA	Does the Municipality have a unit responsible for youth matters?	No. Not in the org structure	DLGTA
Is there special focus to promote people with disabilities?	Not mentioned in the document	DLGTA	Does the Municipality have a unit responsible for gender matters?	No. Not in the org structure	DLGTA

### **2.6.3 COMMUNICATION AND PUBLIC PARTICIPATION**

The communication function resorts in the office of the Municipal Manager. Cacadu Municipality developed a district-wide Communication Strategy which was localized by Ikwezi and tabled to council during 2010. **The action plan in the Communications Strategy is reviewed annually and it will be tabled the council meeting in May 2013.** The strategy is intended to improve public participation in the local government affairs of the municipality.

The Local Communicator's Forum was also established but has since floundered and consideration will be given to either resuscitate it or ensure representation in the IDP Representative Forum.

Ikwezi Local Municipality participates in the Cacadu District Communicator's Forum quarterly at which reports are submitted and challenges discussed that affect the Ikwezi area.

The following communication approaches have been implemented by the municipality:

- Ikwezi Chronicle is published quarterly to inform the community of municipal activities.
- Public awareness around the Ikwezi Annual Report and Performance Report.
- Imbizo's / Road shows
- Sessions for review of Ward Based Priorities (With communities and ward committees)
- Political Outreaches
- Loud hailing
- Library
- Notice boards
- Ikwezi Municipal Website ([www.ikwezimunicipality.co.za](http://www.ikwezimunicipality.co.za))and
- Cacadu News
- Ikwezi facebook

In addition to the existing approaches to improve communication Ikwezi has also developed mechanisms to assess the social impact of development interventions at community level. The ward based planning undertaken during January and February 2012 proved to be an invaluable tool to gauge the social impact of development initiatives, especially the application of the VENN Diagramme. In addition Ward Committees are compelled to submit monthly reports of meetings to Council, and internal capacity has been strengthened to manage the Presidential hotline and complaint box.

The municipality is considering the issue of establishing a Complaint Management System with the assistance of DLGTA. Currently, to address the issue of complaints to the municipality a complaints and comments form has been inserted in the municipal quarterly news later; furthermore a complaints book has been place at the Technical Office and managed by the Department Administrator.

The Municipality is working with the Office of the Premier to establish a Thusong Service Centre. The purpose of the Thusong Service Centre is to integrate government services into a One-Stop Centre so that the community can effectively access information of the various government services. The Honourable Premier for the Eastern Cape Province, Noxolo Kiviet, did the sod turning during the Public Service Week on the 21 June 2011.

### ***Information Management***

Ikwezi Local Municipality has developed a website. The site address is [www.ikwezimunicipality.co.za](http://www.ikwezimunicipality.co.za) and the aspiration is to widen public participation and enhance legal compliance as prescribed by Section 21B (1) of the Municipal Systems Act. Currently the website is being maintained by a local service provider, **Connectweb**.

Two IT interns, trained by DBSA, were appointed by Ikwezi Municipality. The municipality is utilized as a training hub for information technology. External support is also rendered by a local service provider.

### Areas of prioritized intervention

- Ensure IT development and maintain Website (legal compliance)
- Develop IT Policies

#### 2.6.3.1 PROCESS PLAN TO DEVELOP THE 2012/13 IDP

Ikwezi Local Municipality comprises of a large geographical area that is delimited into four wards with 5 729 registered voters. A structured approach is therefore needed to enhance public participation in the planning process. *The Process plan, adopted by Council on the 29<sup>th</sup> August 2012*, outlines the path to be undertaken during the 2013/2014 planning cycle and furthermore identifies the establishment of the following mechanisms for public participation in the planning process.

- Ikwezi IDP Representative Forum.
- Ikwezi IDP Steering Committee
- Ward Committees
- Review Ward Based Planning and Outreaches
- Community Development Workers

##### 2.6.3.1.1 IKWEZI IDP REPRESENTATIVE FORUM

The Ikwezi IDP Representative Forum has been established to ensure that there is representation of the various organized and unorganized groups within the municipal area. The table hereunder reflects the purpose of Ikwezi’s IDP Representative Forum.

Ikwezi IDP Representative Forum	
Purpose	The IDP Representative Forum is a mechanism established to enable discussion, negotiation and decision-making between key stakeholders within the municipal area and the municipality as an institution. The Representative Forum is

	chaired by the Mayor.	
--	-----------------------	--

Ikwezi IDP Representative Forum Meeting convened on the 27 March 2013 to align the community needs, Project Register with Sector Programmes. The majority of Departments' that attended the IDP Representative Forum were not in a position to provide committed projects and budget allocations

### **2.6.3.1.2 IKWEZI IDP STEERING COMMITTEE**

The Senior Management of the Municipality meets prior to IDP Representative Forum meetings to look at the technical and strategic aspects that need to be lifted for decisions during the Representative Forum debates and any other Strategic Sessions. The Political leadership also attends Steering Committee Meetings especially when priority issues are considered for the development of Strategic Objectives. The Steering Committee met on 22 February in preparation for the IDP Representative Forum Meeting scheduled for 10 April 2013.

### **2.6.3.1.3 WARD COMMITTEES**

In 2011 Ikwezi was established as a new plenary municipality with a ward participatory system for the first time in the history of the municipality. The concept and the functionality of ward committees are new in the history of the municipality and the municipality is in a well-managed learning curve. In preparation for the 2013/14 planning cycle, the Ward Committees were consulted in Ward numbers 1 to 4 and consists of ten members per ward, each chaired by the Ward Councillor listed in the table below.

***Table 70: Chairpersons of ward committees***

<b>Ward Councillors</b>	<b>Ward Number</b>
Katie Hendricks	1
Asanda Mboneni	2
Lundi Ntame	3
Margaret Bonaparte	4



The main purposes of these ward committees' are to enhance participatory democracy in local government and to make recommendations on matters affecting their wards through the Ward Councillor. Ward committees have a critical role to play in local planning initiatives by:-

- Creating a formal communication channel and promoting co-operative partnerships between the community and the municipality;
- Mobilizing the community to participate in the IDP and budget processes.

Ward Committees are also the custodians of the Ward Based Plans especially by tracking the implementation of projects and monitoring and evaluating the outcome.

#### **2.6.3.1.4 IKWEZI REVIEW OF WSB & OUTREACH PROGRAMME**

The Department of Local Government and Traditional Affairs placed a tender notice calling for bids from potential Service Providers to assist 14 municipalities in the Province to develop Community Based Plans. Ikwezi was selected to benefit from this initiative but due to circumstances beyond the Department's control the process delayed, which prompted a partnership between ILM, CDM and DLGTA to implement the following action plan:-

- Induction of Councillors, Ward Committees and Municipal Officials on Community Based Planning processes;
- Developed and agreed on a ward engagement timetable;
- Determined roles and responsibilities;
- Mobilized the community per ward.
- Engaged with the different ward stakeholders

Community based planning has been conducted in Ward 1, Waterford, Ward 2, Ward 3, Ward 4 and Wolwefontein.

With these efforts the municipality has increased community participation and created an opportunity for the community to express their views and identify their needs. The ward engagement will also improve the communities control over planning and development that impact on their lives. The ward priorities, listed hereunder, have been considered during Steering Committee Meetings and discussed again at the IDP Representative Forum meeting held in Jansenville on 10 April 2013. A significant amount of work on the CBP approach was completed in 2012 as clearly specified above. For the IDP Review process 2013/14 the municipality has conducted sessions in wards to review the ward based priorities. During the review process, public participation was taken to another level by

conducting pre consultation sessions with Ward Committees. The approach is intended to intensify public participation and to create an environment where community members take ownership of their own development. Furthermore the municipality wants to display commitment in closing gaps between the municipality and Ikwezi Residents.

Table 71 below clearly specifies the outcomes of the session with all the four wards at Ikwezi. The municipality is intending to take IDP to the people on May during the Public Participation week as stated in the Process Plan.

**Table 71: Reviewed Ward Based Needs 2013/14**

<b>Ward 1</b>	<b>Waterford</b>	<b>Ward 2</b>	<b>Ward 3</b>	<b>Ward 4</b>	<b>Wolwefontein</b>
Water		Water		Water	Water
Water		Water		Water	
	Sanitation	Sanitation, School		Sanitation	Sanitation
Internal Roads	Provincial Gravel Road	Internal roads		Internal roads	Internal roads
Housing	Housing			Repair damaged Houses	Housing
		Clinic	Clinic	Clinic	Health
				Ambulance Service	
Job creation SMME and youth dev	Work creation & sustainable livelihoods	Job creation SMME and youth dev	Job creation SMME and youth dev	Decent work & sustainable livelihoods	Work creation & sustainable livelihoods
Skills development / Training centre			Skills development / Training centre	Skills development & Multi-centre Training centre	

		Crèche		Crèche	
Sport and Recreation (Sport field)		Sport and Recreation (Sport field & play park)		Sport and Recreation (Sport field)	
	Education	Education	Education to cater for higher learning opportunities	Education to cater for higher learning opportunities	Education
Improved safety and security	Electricity	Improved safety & security	Bank facilities	Improved safety and security	Electricity
	FBS	Memorial		Bank facilities	Land ownership

The municipality will use the reviewed ward based priorities as the basis to progressively develop a Service Delivery Implementation Plan for each ward. Also to ensure that the needs of rural wards, with developed participatory and community-based ward plans, are addressed with at least 50% of the identified priorities to receive funding by 2014.

#### **Areas of prioritized intervention**

- Maximize existing communication mechanisms to develop capacity of communities around governance issues.
- IDP Steering committee to develop an approach to craft a Service Delivery Implementation Plan for each ward including funding allocations to implement rural community actions.
- Taking IDP to the people.

#### **2.6.3.1.5 COMMUNITY DEVELOPMENT WORKERS**

Community Development Workers were introduced with the primary aim of assisting local communities in accessing government services. Four Community Development Workers, one per ward, are deployed in Ikwezi Municipality to bring government closer to the people.

The CDWs have an important role to play in supporting ward committees by:

- Ensuring that ward committees and civil society are informed on government support initiatives and services
- Providing technical support (compiling reports and documents for example) to ward committees, to monitor community projects and heighten the municipality's accountability within communities.

It was recognized that the collaboration between the municipality and CDWs needed to be approached within clearly defined terms of reference and formalize accordingly. The Municipal Manager of Ikwezi Municipality has signed a Memorandum of Understanding with DLGTA. The DLGTA is working closely with the Municipality to ensure that CDW's execute their duties efficiently.

#### **2.6.3.1.6 BARRIERS WITH REGARD TO IMPLEMENTATION OF PUBLIC PARTICIPATION CAMPAIGNS**

The Municipality does not have institutional arrangements for public participation. The idea of establishing the Unit and a dedicated official to deal with public participation is delayed due to budgetary constraints. It is a fact that the Ward System is relatively new as

it was established for the first time in the history of the municipality and therefore all the affected parties, community, ward committees, the municipality is in a learning curve about the system. The limited resources in the institution are a major handicap to effective implementation of the plans. The vastness of the area is another setback and this has a huge contribution to inability to access the farming community.

#### **2.6.4 INTER-GOVERNMENTAL RELATIONS**

The establishment of mandatory Local Municipality level IGR structures are not regulated therefore it is very difficult to enforce the participation of sector departments. To mitigate the effects on integration the municipality has called upon OTP and DLGTA to try and improve the participation of sector departments. Despite the strides made by OTP and DLGTA this issue remains a challenge.

Successful implementation of the IDP relies upon effective IGR, procurement and production processes to deliver projects within timeframes that are sustainable and regionally integrated. Local Intersectoral Steering Committee (LISSC) consisting of all sector departments, NGOs, CBOs, State Owned Enterprises and private sector has been revived and is fully operational.

Ikwezi Municipality fully participates in District IGR structures as is managing to improve integration, even at a local level. In addition the Acting Municipal Manager and Honourable Mayor are included in the composition of the Municipal Manager and District Mayor Forum's; District IDP/Steering Committee and IDP Representative Forum meetings and in committees such as DST, DCF, District Health Forum etc

More success has been achieved with local government co-operation and the Regional Cluster consisting of Sundays River Valley, Baviaans, Camdeboo and Ikwezi municipalities' have been established to manage cooperation with matters relating to Bulk Water Schemes, LED and Tourism.

Service level agreements have been entered into where services are provided by the municipality on behalf of sector departments. Service Level Agreements formulizes matters of mutual interest and have been entered into between Ikwezi Municipality, DSRAC, Department of Roads and Public Works and Cacadu DM respectively

#### **Areas of prioritized intervention**

- Establish and strengthen the IGR clusters
-

### 2.6.5 PARTNERSHIPS AND STRATEGIC RELATIONSHIPS

Ikwezi municipality has established a number of strategic partnerships to enhance technological advancement, lobby for funding and to broaden possibilities of innovation and facilitate learning. These partnerships include:

- **Rural and Urban Livelihoods (Ruliv)** – Ruliv will provide agency support in Ikwezi by mobilising human, technical and financial resources.
- **Industrial Development Corporation** – IDC has shown interest in economic development initiatives around Ikwezi, such as the “Cacadu – Ikwezi Goat and Mohair Initiative” and Solar and Wind Technology Farm Project.
- **PPC** – through Corporate Social Investment, PPC is currently investing in the Goat and Mohair Initiative (Hardwood Farm Component).
- **University of Potsdam (Germany)** – the German Ministry of Education appointed the University of Potsdam to pilot the Communal Water House Project in the Republic of South Africa. Ikwezi partnered with the **Department of Science and Technology** in this novel **Grey Water Recycling Project**. The Community Bath House has been constructed and is in use in Ward 1.
- Through Ikwezi – Cacadu Goat and Mohair Initiative in partnership with **Mohair South Africa** has been established. Ikwezi Local Municipality is training five local people in farming over a period of three years. Ikwezi Local Municipality together with Mohair South Africa will launch a shearer’s training programme in the new financial year.
- NDA-Funding Klipplaat hydroponics tunnels
- NYDA

#### 2.6.5.1 TRADITIONAL LEADERSHIP - PARTNERSHIPS

Traditional Authorities do not exist in the Cacadu area and therefore not represented on the Ikwezi Council.

### 2.6.6 MAINSTREAMING OF SPECIAL GROUPS AND CROSS CUTTING ISSUES

The following structures have been established and are being coordinated in the Office of the Mayor:-

- Ikwezi Youth Council
- Ikwezi Disabled Council
- Ikwezi Women Forum
- Ikwezi Elderly Person Forum
- Local AIDS Council

- Ikwezi Sport Council
- Ikwezi Religious Forum
- 

As with youth development, the importance of integrating SPU development initiatives into the mainstream of municipal policies and programmes are acknowledged. Similar processes will be followed with other marginalized interest groups (including women, HIV/Aids and people with special needs) now that a dedicated SPU officer has been employed. In most cases these Forums' are operating and the SPU Office is currently concentrating on strengthen these to regain functionality. The approach above requires rethinking to promote a more integrative mindset in each department. Departmental planning process should include a standard agenda item namely:

How does my programme/ project operations?

- Create jobs?
- Contribute to youth development
- Reach vulnerable groups? women
- Assisst the poor households
- Responds to the challenge of HIV/ AIDS pandemic?
- Contributes to spatial integration?
- Enhance social cohesion?
- 

#### **2.6.6.1 YOUTH**

Children and youth under the age of 20 make up 45% of the population of Ikwezi, which emphasizes the need to develop social infrastructure like recreation and sport facilities.

The Youth Development Forum has been established and was launched on December 2011. Ikwezi municipality has engaged the local youth and their main priority issues are included below:

- Lack of job opportunities and unemployment
- Teenage Pregnancy & HIV / AIDS
- Education, training and skill Development

The youth's agenda is incorporated into the IDP. The Youth Council and Ikwezi LM embarked on a drive to train young people on various skills associated with journalism (photographing, story writing and editing, identification/ collection of newsworthy items). The basic aim is to intensify public participation through the local newspaper ***Ikwezi***



**Chronicles** with the support of **GIZ** and enable the Youth to attain skills that can assist alleviate unemployment. INQUA Skills Solution has been appointed by GIZ and a photo club has been established for this purpose.

#### **2.6.6.1.1 IKWEZI DRAFT YOUTH POLICY**

The Ikwezi Draft Youth Policy 2012 has been drafted, presented to Council and adopted as a draft. A process of engagement and interaction is planned to stimulate debate around the Draft Policy before considering adoption. The Draft Policy outlines a process to establish a Youth Development Forum which will serve as a broad consultative structure and monitor the implementation of the Ikwezi Youth Policy.

It furthermore considers the composition of the Forum; Responsibility; Frequency of meetings, Sub-committees; Funding and Reporting Mechanisms.

The Policy aims to integrate youth development into the mainstream of local government policies, programmes and budgets.

#### **Main-streaming of cross cutting issues**

To maximise a high level of impact, HIV/AIDS, youth, poverty and gender issues are allocated within the various Departments in a functional manner. Although the SPU is responsible for the coordination of the development dimensions of the special programmes it cannot be expected to accomplish mainstreaming outputs on its own, therefore at Ikwezi each municipal Department is responsible to achieve the set performance targets.

In light of the above, the standard approach followed by each department in the planning process is to determine to what extent the Department's projects/programmes and operations are contributing to:-

- The creation of jobs?
- Youth development?
- The inclusion of vulnerable groups? i.e. women
- Assisting poor households?
- The mainstreaming of people affected by HIV/Aids pandemic?
- Social cohesion.

#### **COPORATE SOCIAL INVESTMENT –**

Aiding old age home

Feeding scheme

SMME partnership with big contractors

### Area of intervention

Lobby for funding in support of SPU Programme

Each Department to set targets with regard to the above.

#### 2.6.6.2 HIV/Aids

The CDM socio-economic profile suggests that the prevalence of HIV/AIDS have increase from 160 (1996) to 1 068 (2007). The percentage of people infected by HIV rose by 2.7%.

Unit	2001	2006 / 2007
Cacadu	16.5	19.0 (2004)
Ikwezi	7.55%	10.25%

**Table 72: HIV/AIDS Prevalence (Annual Ante-natal Survey-DoH)**

There are different CBO's supporting households affected by HIV/AIDS, these include:

- Masiphilisane Aids group
- Love life and Phelo care
- Hospice

Currently the municipality interacts with these special groups through Local Aids Council which is chaired by the Mayor and comprised of different stakeholders. The municipality has recently appointed a coordinator/ secretariat to ensure proper functioning of the council. This council meets once a month to discuss progress in terms of its programmes.

If the national trend is applied as a local indicator then awareness must be raised based on following most vulnerable age groups

Age group (years)	<20	20-24	25-29	30-34	35-39	40+
2006 prevalence %	13.7	28.0	38.7	37.0	29.6	21.3

**Table 2: HIV/AIDS by Age Group** (Source: National HIV/AIDS Survey – 2005)

### **Areas of prioritised intervention**

Support the functionality of the Local AIDS Council

LAC to develop a programme of action

LAC to facilitate an integrated support approach

#### **2.6.6.3 WOMAN GROUP**

As part of women's celebrations, the DSRAC supported by the municipality, called on women in the Jansenville and Klipplaat area to identify livelihood projects. Both towns identified sewing as their choice and machines were handed over on 6 May 2011.

#### **2.6.6.4 RELIGIOUS FORUM**

The Ikwezi Religious Forum was launched on the 9<sup>th</sup> December 2011.

#### **2.6.6.5 IKWEZI ELDERLY PERSON FORUM**

A meeting is scheduled for the 19<sup>th</sup> April 2012 to revive the Ikwezi Elderly Person Forum. Approximately 7.9% of the people in Ikwezi are over the age of 60.

### **2.6.7 AUDIT AND REPORTING**

Ikwezi Municipality has a functional Audit Committee and internal audit unit.

#### **2.6.7.1 AUDIT COMMITTEE**

An **Audit committee** was established 2005 for a 5-year term, ending in 2009. The contract was extended up until December 2012.

Ikwezi received an unqualified audit opinion for 2009/2010 financial year but regressed to a qualified audit report in 2010/11 and a disclaimer in 2011/12

With regard to the GAMAP / GRAP Compliance, challenges have been experienced in terms of:

- VAT
- Asset Register not being GRAP compliant
- Under spending on Capital budget
- Supply Chain Management framework.

The detailed Audit Action Plan was developed to deal with the above, its progress is monitored by Management and the Oversight Committee, on a monthly basis.

#### **2.6.7.2 INTERNAL AUDIT UNIT**

Each municipality must have an internal audit unit, which must advise the accounting officer and report to the audit committee on matters, amongst other things, on a wide range of financial management. The internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity and the council has determined that this is feasible or cost effective. The municipality has, however, opted to appoint an Internal Auditor with effect from 01 July 2011. The Municipality has capacitated this Unit by also outsourcing this job to KPMG. In addition to that Silver Solutions appointed by National Treasurer has appointed an official to be placed at Ikwezi as MFMA Advisor.

#### **IDP Assessment**

**Ikwezi** Municipality's IDP was assessed in April 2012 and there was a significant improvement on the rating of both KPA as well as the overall rating.

#### **MEC COMMENTS**

The municipality remains committed in addressing the comments raised by the MEC during the assessment in 2012. All departments affected by the comments took an initiative to come up with plans on how to respond in a positive and corrective manner to the MEC Comments. The table below specifies some of the measures:

<b>KPA</b>	<b>MEC Comments</b>	<b>Corrective intervention</b>
<b>Service Delivery &amp; Community Services</b>	<ul style="list-style-type: none"> <li>• The Disaster Management Plan looks out-dated.</li> <li>• The Disaster Management Centre does not have a plan to manage high risk development.</li> <li>• Disaster Management By- laws are not</li> </ul>	<ul style="list-style-type: none"> <li>• To review the Plan</li> <li>• The centre did not have satellite for 4 years. The reviewed Disaster Management Plan is going to address this matter</li> <li>• Available By – laws are only specifically</li> </ul>

	<p>reflected in the IDP</p> <ul style="list-style-type: none"> <li>• The municipality does not have Integrated Community Safety Plan</li> <li>• <b>The municipality</b> does not have a functional ISD Unit in place</li> <li>• <b>The municipality</b> does not have non-motorised form of transport</li> </ul>	<p>for fire services.</p> <ul style="list-style-type: none"> <li>• DSL is assisting the Municipality to develop the Plan.</li> <li>• The municipality has appointed an ISD Officer in ..... 2012</li> <li>• There is non-motorised form of transport, it is now incorporated in the IDP.</li> </ul>
<b>Financial Viability</b>	<ul style="list-style-type: none"> <li>• The Municipality is heavily dependent on grants.</li> <li>• The document is silent on capital budget plus funding source</li> </ul>	<ul style="list-style-type: none"> <li>• The municipality has tabled as draft investment strategy to the Council. The process of refining the strategy so that it can be tabled as a final document is currently underway.</li> <li>• The CFO will reflect the required information in the reviewed IDP 2013/14</li> </ul>
<b>LED and Tourism</b>	<ul style="list-style-type: none"> <li>• <b>The Municipality has no SMME Support and development plan.</b></li> <li>• <b>The municipality does not have a plan to retain the existing investment attract more investors.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>The Municipality s currently developing a plan to address this matter</b></li> <li>• <b>When the BR &amp; E Policy has been adopted then the Strategy will be developed.</b></li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>• The municipality does not have a tool to measure impact on</li> </ul>	<ul style="list-style-type: none"> <li>• The DLGTA is going to assist all municipalities with</li> </ul>

	<p>development activities</p> <ul style="list-style-type: none"> <li>• The municipality needs to reflect on the existence of the Audit Community Charter</li> <li>• The municipality needs to develop a Public/ Community Participation Strategy</li> </ul>	<p>the standard tool.</p> <p>Strategic Planning has incorporated that information.</p> <ul style="list-style-type: none"> <li>• Public Participation Policy needs to be reviewed and taken to the Council for adoption in order to develop a Strategy informed by the Policy.</li> </ul>
<p><b>Institutional Development</b></p>	<p>There must be a reflection of the structure together with the number of funded/vacant positions within the institution (Must have the organogram ready for assessment).</p> <ul style="list-style-type: none"> <li>a. Have the Top Management positions been filled</li> <li>b. Number of core function positions filled <ul style="list-style-type: none"> <li>(i) Must be budgeted for</li> <li>(ii) Must reflect on the number of vacancies (funded/unfunded) and a diagrammatic representation of this</li> <li>(iii) The must be a summary at the</li> </ul> </li> </ul>	

	end reflecting on the HR plans	

### **2.6.7.3 OVERSIGHT COMMITTEE (ANNUAL PERFORMANCE REPORT FOR 2011/12)**

The National Treasury may issue guidelines on the functioning and composition of any public accounts or oversight committee established by the council to assist it to consider the annual report. The Council Oversight Committee has been established in accordance with section 129 of the MFMA and is composed of the following members.

<b>Portfolio</b>	<b>Member</b>
Cllr J Lewis	Chairperson
Cllr M. Bornaparte	Member
Cllr. L. Ntame	Member
Cllr. B. Seekoei	Member

### **2.6.8 Policies to promote good governance**

The following plans have been developed to promote accountability and transparency.

- Fraud Prevention Plan
- Supply Chain Management Policy

#### **2.6.8.1 Fraud Prevention Plan**

The anti-Fraud and Corruption Strategy was approved by Council during 2009 and is being reviewed with the assistance of the Department of Local Government and Traditional Affairs and should be finalised by 30 June 2012.

**The objective of the Strategy is to:**

- Encourage a culture ethical behaviours of all stakeholders;

- Create a culture which is intolerant to fraud and corruption;
- Improve accountability, efficiency and effective administration;
- Improve the application of systems, policies, procedures and regulations;
- Put in place correct measures to prevent reoccurrences of fraud and corruption;
  - Prevent, deter, detect and investigate fraud and corruption;
- Encourage all employees and stakeholder to strive toward the prevention and detection of fraud and to report any potential fraud that may impact on the Municipality.
  - Take appropriate action against fraudsters, e.g. prosecution, disciplinary action, recovery of losses, etcetera; and
  - Apply sanctions, including redress in respect of financial losses.

The Plan is also intended to assist in the investigation of fraud and corruption therefore it details the necessary steps to deal with fraud and to maintain ethical conduct within the Institution.

#### **2.6.8.2 Supply Chain Management**

The staff has gained sufficient experience since the establishment of the SCM Unit in 2009/10. In 2010/11 additional capacity was gained with the appointment of a SCM Practitioner and an Administrative Officer. A finance intern has also been assigned to the SCM Unit on a rotational basis.

The municipality has formalized the following three bid committees, who are responsible for different stages of the SCM tender processes.

- Specification
- Evaluation and
- Adjudication Committees

The Finance Department finds it difficult to retain the personnel with the necessary skills, due to low packages offered to municipal employees. The municipality normally finds itself as a training ground for bigger municipalities that can afford to pay more lucrative salaries.



## 2.7 KPA 6: INSTITUTIONAL ANALYSIS

### 2.7.1 POWERS AND FUNCTIONS

The Constitution outlines the objectives of local government as follows:

- To promote democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote a safe and healthy environment and
- To encourage the involvement of communities and community organizations in the matters of local government
- 

A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution. These functions and powers are divided between the District municipality and the local municipalities established within its area of jurisdiction. Section 84(a) to (p) of the Structures Act defines the functions and the powers that are assigned to District Municipalities.

The Minister may authorize (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

The table below not only reflects the local powers and functions that Ikwezi Municipality is responsible for but also indicates the extent to which the municipality is able to perform that function within its financial and human resource means.

The MEC for Local Government adjusted the functions and powers between Cacadu District Municipality and Ikwezi as published in Provincial Gazette No. 1890 on 9 May 2008, to the extent reflected in the following table.

<b>Function</b>	<b>Ikwezi LM</b>	<b>Performing/ understand function</b>	<b>Budget available</b>
Air pollution	X	No	No
Building regulations	X	Yes	Yes
Child Care facilities	X	No	No

<b>Function</b>	<b>Ikwezi LM</b>	<b>Performing/ understand function</b>	<b>Budget available</b>
Electricity reticulation	X	Yes	Yes
Fire Fighting	X	Yes	Yes
Local Tourism	X	Yes	Yes
Municipal airports	X	No	No
Municipal Planning	X	Yes	Yes
Municipal Health Services			
Municipal Public Transport	X	No	No
Storm water	X	Yes	Yes
Trading regulations	X	Yes	No
Water (potable)	X	Yes	Yes
Sanitation	X	Yes	Yes
<b>Schedule 5 part b</b>			
Amusement facilities	X	No	No
Billboards and the display of adverts in public places	X	Yes	Yes
Cemeteries, Crematoria and funeral parlours	X	Yes	Yes
Cleansing	X	Yes	Yes
Control of public nuisances	X	Yes	Yes
Control of undertakings that sell liquor to the public	X	Yes	Yes
Facilities for the accommodation, care and burial of animals	X	No	No
Fencing and fences	X	No	No
Licensing of dogs	X	No	No
Licensing and control of undertakings that sell food to the public	X	No	No
Local amenities	X	Yes	Yes
Local sport facilities	X	Yes	Yes
Markets	X	No	No
Municipal abattoirs	X	Yes	Yes
Municipal parks and recreation	X	Yes	Yes
Municipal roads	X	Yes	Yes

Function	Ikwezi LM	Performing/ understand function	Budget available
Noise pollution	X		
Pounds	X	No. Do not have any pounds	No
Public places	X		
Refuse removal, refuse dumps and solid waste disposal	X	Yes	Yes
Street trading	X	Yes	Yes
Street lighting	X	Yes	Yes
Traffic and parking	X	Yes. No provision on organogram	Yes

### 2.7.1.1 BY-LAWS AND POLICIES

Ikwezi Municipal council have promulgated the following By-laws and adopted the Policies listed hereunder.

Advertising Signs	Indigent Support Policy	Solid Waste Disposal
Community Fire Services	Leave Policy	Street Trading
Customer Care and Revenue Management	Liquor Trading	Storm water Management
Electricity Supply	Outdoor advertising and signage	Tariff Policy
Fences and Fencing by-laws	Public Amenities	Water Supply and Sanitation Services
Impoundment of Animals		

## 2.7.2 IKWEZI INSTITUTIONAL OVERVIEW

### 2.7.2.1 OFFICE ACCOMMODATION

The administrative and political seat is in Jansenville with a satellite administrative unit located in Klipplaat. There is a lack of sufficient office space in Jansenville for the entire staff component resulting in the Infrastructure Directorate being accommodated in a separate locality. At the main Administrative Office, staff members are in some cases required to share office space, creating cramped working conditions.

### 2.7.3 IKWEZI ORGANISATIONAL OVERVIEW

One of the key 2014 targets linked to Outcome 9 is that the municipality's, top six posts must be filled with competent and qualified staff. The top structure of the organogram makes provision for a Municipal Manager, a Director for Finance & Administration (CFO-Vacant) , Director for Infrastructure & Community Development and Director Strategic Support. In compliance with the 2014 target it will be necessary for the following middle management post are filled namely, LED and Tourism Manager. Strategic Planning Manager; Community Development Manager and Corporate Services Manager all filled

The Organogram for Ikwezi Municipality was adopted by Council on 01 March 2011

**Table no. 72: Staffing position as at February 2013.**

Number of approved position	Total number currently employed	Number of vacant positions	% posts filled
127	65	62	51%

#### **Source Ikwezi Local Municipality - HR**

Based on a proposed benchmark of 1 municipal official for every 146 residents, Ikwezi Municipality has a staff per capita ratio of 1:177. The staff to resident ratio is satisfactory and should not have an adverse effect on the provision of municipal services. The Municipality has a very high vacancy rate and only 65 of the 127 approved positions are filled, which translates into a vacancy rate of 49%. As most of the vacant posts are situated in the Infrastructure and Community Development Department it is concluded that it will have a detrimental effect on service delivery.

A HR Action Plan was developed to recruit and fill the two critical key and general worker posts in the infrastructure and Community Development Department.

The filling of a Municipal Manager and Director for Infrastructure has progressed and the appointments have been effected. Funding has also been earmarked for six general workers to strengthen the refuse removal services at Jansenville and Klipplaat.

### Areas of prioritized intervention

- Implement the Action Plan to fast track the filling of critical key and general worker posts.

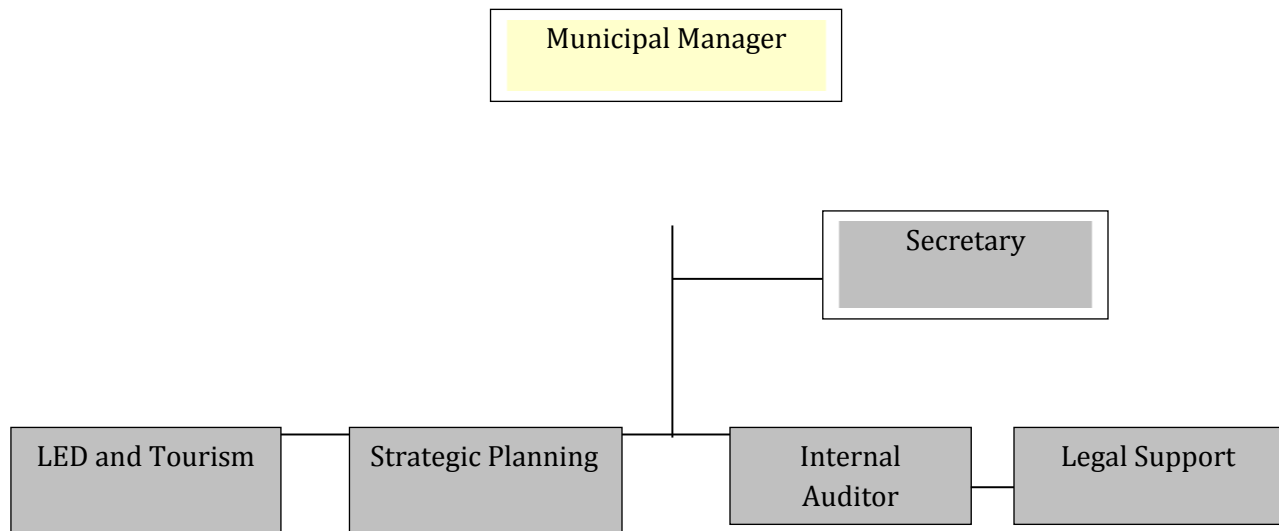
The Municipalities organizational structure comprises 127 positions, which are divided into the following Departments

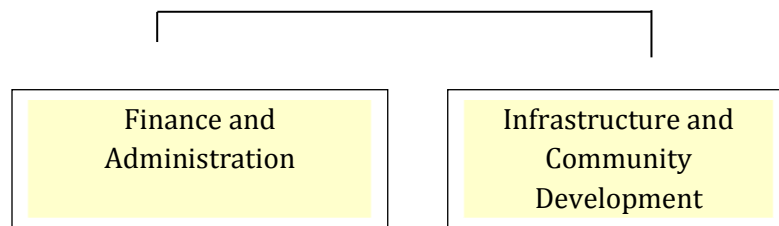
- ⇒ Office of the Municipal Manager
- ⇒ Infrastructure and Community Development
- ⇒ Financial and Administration
- ⇒

The organizational structure of the municipality is indicated on figure below

**Figure 16: Organizational Structure**

### ORGANISATIONAL STRUCTURE





The tables below reflect the post description and whether that position is vacant or filled, per department:-

### 2.7.3.1 OFFICE OF THE MAYOR

The Special Programmes Unit resorts under the Office of the Mayor.

Department	No. of posts	Post Description	Filled posts	Vacant posts
Office of the Mayor	01	SPU officer	01	-
<b>Sub-total</b>	<b>01</b>		<b>01</b>	<b>0</b>

### 2.7.3.2 OFFICE OF THE MUNICIPAL MANAGER

The Office of the Municipal Manager has 13 posts in total and 46.1% (06) are filled. Apart from the sub-directorates' that report directly to the Municipal Manager, the Office of the Municipal Manager consists of 02 posts. The Municipal Manager's post became vacant during December 2011 and the interviews have been undertaken. The LED/Tourism Manager is currently carrying out the duties of the Municipal Manager in an acting capacity.

Department	No. of	Post Description	Filled	Vacant	Budgete
------------	--------	------------------	--------	--------	---------

	posts		posts	posts	d for
Office of the Municipal Manager	01	Municipal Manager	01	00	Yes
	01	Personal Assistant / MM	01		
<b>Sub-total</b>	<b>02</b>		<b>02</b>	<b>00</b>	

The under mentioned sub-directorates, each managed by a manager, resort directly under the Office of the Municipal Manager;

- ⇒ LED and Tourism
- ⇒ Strategic Planning
- ⇒ Legal Unit
- ⇒ Internal audit

#### 2.7.3.2.1 LED AND TOURISM

The Local Economic Development sub-directorate has 6 posts of which 66% are filled

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
LED and Tourism Services	06	Posts:-			No
		1 x LED and Tourism Manager	-	01	
		1 x Administration Officer	-	01	
		1 x Tourism officer;	01	01	
		1 x Agricultural Specialist	01	-	
		1 x SMME Officer	01	-	
1 x LED Officer	01	-			
<b>LED and Tourism</b>	<b>06</b>		<b>05</b>	<b>01</b>	<b>No</b>

### 2.7.3.2.2 STRATEGIC PLANNING

The Strategic Planning sub-directorate has 3 posts of which 33.3% are filled.

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
Strategic Planning	03	Posts:- 1 x Strategic Planning Manager 1 x Communications and IGR Practitioner.  1xPerformance Management Practitioner	01	- 01 01	To be filled by an Intern  No
Strategic Planning	<b>03</b>		<b>01</b>	<b>02</b>	<b>01</b>

### 2.7.3.2.3 LEGAL SERVICES

The Legal Services sub-directorate has 1 post and it is vacant.

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
Legal Services	<b>01</b>	Posts:- 1 x Legal Manager	<b>01</b>		<b>YES</b>



<b>Total</b>	<b>01</b>		<b>0</b>	<b>01</b>	<b>YES</b>
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#### **2.7.3.2.4 INTERNAL AUDIT**

The Internal Audit sub-directorate has 1 post and it is vacant.

<b>Department</b>	<b>No. of posts</b>	<b>Post Description</b>	<b>Filled posts</b>	<b>Vacant posts</b>	<b>Budgeted for</b>
Internal Audit Services	<b>01</b>	Posts:- 1 x Internal Audit Manager	<b>01</b>	<b>0</b>	<b>YES</b>
<b>Total</b>	<b>01</b>		<b>01</b>	<b>0</b>	<b>YES</b>

#### **2.7.3.3 INFRASTRUCTURE AND COMMUNITY DEVELOPMENT**

The Infrastructure and Community Development Department has 84 posts in total and 46% (39) are filled.

The following sub-directorates fall under the Department of Infrastructure and Community Development;

- ⇒ Infrastructure Jansenville
- ⇒ Infrastructure Klipplaat
- ⇒ Infrastructure (Electricity and PMU)
- ⇒ Community Development

##### **2.7.3.3.1 INFRASTRUCTURE JANSENVILLE**

The Jansenville Infrastructure Sub-directorate has 34 posts, of which 59% are filled

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
Jansenville Infrastructure	34	Posts;			Yes
	1	1 x Infrastructure Director	01	-	
	4	1 x Foreman Water and San	01	-	
	6	1 x Foreman Refuse, Roads and Storm water	01	-	
	5	1 x workshop Mechanic	-	01	
	8	1 x Artisan Plumber	-	01	
	17	1 x Artisan	-	01	
	2	1 x Administration Officer	-	01	
	3	1 x storeman	01	-	
	12	1 x Waste Water Treatment Plant Operator	-	01	
	10	2 x Water Treatment Plant Operator	-	01	
	16	1 x Driver Roads & Stormw	01	-	
	11	1 x Driver Sanitation	01	-	
	7	1 x Driver Water	01	-	
	14	1 x Driver Refuse	01	-	4
	15	8 x Refuse Workers (GW)	01	-	
	10	3 x Gen Workers Water	08	-	
	13	06 x General Workers Sanitation	03	-	
	18	2 x General Workers R&S	06	-	
		Library Services	-	-	
				<b>14</b>	<b>5</b>

### 2.7.3.3.2 INFRASTRUCTURE KLIPPLAAT

The Klipplaar Infrastructure Sub-directorate has 30 posts, of which 43% are filled.

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
Klipplaar Infrastructure	30	Posts;			
	1	1 x Senior Foreman	01	-	
	3	1 x Foreman Water and San	01	-	
	4	1 x Foreman Refuse, Roads and Storm water	01	-	
	2	1 x Storeman 1 x Artisan Plumber 1 x Artisan	01	-	
	6	2 x Waste Water Treatment Plant	-	01	
	15	Operator	-	01	
	10	2 x Water Treatment Plant Operator	-	02	
	8	1 x Driver Roads & Storm Water 1 x Driver Sanitation 1 x Driver Water 1 x Driver Refuse	01	01	
	14	7 x Refuse Workers (GW)	-	01	
	9	3 x General Workers Water	01	-	
	5	04 x General Workers Sanitation	-	01	
	12	02 x General Workers	01	-	

	13	R&S	03	04	02
	7	Library Services	-	03	
	11		03	01	
	16		-	02	
<b>Sub-total</b>	<b>30</b>		<b>13</b>	<b>17</b>	<b>02</b>

### 2.7.3.3.3 ELECTRICAL AND PMU

The Electrical and PMU Sub-directorate have 10 posts, of which 40% are filled

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
	10	Posts:			
	1	1 x Senior Foreman	01	-	
	2	1 x Senior Foreman Electrical	01	-	
	3	1x PMU Tech Manager	-	01	
	4	1 x ISD Officer	-	01	
	5	2x Artisan Electricians'		02	
	6	4 x General Workers Electrical	02	02	
<b>Sub-total</b>	<b>10</b>		<b>04</b>	<b>06</b>	<b>0</b>

### 2.7.3.3.4 COMMUNITY DEVELOPMENT

The Community Development Sub-directorate has 10 posts, of which 20% are filled

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
Community Development Sub-directorate	10	Posts;			
	1	1x Comm. Dev. Manager	01	-	
	3	1 x Senior Fire & Law Enforcement	01	-	
	5	2 x Fire and Law Enforcement Officer	-	02	
	2	1 x Sport Arts and Culture Officer	-	01	
		1 x Environment Health Practitioner		01	
	4	2xCaretakers Cemeteries	-		
	6	2 x Caretakers Waster and Disposal Site	-	02	
	7		-	02	
<b>Sub-total</b>	<b>10</b>		<b>02</b>	<b>08</b>	<b>0</b>

### 2.7.3.4 FINANCE AND ADMINISTRATION DEPARTMENT

The Chief Financial Officer is responsible for Corporate Services and Municipal Treasury which includes the management of Municipal assets & risks, revenue, debt collection, meter reading, IT, SCM, cashiers, expenditure, salaries and wages, payment of creditors, insurance and valuations.

The Finance and Administration Department has 29 posts in total and 65.5% (19) are filled.

#### 2.7.3.4.1 FINANCE SECTION

The Finance sub-section has 16 posts of which 69% (11) are filled.

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
Municipal Treasury	1	Director Finance &	01	-	
	2	Admin CFO			
	7	1 x Personal Assistant	-	01	
	3	1 x Expenditure	-	01	
	5	Accountant;			
	6	1 x Assistant Director	01	-	
	4	1 x Budget and Treasury	01	-	
	8	Office	01	-	
	11	1 x Revenue Accountant			
	10	1 x Supply Chain	01	-	
	9	Practitioner	01	-	
	15	1x Supply Chain Admin			
	14	Officer	01	-	
	13	1 x Sen. Expenditure			
	12	Clerk	01	-	
	1 x Sen. Revenue Clerk	01	-		
	1 x Credit Control clerk	01	-		
	1 x Creditors Clerk	-	01		
	1 x Expenditure Clerk	02	-		
	2 x Cashiers				
<b>Sub-total Treasury</b>	<b>16</b>		<b>11</b>	<b>05</b>	<b>0</b>

#### 2.7.3.4.2 CORPORATE SERVICES

Corporate Services is a sub-directorate, headed by a manager and resorts directly under the Office of the CFO;

The Corporate Services section has 13 posts of which 61.5% (8) are filled.

Department	No. of posts	Post Description	Filled posts	Vacant posts	Budgeted for
Corporate Services	13	Posts:- 13 1 x Corporate Services Manager 1 x Human Resource Practitioner 1 x Auxiliary Services 1 x Registry Clerk 1 x Committees Clerk 2 x Librarian 1 x Receptionist 2 x Cleaners 1 x Messenger 2 x Security Guards	01 - - 01 - 01 - 02 01 02 - -	- 01 01 - - - - - 01 02	
<b>Sub-total Corporate Services</b>	<b>13</b>		<b>08</b>	<b>05</b>	<b>0</b>

#### 2.7.4 INSTITUTIONAL (HR) POLICY DEVELOPMENT

During the 2011 financial year, the Department of Local Government and Traditional Affairs assisted Ikwezi municipality to draft a Human Resource Plan. The former council adopted the draft HRP during 2010 and the municipality has work-shopped the draft HRP with the staff.

In addition the following administration and human resources policies have been developed by the Municipality;

ADOPTED POLICIES	DRAFT POLICIES
<ul style="list-style-type: none"> <li>⇒ HIV/AIDS Policy</li> <li>⇒ Overtime: Policy and Control</li> <li>⇒ Promotion and Transfer</li> <li>⇒ Recruitment and Selection policy</li> <li>⇒ Succession Planning</li> <li>⇒ Training and Development Policy</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Attendance and Punctuality;</li> <li>⇒ Employment Equity Policy;</li> <li>⇒ Staff Retention Policy; and</li> </ul>

The municipality invests capital and time in building capacity of recruited personnel but then is often faced with key staff members resigning and moving on to better paying, larger municipalities. In a small municipality like Ikwezi, the effect can be devastating both at a strategic and operational level. This has prompted the municipality to develop the following two strategies to try and circumvent some these effects.

#### **2.7.4.1 RECRUITMENT AND RETENTION POLICY**

The Recruitment and Selection Policy was adopted by Council on 30 July 2009 The aim of the policy is to guide line managers and the Human Resource Department to attract the best candidate for the job and develop the skills of the selected employee. Ikwezi has adopted the following strategies to enhance the retention of staff:-

- Identified targeted skills (scarce and valued skills) to be retained
- Recruitment to be guided by clear core competencies required to retain scarce and valued skills
- Expose new staff to an induction process
- Reward high performers and value creators within Ikwezi Municipality.
- Provide growth opportunities and skill development. (Career-pathing)
- Conduct exit interviews and analyze reasons to inform evolving retention interventions.

#### **2.7.4.2 SUCCESSION POLICY**

Ikwezi municipality has a Succession Plan which acknowledges key positions and seeks to identify potential talent from within the institution, to groom such employees in a



systematic way to fill key positions. It further aims to create a well-trained cadre that are experienced and motivated to step up to the plate when needed.

### 2.7.5 EMPLOYMENT EQUITY PLAN

A five-year Employment Equity Plan was developed for the period 2009 to 2014, as prescribed by the Employment Equity Act, No. 55 of 1998. The Municipality's employment equity plan is out-dated and is being updated for submission to the Department of Labour.

The table below depicts the Equity profile in Ikwezi municipality as at 31 December 2011.

**Table 73: Ikwezi Equity Profile**

	Africans	Coloureds	Whites	Total	Percentage
LED					
Females	2	0	0	2	
Males	2	0	1	3	
<b>Total</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>5</b>	
MM Office					
Female	2	1		3	
Male	3	1		4	
<b>Total</b>	<b>5</b>	<b>2</b>		<b>7</b>	
Finance and Administration					
Female	7	3	1	11	
Male	4	1	0	5	
<b>Total</b>	<b>11</b>	<b>4</b>	<b>1</b>	<b>16</b>	

Infrastructure and Community Service					
Female	0	1	0	1	
Male	20	19	1	40	
<b>Total</b>	<b>20</b>	<b>19</b>	<b>1</b>	<b>40</b>	

### Areas of prioritized intervention

Review the Employment Equity Plan 2012/13 and submit by October 2012

#### 2.7.6 SKILLS DEVELOPMENT AND TRAINING

All skills development activities are managed in term of the annual Workplace Skills Plan, as required by the Local Government SETA (LGSETA). The plan aims to address the skills shortage within the municipality. The post has recently been filled and it is therefore unclear as to the status around the latest submission of the WSP. To address the gap the Human Resource Department conducted a skills audit exercise during February 2012 that will respond to deficiencies identified around scarce skills and address the training needs of employees.

The response will form the basis of the training programme for the 2012/13 financial year. As prescribed in the Skills Development Act, this will be followed by the development and submission of the Ikwezi Workplace Skills Plan by June 2012.

### Areas of prioritized intervention

Develop and submit the WPSP for 2012/13 by 30 June 2012 and the 2013/14 by June 2013.

During the 2011/12 financial year an amount of R200, 000.00 was allocated for training purposed.

This funding has ensured the training and skills development as listed below.

Course / Learnership	Department	Participant	NQF Level
HR Leave Module	HR and Corporate	3	N/A

	Services		
Payroll Module	Finance	3	N/A
Budget Schedule	Finance	2	N/A
E-NATIS	Finance	3	N/A
Fire Fighting Training	Infrastructure and Community Development	3	N/A
Lic NQF 7 Training	Infrastructure Department	3	7
Leadership Development Training	Administration, Finance, MM's Office and Community Development	6	
Local Government Accounting Certificate	Finance	2	3
SAICA Delitte	Finance	8	6
CIDB	Supply Chain and Infrastructure	3	N/A
LED Learnership	LED	1	5

### **2.7.6.1 SKILLS ENHANCEMENT**

Ikwezi municipality is supporting the utilization of interns to enhance internal human resource capacity as outlined below:-

- Two IT interns.
- Two financial interns
- One electrical engineering intern.
- One assigned to the Human Resource Departmen

### **2.7.7 PERFORMANCE MANAGEMENT**

Council adopted Performance Management System as a service delivery. Performance assessment of section 57 set although not as periodically as prescribed. During the second half of the reporting financial year, the assessments set accordingly.

Some of the challenges include:

- Due to high staff turnover of accounting officers and section 57 employees the PMS has never been functioning (too few assessments, no submission of portfolio of evidence)
- Some employees are functioning without job descriptions
- Framework does not provide for priorities, objectives, indicators and targets
- PMS focuses only on Section 57 employees
- Revenue base is very low and qualified employees cannot be retained
- No clause in the policy that guides the audit committee
- Lack of PMS administrative capacity
- E-system is not functioning effectively
- Municipal officials and the politicians do not understand the PMS completely
- No clear alignment with IDP, SDBIP, Budget and PMS
- Linkages between individual performance and organizational performance are unclear.

#### **Overview of System**

Performance Management in Local Government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standards of performance through the following:

- Increased accountability and transparency.
- Provision of a platform for learning and development.
- Facilitation of decision making through the clarification of goals and priorities.
- Provision of early warning signals highlighting underperformance.
- Continual assessment of the performance of the Municipality so as to assess areas requiring improvement.
- Creation of a culture of performance of the Municipality amongst all officials.

The function of performance management and its use by officials thereof is regulated by the following legislation:

- The Municipal Systems Act (32/2000).
- The Municipal Planning and Performance Management Regulations (2001).
- The Municipal Finance Management Act (56/2003).
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006).

Legislation states that key performance indicators and targets must be formulated and delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in chapter six and also from needs identified in the Institutional plan. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The utilization of the SDBIP is how institutional performance management is monitored. The SDBIP is then transformed into a personalized performance management system for each and every official through the delegation of activities included in the SDBIP, and as agreed in individual performance plans. As every activity of Ikwezi is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance. For Ikwezi to succeed in its objectives, it depends on the performance of each employee.

Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report.

#### Strategic objectives of performance management within Ikwezi local municipality

The department of local government has legislated a comprehensive and elaborate system of monitoring the performance of municipalities and individuals in those municipalities. The purpose of the performance management system is to enable continuous monitoring of the municipality to ensure that their key objectives have been realized within the necessary timeframes and budgets. The core of performance management is the development of key performance areas (KPA's) and key performance indicators (KPI's) as instruments to assess the performance of the municipalities and their employees. These KPA's and KPI's are crucial in ensuring that complex socio-economic and technological developmental issues are easily quantified and measured. These KPA's and KPI's are therefore key components to ensure that a proper assessment can be conducted on the municipalities to determine their impact on improving the lives of the communities in which

Ikwezi Local municipality is in the process of institutionalizing performance management to enhance service delivery within its jurisdiction. The Municipal Systems Act 32 of 2000 (Section 38) states that "A municipality must establish a performance management system that is (i) Commensurate with its resources, (ii) Best suited to its circumstances and (iii) In

line with the priorities, objectives, indicators and targets contained in its integrated development plan. A municipality must promote a culture of performance management among its political structures, political office bearers and councillors and in its administration and administer its affairs in an economical, effective, efficient and accountable manner.”

Hence, the ultimate objective of implementing a Performance Management System in Ikwezi, beyond fulfilling legislative requirements is to serve as a primary mechanism in achieving Ikwezi’s Strategic Objectives as articulated in the integrated developmental plan, and in so doing ultimately improve the quality of life of its community by enhanced delivery of services in an effective and efficient manner.

The principles that have guided government and municipalities to effect the essential changes in municipal Performance Management Policies are contained in the Constitution (1996), the White Paper on Local Government as well as the Batho Pele White Paper (1998). The Municipal Systems Act 2000, Municipal Finance Management Act 2003 as well as the Municipal Performance Regulations of 2001 and 2006 have resulted in a uniform performance management system to be adopted by Ikwezi Local Municipality as governed by the Department of Local Government.

The performance management system in Ikwezi Local Municipality is currently been implemented in the following manner:

- Targets are set and there is the monitor and review of the performance of Ikwezi Local Municipality based on indicators linked to their Integrated Development Plan (IDP)
- An annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA) is published.
- An audit of all performance measures is conducted continuously.
- The Ikwezi Local Municipality annual performance report is audited by the Auditor-General.
- The community is involved in setting indicators and targets and reviewing municipal performance through the IDP processes as well as the involvement of councillors during the Evaluation of individual performance.

In terms of the Municipal Systems Act of 2000, Council has adopted a Performance Management Systems Process Plan. This document serves, as an annexure to the Performance Management Policy Framework. The Performance Management Process Plan

guides Ikwezi Local Municipality with the preparation and the implementation of an institutional and individual Performance Management System.

The PMS framework details the implementation of the PMS, as well as the procedures and processes of maintaining the PMS. As mentioned earlier the primary objective of the PMS framework is to assist Ikwezi Local Municipality in achieving its strategic objectives as articulated in the Integrated Development Plan (IDP), resulting in improved quality of life of its community by enhanced service delivery in an effective and efficient manner.

The PMS framework deals with the following components:

- The legislative requirements which a performance management system will need to comply with.
- The characteristics and objectives that dictates the development and the use of the system within the municipality.
- Linking institutional performance with individual performance.
- The philosophy underlying the PMS.
- Adopting the balance scorecard as an approach and methodology.
- The linking of the IDP and Budget to the PMS.
- The Service Delivery and Budget Implementation Plan link to the PMS.
- The roles and responsibilities of the various key stakeholders within the PMS process.

The abovementioned Performance Management Policies and Process Plan are available at the office of the Municipal Manager.

### **Future implementation**

The present goal is to ensure achievement of an unqualified Audit Report for Performance Measures thereby proving full compliance with all requirements in terms of Performance Management

The above objective will be substantially addressed in this financial year, following extensive preparation the previous financial year. The entire administration will be exposed to a performance management system that ensures quarterly interaction between manager and employee.

Service providers are in the process of being appointed to develop a comprehensive performance management system for the Ikwezi Local Municipality. In anticipation of such a draft institutional scorecard / service delivery and budget implementation plan (SDBIP)

has been developed, the details of which are reflected overleaf, linking where possible the development priorities, objectives, strategies and projects to performance measures. The municipality has not managed to implement Performance management system to the second layer of the management.

**Standard key performance indicators for all Section 56 / 57 employees should include:**

- Efforts to increase streams of revenue for projects / actions that have “bracketing” amounts in the project register
- Mainstreaming of cross cutting issues (Departmental achievements in terms of HIV/AIDS, Gender, Youth, LED etc.)
- Skills development that support the IDP objectives
- Legal compliance including the review of sector plans as required
- Effective administration of department
- Implementation / visible evidence of Batho Pele principles



# CHAPTER THREE

## 3.1 STRATEGIC FRAMEWORK

The previous Chapter comprises of an in-depth status quo and gap analysis based on the needs of the people and priority setting. This Chapter acknowledges that Local Government has become more 'outcomes-driven' and the Strategic Framework will set the context for this to be realised. Cognizance was taken of the development approach contained in the following Policies and Frameworks, whilst Ikwezi municipality crafted its Local Strategic Framework:-

- National, Provincial and District Policy Frameworks;
  - NSDP
  - Akgisa
  - Millennium Development Goals (MDG's)
  - National Medium Term Strategic Framework (MTSF) 2009 - 2014
  - 12 National Outcomes Approach
  - Provincial Growth and Development Plan (EC)
  - Provincial Strategic Framework June 2009
  - Reviewed Provincial Strategic Framework (Priorities) 2011
  - Cacadu District Municipality Priorities and Objectives 2012/13
- Confirmation of the vision statement;
  - Ikwezi Vision
  - Ikwezi Mission
- level of synergy between National, Provincial and Ikwezi municipality's priorities and objectives ; and
- develop strategies to address the objectives

## 3.2 STRATEGIC ALIGNMENT WITH OTHER SPHERES OF GOVERNMENT.

### 3.2.1 POLICY FRAMEWORK

The following section provides an overview of the National and Provincial Policies and Frameworks that has a direct impact on the local government planning undertaken by Ikwezi.

### **3.2.1.1 The National Spatial Development Perspective (NSDP)**

The NSDP contains the following principles:

- Principle 1: Rapid Economic growth that is sustained and inclusive is a pre-requisite for the achievement of poverty alleviation.
- Principle 2: Government has a constitutional obligation to provide basic services to all citizens.
- Principle 3: In addition to the above, Government spending on fixed investment should be focused on localities of economic growth and / or economic potential in order to:
  - gear up private sector investment,
  - stimulate sustainable economic activities and
  - create long-term employment opportunities.
- Principle 4: Efforts to address past and current social inequalities should focus on people not places.
  - In localities where there are both high levels of poverty and development potential, Government spending should include fixed capital investment beyond basic services to exploit that potential.
  - In localities with low development potential, Government spending should focus on providing social transfers, human resource development and labour market intelligence which would enable people to make choices; become more mobile and migrate to localities that are more likely to provide sustainable employment or other economic opportunities
  - Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities.
  
- Principle 5: In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.
  - Infrastructure investment should primarily support localities that will become major growth nodes in SA and SADC region to create regional gateways to the global economy.

### **3.2.1.2 Accelerated and Shared Growth Initiative (ASGI-SA).**

The following broad national goals were agreed up in ASGI-SA, and are encompassed in the Policy Framework of the Provincial Spatial Economic Development Strategy:

- Accelerated growth in the economy to more than 4,5 % in the period 2009, and more than 6 % from 2010 to 2014.
- Reduce the gap between the first and second economies, and halve poverty and unemployment by 2014.
- Ensure that social security reaches all who are eligible.

### **3.2.1.3 Provincial Growth and Development Plan, 2004 - 2015**

The Eastern Cape Provincial Growth and Development Plan (PGDP) outline the framework for development in the province. The long-term vision of the PGDP, aims to achieve the provincial objectives, over a ten to twenty-year period. The foundation and core objectives of the PGDP are reflected below:-

- Systematic poverty eradication
- Agrarian transformation and household food security
- Development and diversification of the manufacturing base and tourism potential
- Human resource development
- Infrastructure development
- Public sector and institutional transformation

### **Millennium Development Goals (MDG's)**

MDG's are eight goals that all 189 UN member states signed in September 2000. Signed and adopted by the world leaders from developed and developing countries, the MDG's are both global and local, tailored by each country to suit specific development needs making sure that the Human Development reaches everyone and everywhere by 2015.

South Africa has an obligation to commit on eight Millennium Development Goals developed by the United Nations. The link between the MDG's and the strategic framework for South Africa has a potential to assist the country to achieve its objective in addressing the pressing issues in communities.

### **The MDG's are:**

1. To eradicate extreme poverty and hunger

- 2.To achieve universal primary education
- 3.To promote gender equality and empower women
4. To reduce child mortality
5. To improve maternal health
6. To combat HIV/ AIDS, malaria and other diseases
7. To ensure environmental sustainability
- 8.To develop a global partnership for development

### Strategic Alignment Of Millennium Development Goals

<b>ELEMENTS OF MTSF</b>	<b>MDG's</b>	<b>Provincial Priority</b>	<b>12 National Outcomes</b>	<b>Ikwezi Priorities</b>
Priority 1 : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	MDG 1, MDG 2, MDG 3, MDG 8	PP 1	NO 4	MP 1
Priority 2 : Massive programme to build economic and social infrastructure	MDG 1, MDG 3, MGD 8	PP2	NO 4, 6	MP1, MP 2
Priority 3 : Comprehensive rural development strategy linked to land and agrarian reform and food security	MDG 1, MDG 2, MDG 7	PP 3	NO 7	MP1

Priority 4 : Strengthen the skills and human resource base	MDG 2	PP4	NO 5, NO 1	MP 4
Priority 5 : Improve the health profile of all South Africans	MDG 4, MDG 5, MGD 6	PP 5	NO 2	MP5
Priority 6 : Intensify the fight against crime and corruption	MDG 2, MDG 3	PP 6	NO 3	MP 5
Priority 7 : Build Cohesive, caring and sustainable communities	MDG 2, MDG 3, MDG 7	PP 8	NO 8	MP 5
Priority 8 : Pursuing African advancement and enhanced International cooperation	MDG 8	PP 7	NO 11	MP 3
Priority 9 : Sustainable resource management and use	MDG 7	PP 1	NO 10	MP 1
Priority 10 : Building a developmental state including improvement of public services and strengthening democratic institutions	MDG 1, MDG 2, MDG 3, MDG 8	PP 7	NO 12, 09	MP 3

### 3.2.1.4 Medium Term Strategic Framework 2009 - 2014

The 2009 electoral mandate was translated into the Medium Term Strategic Framework. The main purpose is to guide planning and resource allocation across all spheres of government, that address the following ten

### **(10) National Strategic Medium Term Priorities-**

1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods:
2. A massive programme to build economic and social infrastructure
3. Comprehensive rural development strategy linked to land and agrarian reform and food security
4. Strengthen the skills and human resource base
5. Improve the health profile of society
6. Intensify the fight against crime and corruption.
7. Build cohesive, caring and sustainable communities
8. Pursue regional development, African advancement and enhanced international cooperation.
9. Ensure sustainable resource management and use
10. Build a developmental state including improvement of public services and strengthening democratic institutions:

<b>ELEMENTS OF MTSF</b>	<b>MILLENIUM DEVELOPMENT GOALS</b>
Priority 1 : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	MDG 1, MDG 2, MDG 3, MDG 8
Priority 2 : Massive programme to build economic and social infrastructure	MDG 1, MDG 3, MGD 8
Priority 3 : Comprehensive rural development strategy linked to land and agrarian reform and food security	MDG 1, MDG 2, MDG 7
Priority 4 : Strengthen the skills and human resource base	MDG 2
Priority 5 : Improve the health profile of all South Africans	MDG 4, MDG 5, MGD 6
Priority 6 : Intensify the fight against crime and corruption	MDG 2, MDG 3
Priority 7 : Build Cohesive, caring and sustainable communities	MDG 2, MDG 3, MDG 7
Priority 8 : Pursuing African advancement and enhanced International cooperation	MDG 8
Priority 9 : Sustainable resource management and use	MDG 2, MDG 3, MDG 7
Priority 10 : Building a developmental state including improvement of public services and strengthening democratic institutions	MDG 1, MDG 2, MDG 3, MDG 8

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### 3.2.1.5 Twelve (12) National Outcomes Approach

During the 2009/10 financial year the National Planning Strategy and the 12 National Outcomes approach was developed. These do not only clarify what, but also how, government is expected to achieve these priorities, including the measure of success. It is important to note that the purpose of the outcome appraisal is not only to measure outcomes but will also act as a mechanism to guide policy implementation. A corresponding 5-year Medium Term Expenditure Framework has been developed that reflects broad indicative expenditure trends. It is clear that the planning framework is premised on a multi-year approach for the formulation of plans and budget allocations that are geared to realize the intended strategic objectives.

#### The 12 National Outcomes

Nat. Outcome	National outcomes		
N01	Quality basic education	N07	Vibrant, equitable, sustainable rural communities contributing towards food security for all
N02	A long and healthy life for all SA	N08	Sustainable human settlements and improvement quality of household life
N03	All people in SA are and feel safe	N09	Responsive, accountable, effective and efficient Local Government Systems
N04	Decent employment through inclusive economic growth	N010	Protect and enhance our environment assets and a better world
N05	Skilled and capable workforce to support an inclusive growth path	N011	Create a better SA, a better Africa and a better world
N06	An efficient, competitive and responsive economic infrastructure network	N012	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Provincial five-year strategic plans must take these medium term imperatives into account. Likewise municipal IDPs must also be in line with the National priorities.

### **3.2.1.6 Provincial Strategic Framework 2009**

The Eastern Cape Provincial Strategic Framework (PSF) was adopted by the Executive Council in June 2009. The province identified the following eight priorities out of the ten listed above

1. Speeding up growth and transforming the economy to create decent work and sustainable livelihoods (PO1)
2. Massive programme to build social and economic infrastructure (PO2)
3. Rural development, land and agrarian reform and food security (PO3)
4. Strengthen education, skills and human resource base (PO4)
5. Improve the health profile of the Province (PO5)
6. Intensifying the fight against crime and corruption (PO6)
7. Building a developmental state and improving the public service, and strengthening democratic institutions (PO7)
8. Building cohesive, caring and sustainable communities. (PO8)

#### **3.2.1.6.1 Reviewed Provincial Strategic Framework 2011**

Developments at both national and provincial level warranted a need to review the Eastern Cape Strategic priorities in order to respond to the policy environment and alignment to the National Outcomes. Development programmes must be crafted to address the following renamed and reshaped provincial strategic priorities, as paired with the National Outcomes that are to be focused upon until the end of the 2014 term.

<b>Nat. Outcome</b>	<b>National outcomes</b>	<b>Prov. Priority</b>	<b>Reviewed Provincial Priorities</b>	<b>Clusters</b>
N01	Quality basic education	PP4	Quality basic education, skilled and capable workforce to support an inclusive growth path	Social & Gov & Admin
N02	A long and healthy life for all SA	PP5	A long and healthy life for all people of the province.	Social
N03	All people in SA are and feel safe	PP6	All people in the Province are and feel safe	Security



N04	Decent employment through inclusive economic growth	PP1	Decent employment through inclusive economic growth with environmental assets and natural resources that is well protected and continually enhanced.	Econ Dev
N05	Skilled and capable workforce to support an inclusive growth path	PP4	Quality basic education, skilled and capable workforce to support an inclusive growth path	
N06	An efficient, competitive and responsive economic infrastructure network	PP2	An efficient, competitive and responsive economic infrastructure network	Econ Dev
N07	Vibrant, equitable, sustainable rural communities contributing towards food security for all	PP3	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Econ Dev
N08	Sustainable human settlements and improvement quality of household life	PP8	Sustainable, cohesive, caring communities and human settlement for improved quality of households.	Social & Econ Dev & Gov & Admin Security
N09	Responsive, accountable, effective and efficient Local Government Systems	PP7	An efficient, effective and developmental oriented public service and an empowered, fair and inclusive citizenship with responsive, accountable, effective and efficient Local Government system	Gov & Admin
N010	Protect and enhance our environment assets and a better world			

N011	Create a better SA, a better Africa and a better world			
N012	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	PP7	An efficient, effective and developmental oriented public service and an empowered, fair and inclusive citizenship with responsive, accountable, effective and efficient Local Government system	

### 3.2.1.7 Cacadu Development Interventions: Priority Issues

The following issues which surfaced from the situational analysis and community participation during local level engagement sessions were systematically selected into the listed development priorities.

- Infrastructure Development
- Capacity Building and Support to local municipalities
- Economic Development
- Community Services
- Institutional Development

### 3.3 IKWEZI DEVELOPMENT OBJECTIVES AND STRATEGIES

The Ikwezi Local Municipality have developed a community driven vision and mission statement, to provide strategic direction for all planning and service delivery activities in the Municipality.

#### 3.3.1 IKWEZI VISION AND MISSION STATEMENT

Ikwezi Local Municipality had adopted the following vision and mission;

##### **VISION:**

We strive to be an economically self-sustainable and socially responsive municipality, committed to improve the quality of life of Ikwezi residents.

##### **MISSION:**

- We believe our primary responsibility is with the residents of Ikwezi by providing quality services promoting and deepening democracy, stimulate socio-economic development and promote active citizenship, whilst recognizing the value and mutual benefits of networking and strategic partnership.



#### VALUES

Ikwezi Municipality identified a set of core values that bind everyone in the institution. They are :

- Integrity/ Trust
- Innovation / Fun
- Accountability
- Excellence

#### 3.3.2 PRIORITIES, OBJECTIVES AND STRATEGIES.

Ikwezi has acknowledged the strategic objective listed below with the hope that they will assist the council to achieve the mandate:

- To focus on issues of economic potential and sustain our environment (rural look)
- To ensure and promote local economic competence and skills
- To improve the existing Infrastructure
- Intensify provision of basic services
- Promote IDR cooperation for improved service delivery

- Strengthen institutional capacity
- Focus on revenue collection
- 

Ikwezi Municipality has identified development priorities as follows :

- Rural Economic Development and Investment
- Infrastructure investment
- Institutional Growth and Development
- Human Development (building the people of Ikwezi)
- Social Transformation

### **Development Priority 1 & 4: Rural Economic Development and Investment / Building the Human Capacity of Ikwezi**

The above mentioned development priority has been identified due to the existing dormitory nature of the existing settlements within Ikwezi along with the “investing in people” principle of the NSDP which stipulates the following:

Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

<b>OBJECTIVE 1 : To focus on issues of economic potential and sustain our environment (rural look)</b>				
MEASUREMENT	BASELINE	Targets		
		2013/14	2014/15	2015/16
Number of jobs created through municipal / public work (s) – cleansing / roads / water projects	<b>306</b>	20	30	50
Number of new jobs created in public – private partnerships	<b>12</b>	100	150	200
Number of self-employment opportunities created (SMME development)	4	4	5	4

Total of 17 sustainable initiatives by 2012/13.				
Hectares of land available for emerging farmers (allocated) Total land to be redistributed: 372 151 ha	4,02 %	8 %	11%	15%
Number of innovative events to revitalize Ikwezi	1 (Ezакwantu cultural Festival)	2	2	2
Number of Agricultural Value chain opportunities (Agri-processing) Total: 12 sustainable initiative by 2012/13	2	2	3	5
Number of households benefitting in poverty alleviation projects of social development	2 141 h/h below poverty line	2% 42 h/h	5% 107 h/h	10% 214 h/h

STRATEGY	ID	ACTIONS AND PROJECTS FOR 2013/14
Ensure internal capacity to deliver guide and contribute to LED	OPS	Effective strategic leadership and networking re. MM office
	OPS	LED office administration
Facilitate land acquisition for emerging farmers	LED 1.1	Approach commercial farmers on participating in proactive land acquisition policy (DLA).
	OPS	Actively participate in district land Reform programme
Determine the viability and economic potential of Waterford in relation to the Addo Elephant Park.	LED 2.1	Facilitate merging of Ikwezi LM property (Waterford) as an exit corridor for Addo Elephant park in order to boost tourism.
Revitalise railway transport.	LED 3.1	Confer with Spoornet / DoT on revitalisation project – convey message to affected communities.

STRATEGY	ID	ACTIONS AND PROJECTS FOR 2013/14
Support the goat and mohair industry.	LED 4.1	Training for emerging farmers (approach to be used – mentoring – commercial farmers)
	OPS	Provide land in support of the goat and mohair industry.
	LED 4.3	Hosting of Inaugural International Mohair Summit
Ensure the availability of economic intelligence for investment and LED projects	LED 5.2	Development of relevant up to date socio-economic projects and opportunities collation of statistical reports and updating of LED strategy plans.
	LED 5.3	Develop the resource base in LED unit as advisory / referral hub – well managed data base
	LED 5.4	Develop labour market intelligence with regard to required skills, skill gaps and skills development opportunities
Support poverty alleviation initiatives that will contribute to households re-joining the economic market		Ensure indigent households have access to free basic services
		Incorporate and invest in the skills development of unemployed persons
	CSS 5.1	Ensure access to national and provincial poverty relief programmes (Social Development grants/ Feeding schemes )
Support Crime Prevention Strategy	INF 6.4	Install high mast lights in areas where none exist
	CSS 6.1	Encourage communities to participate and co-operate with CPF and Community Safety Forum



<b>OBJECTIVE 2 : To ensure and promote local economic competence and skills.</b>				
MEASUREMENT	BASELINE	Targets		
		2013/ 14	2014/15	2015/16
Number of people trained in priority sector agriculture, agri -processing and tourism	5Harwood	Third Year: 5	New: 6	Second Year: 6
	16 Ostrich	16 Ostrich	16 Ostrich	16 Ostrich
	0	6: C/Village	8: C/Village	10: C/Village
Number of people trained in business skills (SEDA & Canada & Umsombvu) <ul style="list-style-type: none"> <li>Total of 88 listed beneficiaries require training</li> </ul>	Unknown	25	25	25
Resource centre is available for market intelligence and services	0 %	25% (Concept document & Plan - HOW)	70% Prepare for implementation	100% - Operational



STRATEGY	ID	ACTIONS AND PROJECTS FOR 2013/14
Promote Vukuzenzele principle through the creation and support entrepreneurial opportunities linked to municipal services	LED 7.1	Establishment of vendors of jel fuel as alternative energy source
	LED 7.2	Support the establishment of Laundromat at Communal Water House (Gray water)
	LED 7.3	Develop Recycle Projects as landfill sites <sup>IWMP</sup>
Promote human resource development.	LED 8.1	Skills Development programmes and initiatives including entrepreneurship training
	LED 8.2	Support Sakh'isizwe Programme of small scale construction training
	LED 8.3	Support the EPWP programme for training in road construction
Support business planning processes for new businesses	LED 9.1	Promotion of SMME's through for referral systems that can support training, business plans and advisory services
	LED 9.2	Feasibility investigation and business planning/ EIA / re-zoning for quarry establishment
Promote Rural development Zone	LED 10.1	Manage the Harwood farm
	LED 10.2	Establish the availability of professional agricultural expertise to guide and support the agricultural sector plan and all other farming related activities. (Phase I)
	LED 10.3	Value-chain development: Ostrich by-product as pillar for cultural village (processing of all animal by-products e.g. hunting) – PPC (R 4.5 mil)

Promote Tourism in Ikwezi Municipal Area	LED 11.1	Prepare Tourism (sector) Development Plan (Cacadu- 2008/09)
	LED 11.2	Establish tourism information office
	LED 11.3	Prepare promotional material for Ikwezi tourism including tourism route map
	LED11.7	Prepare Heritage Plan
Ikwezi Development Initiative	LED 12.1	Phase I: Shopping centre / 24 hour station / truck stop

## Development Priority 2: Infrastructure Investment

It is recognised that infrastructure development (within the confines of the NSDP principles), and more importantly infrastructure maintenance, is the lifeblood of local government's existence. Without appropriate infrastructure development and appropriate infrastructure maintenance the sustainability of a local municipality will be severely compromised as one's existing and future tax base is dependent on appropriately maintained infrastructure. In addition, appropriate infrastructure at appropriate locations can create an environment conducive to economic development.

In addition to the above, local government has a constitutional mandate to provide for the basic needs of its communities and as such ensure appropriate infrastructural standards.

In terms of the development priority "infrastructure development", the applicable objectives, strategies and projects to be undertaken by the Ikwezi municipality are reflected below.

OBJECTIVE 3: To improve existing infrastructure				
MEASUREMENT	BASELINE	Targets		
		2013/14	2014/15	2015/16
% of implementation : Master Infrastructure maintenance and	No plan available	Asset Register	Revised water / sanitation Develop for roads &	Integrated Master Plan Available

replacement plan			storm water (8.2) Electricity Plan (6.3)	
% of budget allocated and spent on maintenance of infrastructure (Required R 5,016,085 – 5 % of the value of capital asset)	<3%	3 %	7%	7.5%
Reduction in cost of unaccounted electricity distribution (tampering)	29% (R794 554)	20%	15%	10%
% of water loss	Unknown – not quantified	Quantified water loss 4 x Bulk meter functional	Reduction in water loss % Leak Detection Programme	Reduction in water loss %
Number of innovative service delivery options / mechanisms	1	5  Section 78 Reports available For water and environmental services.	1 Sustained  1 : new	6 Sustained  1 New
Response time to complaints / breakdown (Issue reference number)	Unknown	Complaints management system to log complaints electronically with	Reduction in number of complaints not attended to by 50%	Reduction number of complaints not attended to by 90%

		signing off procedures		
		Data /baseline is available		
Duration of service interruptions	5% > 48hrs 10% > 24Hrs 20% > 6 hrs	2% > 48hrs 5% > 24 Hrs 17% > 6hrs	0% > 48% hrs 2% > 48 hrs 12 % > 6 hrs	90% < 6 hrs 10% > 6 hrs
<b>STRATEGY</b>	<b>PROJECT ID</b>	<b>ACTIONS AND PROJECTS FOR 2013/14</b>		
Ensure effective water demand management.	INF 3.1	Installation of water meters on a phased approach.		
	INF 3.2	Review tariff policy. (Annually)		
	INF 3.3	Development of a water infrastructure operations and maintenance plan (including operational procedures and specifications)		
	INF 3.4	Establish and operate Communal Water House		
	INF 3.5	Awareness campaigns to save water		
Ensure cost effective electricity distribution.	INF 6.7	Development of an infrastructure plan for electrical infrastructure .		
Ensure effective waste collection and management.	INF 7.1	Standardise Refuse Receptacles: Provide feasibility report for the provision of wheelie bins to households within Ikwezi		
	INF 7.5	Extend & Maintain Collection Fleet: Replacement Plan		
	INF 7.6	Implement strategy to manage Illegal dumping activities		
	INF 7.7	Formulate Medical waste stream management strategy		
Promote	INF 8.3	Facilitate dialogue with DoRT with regard to the upgrade and maintenance of provincial roads:		

municipal road maintenance.		J'ville to Klipplaat Klipplaat to Baroe
Ensure effective operation and maintenance of existing water and sanitation infrastructure	INF 5.7	Develop an maintenance plan for all sanitation infrastructure
Effective management of fleet for service delivery	INF 12.1	Obtain additional municipal vehicles – general
	INF 12.2	Policy , strategies and tools that support effective management of the municipal fleet e.g. information management ; tracking system
	OPS	Effective management of fleet workshop

<b>OBJECTIVE 4 : To improve the provision of for the basic needs</b>				
<b>MEASUREMENT</b>	<b>BASELINE</b>	<b>Targets</b>		
		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Increase % households with access to a basic level of water	100%	100%	100%	100%
Increased number of households with metered water connections (Jansenville)	0%	0%	25%	75%
Eradication of bucket system	99%	100%	100%	100%
Increase % households with access to water borne sanitation	95%	99%	100%	100%
Increase % households with access to a basic level of electricity	85%	90%	95%	100%
Increase % households with access to solid waste management	86%	100%	100%	100%
Effective spending of MIG allocation	14%	100%	100%	100%
Reduce housing backlog (units) VERIFY	800	500	0	0
Availability of middle income (bonded) housing	0	500	550	550
<b>STRATEGY</b>	<b>PROJECT ID</b>	<b>ACTIONS AND PROJECTS (2013 / 14)</b>		
Effective application of MIG funds for eradication of water and sanitation	INF 5.2	Waste Water Treatment Plant - Phase II		
	INF 1.4	Development of water treatment plant.		
	INF 2.1	Upgrade of water reticulation systems		

backlogs		(Phase I)
	INF 5.6	Link schools into sanitation system (Remaining 2)
Increased bulk and reticulation of electricity supply including the investigation of alternative energy options	INF 6.1	Alternative energy systems (SOLAR) for 100 new housing units
	INF 6.2	Electricity reticulation to new housing developments (208 & 250 units)
	INF 6.3	Upgrading of electricity distribution and substation
	INF 6.4	Investigation report for the costing and plan of high mast lighting
	INF 6.6	Pilot alternative energy solutions for Ikwezi – Solar / Wind Farm Technology
	INF 6.1	Alternative energy systems (SOLAR) for 100 new housing units
Provide shelter to inhabitants of Ikwezi.	HOU1.3	Prepare and submit housing applications to ECHDB 500 houses Jansenville – application 100 houses Waterford – Approved 250 houses Klipplaat - approved
	HOU 1.4	Develop / facilitate referral of home owners access title deeds
	HOU 1.5	Facilitate and manage effective beneficiary listing, housing applications and development
Promote bulk water supply within Ikwezi.	INF 1.2	Cluster participation in regional water scheme.
	INF 1.3	Elimination of alien vegetation.
Ensure an effective PMU for the spending and successful implementation of capital projects		

Effective land management	INF 11.1	Reviewed SDF available for development planning
	INF 11.2	Support and facilitate the redistribution of land as per DLA program and District Land Reform programmes
	INF 11.3	Transfer Transnet and state land to Ikwezi
Disaster Management	INF 10.1	Develop disaster management plan for Ikwezi
Promote effective public transport infrastructure and systems	INF 9.1	Development of Sidewalks & Cycle Tracks
	INF 9.2	Upgrade of Shelters (3 shelters completed)
Upgrade and maintain available recreational and sport facilities	CSS1.5	Establish Multi-purpose centre - Thusong Center
	CSS 2.2	Fencing/wall building at existing cemetery
	CSS 2.3	Establishment process for new cemetery
	CSS 2.4	Fencing and caretaker facilities at new cemetery
Ensure the effective co-ordination of health related activities.	CSS 3.1	Continuously develop and expand the health volunteer model for the administration TB medication
	CSS3.2	Health related awareness and education campaign addressing priority health needs and issues in partnership with Dept of Health
	CSS 3.3	Upgrade the service of k'plaat clinic to accommodate a 24 hour service
Implement support initiatives to influence	CSS 4.1	Set up Aids Counselling Teams at clinics (Operational since 2006)



the prevalence and impact of HIV/AIDS in Ikwezi communities	CSS 4.2	Detailed investigation of Aids in region
	CSS 4.3	Support the functioning and successful delivery of programmes by the Local AIDS council
	CSS 4.4	Support and monitor the functioning of home base care groups
	CSS 4.5	Maintain an effective data base regarding matters of HIV/AIDS in Ikwezi

OBJECTIVE 6 : To promote IGR cooperation for improved service delivery				
MEASUREMENT	BASELINE	Targets		
		2013/14	2014/15	2015/16
Number of community members trained in issues relevant to LG initiatives and programmes ( <b>Education of citizens</b> ) - <b>Issue to be focussed on</b>		IDP / LED - Promotion of payment for municipality services	Improved engagement HIV/AIDS	Removal of flat rate (financial recovery plan)  Year of Voting
Number of committees, councils, forums or community structures supported (Admin units / CBO committees / Special group committees & councils / business chamber ) - <b>organized partners</b>	42 already trained	All members of Admin Unit trained	New members	Admin Units (New members)
Where relevant: 10% = Establish 25% = Well trained leadership 50% = Regular meetings / valuable debates 70% = Action plans 85% = Securing own funding for initiatives 100% = Implementation of action plans	Business Forum = 0%	Business Forum = 25%	Business Forum = 50%	Business Forum = 70%
	HIV/AIDS = 30%	HIV/AIDS = 50%	HIV/AIDS = 85%	HIV/AIDS = 100%
	IDP Forum = 95%	IDP Forum = 100%	IDP Forum = 100%	IDP Forum = 100%
	LED/ Tourism =	LED/	LED/ Tourism =	LED/ Tourism =

	60%	Tourism = 70%	85%	100%
	Youth Forum – 10%	Youth Forum – 25%	Youth Forum – 70%	Youth Forum – 85%
	Woman’s Forum = 0%	Woman’s Forum = 0%	Woman’s Forum = 10%	Woman’s Forum = 25%
	Disability Forum = 5%	Disability Forum = 5%	Disability Forum = 25%	Disability Forum = 50%
Number of stakeholder forum meetings / dialogues / feedback (planning and budget reviews / imbizo’s / interest / lobby groups) - <b><u>citizens / voters</u></b>	1 stakeholder per Quarter  1 public meetings per quarter	4 per annum	4 per annum	4 per annum
% of Customer satisfaction with the services of the municipality ( <b><u>End-user</u></b> )	Unknown	55% - 60% satisfaction rate	65 – 70 % satisfaction rate	75% - 80% satisfaction rate
% Implementation of communication strategy - <b><u>citizens / voters</u></b>	Draft	Final	60% Implementation (Report)	80% Implementation (Report )
<b>STRATEGIES</b>	<b>ID</b>	<b>PROJECT OUTPUTS / DELIVERABLES</b>		
Promote compliance of by-laws.	GGP 1.1	Education and awareness campaigns on by-laws.		
Improved public participation strategies to engage	GGP 2.1	Assessment and adjustment of stakeholder listing		

communities in the matter of Local Government	GGP 2.2	Development and monitoring of communication strategy
	GGP 2.3	Facilitate youth contributions, involvement and benefit in on-going Municipal programmes like sport development, awareness, education and LED.
Strengthen relations with NGO's / CBO's.	GGP 3.1	Establishment of a stakeholder's forum.
	GGP 3.2	Support institutional development of Disability Forum
	GGP 3.3	Support institutional development of HIV/AIDS Council
	3.4	Support to youth council in terms of institutional development and programme delivery
	GGP 3.5	Training of members of the ward committees units
	GGP 3.6	Support the development of a Women and Children's Agenda
Support national and provincial priorities regarding good governance	GGP 4.1	Anti-corruption Strategy (Fraud Prevention Plan)
	GGP 4.2	Reviving of Batho Pele Principles: IEC strategy and awarding excellent service
	GGP 4.3	Establish customer service help desk – customer complaints management system
	GGP 4.4	Managing Internal Audit requirements

	GGP 4.5	Establish and management a comprehensive risk management plan for the institution including all categories of risks
Strengthening of IGR relationships and other partnerships	GGP 6.1	Establish and monitor Public / public partnership including Premiers Office; RULIV; Department of Science and Technology.
	GGP 6.2	Establish and monitor Public / Private initiatives (PPC / University of POTSDAM)
	GGP 6.3	Participation in Karoo Municipal cluster

### Development Priority 3: Institutional Growth and Development

The nationally driven Accelerated and Shared Growth Initiative for South Africa (ASGISA) has identified six factors that constrain growth in South Africa. One of these is the shortage of skills which is especially relevant across all aspects of local government. As such Ikwezi has identified the above mentioned development priority.

<b>OBJECTIVE 7 : Strengthen the institutional capacity of the Ikwezi local municipality</b>				
MEASUREMENT	BASELINE	Targets		
		2013/14	2014/15	2015/16
Amount of Investment in skills development of employees	R120 000	R120 000	R129 600	R140 000
Reduction in number of <b>managerial</b> vacancies	4 vacancies	0 vacancies	0 vacancies	0 vacancies
Draft IDP submitted to council by 31 March each year	100% compliance	100% compliance	100% compliance	100% compliance
Institutional Scorecard (OPMS) and SDBIP performance reports available for IDP review process	100% compliance	100%	100%	100% compliance

<ul style="list-style-type: none"> <li>September – 3 / 4<sup>th</sup> quarters of previous year</li> <li>February – 1<sup>st</sup> 2 quarters of new year</li> </ul>		compliance	compliance	
Sector plans are monitored and reviewed annually (IWMP; IWSP; SDF; CIP; LED / Tourism)	0% Reviewed	SDF IWSP	SDF LED / Tourism CIP IWMP	SDF LED/ Tourism CIP IWMP IWSP
<b>STRATEGIES</b>	<b>PROJECT ID</b>	<b>PROJECT OUTPUTS / DELIVERABLES</b>		
Integrate Ikwezi’s needs into the Cacadu District Municipality’s capacity building strategy.	INST 1.1	Internal audit of Ikwezi’s capacity building needs		
Ensure effective council system	INST 2.1	Support the effective functioning of council and the committee system (agendas, minutes, resolutions)		
Improve the management of relationships with partners, service providers and other government agencies in order to reduce financial and legal risks	INST 3.1	Formalisation of Service Level Agreement (SLA) including all contractual arrangements with other spheres of govt and service providers.		
	INST 3.2	Assess, updating and developing action plans for municipal by-laws to deal with most relevant issues (Phase II)		
	INST 3.3	Effective planning and management of commonages (commonage register / appropriate by-laws / monitoring and utilization)		

	INST 3.4	Ensure appropriate Legal advise and services is available for decisions (policies / by-laws)and litigation matters
Promote the concept of performance management within the institution.	INST 4.1	Implementation of electronic performance management system affecting all levels of the organisation.
Ensure municipal facilities supports customer services	INST 5.1	Upgrade the existing municipal offices. (J'ville)
	INST 5.2	Cashiers in town hall (renovation and security) - J'ville
	INST 5.3	Strategic work session with relevant wards (alignment to new organizational structure)
	INST 5.4	Upgrading of Klipplaat municipal office in terms of security
	INST 5.5	Upgrading of security at infrastructure stores (Klipplaat and J'ville)
	INST 5.6	Furniture / equipment for municipal offices
Enhance the knowledge base of employees.	INST 6.1	Develop and conduct annual review of the skills development policy.
	INST 6.2	Capacitate training committee
	INST 6.3	Compile and implement an annual Workplace Skills Plan.

Improve registry function in LM	INST 7.1	Compile Records management policy
	INST 7.2	Develop Registry procedure manual and implement effective document control
Develop good practice reputation with regard to Human Resource Management	INST 8.1	Development the outstanding HR related policies, strategies and plans as per assessment conducted during 2011/12.
	INST 8.2	Workshop and implementation of HR policies (internal)
	INST 8.3	Develop HR strategy to respond to long term development plans of Municipality
	OPS – HR	Administration of Human Resources
Implementation of organisational structure and processes that supports IDP implementation	INST 9.1	Establishment and implementation of suitable organo-gram.
	INST 9.2	Update job analysis and descriptions
	INST 9.3	Recruitment of staff as per vacant positions.
	INST 9.4	Internal capacity building with regard to the IDP
		Implementation, roll-out and monitoring of the SDBIP (part of performance mgt)
	OPS – IDP	Administration for IDP
Develop and manage an effective MIS	INST 10.1	Establishment of ADSL for faster communication
	INST 10.2	Formulate Disaster Recovery Plan for information management system
	INST10.3	Maintenance of Website





<b>OBJECTIVE 8: Ensure sound financial practice as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations</b>				
MEASUREMENT	BASELINE	Targets		
		2013/14	2014/15	2015/16
Unqualified Audit Report	AG Report 2008/09: Qualified with 3 matters resulting in qualification.	AG Report for 2009 / 10 Qualified Only Asset Register outstanding.	AG report for 2010 / 11: Unqualified	Unqualified
Application of GAMAP / GRAP - compliance	0 %	100% as per Gazette 29 June 2007	100% as per Gazette 29 June 2007	100% as per Gazette 29 June 2007
Budget submitted to council as per circular 28 / Municipal budget regulations	100 % Comply	Comply	Comply	Comply
Budget reports is submitted to council quarterly (circular 13 – SDBIP)	100% Comply	Comply	Comply	Comply
Successful financial reporting on all capital projects as per grant conditions	100% Monthly reports	Monthly reports	Monthly reports	Monthly reports
Cash flow management maintains continuation of operations	Continued operations	Continued operations	Continued operations	Continued operations

Number of municipal financial officials that meet the minimum competency profiles (As per unit standards in Gazette 29967 – June 2007 : Municipal finance management programme)	1 (enrolled)	1 + 1 (ppro) = 2	2 + 2 (enrol) = 4	4 + 2 (enrol) = 6
Number of municipal officials (accounting officer + section 57) that meet the minimum competency profiles (As per unit standards in Gazette 29967 – June 2007 : Municipal finance management programme)	0	1 (enrol)	1 + 1(enrol) = 2	
STRATEGY	PROJECT ID	ACTIONS AND PROJECTS FOR 2013/14		
Effective apply FMG and MSIG funding streams with regard to GAMAP compliance	FIN 3.1	Completion and management of Asset register		
	FIN 3.2	Respond to GAMAP / GRAP compliance (conversion of information)		
	FIN 3.3	Manage internal auditing arrangements		
	FIN 3.4	Development and review of financial policies		
	FIN 3.5	Implementation and monitoring of the Audit Plan		
	FIN 3.6	Action Plan on Risk Management:		
	OPS	Ensure effective day to day financial management and accounting		
Develop competencies with regard to financial management within the Directorate Finance as well as within functional departments	FIN 4.1	Develop and implement skills development programme that meets the minimum competency requirements to all accountable managers and financial officials including internships.		
	FIN 4.2	Supply chain management unit is capacitated to meet all requirements		

Develop and implement process plans that deliver financial products as per expected timeframes and as per public participation requirements.	FIN 5.1	Present input to Annual Report and IDP budget alignment as per given time frames and format
	FIN 5.2	Present reviewed annual budget, financial statements and all related performance reports as per gazetted time frames

<b>OBJECTIVE 9 : Focus on revenue collection</b>				
MEASUREMENT	BASELINE	Targets		
		2013/14	2014/15	2015/16
General and interim valuations is reconciled	90 %	100 %	100 %	100%
Increase in revenue collection rate for services	45 %	55 %	60 %	75 %
Indigent register reflect actual number of indigent households	713 h/h	1 000 h/h	1 200 h/h	1 708 h/h
Number of business plans submitted to unlock streams of revenue	Unknown	10	12	15
STRATEGY	ID	ACTIONS AND PROJECTS FOR 2013/14		
Improve the effectiveness of the financial (billing) system to ensure payment for service	FIN 1.2	Update and manage indigent register to incorporate all households eligible for free basic services.		
	FIN 1.3	Update all billing information to ensure clear and accurate information is available to clients		

	FIN 1.4	Implement credit control policy
Increase the potential revenue that the municipality can collection	FIN 2.1	Conduct and implement regular tariff and valuation reviews
	FIN 2.2	Review of the evaluation roll
	FIN 2.3	Consolidated drive for the preparation and submission of business plans to public/ private and donor community.
		Installation of metered water connections
	OPS	Management of revenue collection and debtors management

## 4. CHAPTER FOUR

### 4.1. PROJECT REGISTER

Chapter 4 involves the identification of specific projects based on the Strategic Framework. It also involves the participation of the Steering Committee, professional and relevant technical stakeholders to provide project proposals with tentative target figures, technical standards, locations, time horizons and cost estimates.

The projects present the implementation component of the Strategic Plan and were formulated on the basis of the agreed strategies. The figure below offers a schematic overview of the process in the completion of the project register.

Taking into consideration that the previous IDP included projects both funded and unfunded, the work of the project teams involved checking which of the existing projects are relevant for the newly-formulated strategies. Based on this analysis, the missing building blocks towards achievement of the strategy were formulated.

The financial information should be interpreted as follows:

- Amounts shown in brackets indicate that the money is not available (Yet) but that efforts will be made by the relevant department to “un” bracket the money. The register shows the intended source (s) of funding.
- Amounts that are underlined shows investment by other agencies (public, private or donor) that benefits the LM and contributes towards project implementation, but the amount is managed by the “donor” not by the Municipal budget.
- Amounts that are not in bracket can be interpreted as money that is already available for project implementation (i.e. approval of funding applications / Gazetted DORA amounts / OPEX and CAPEX).
- Some projects are implemented via the available staff and operational budget – where specific amounts are available the project register will indicate this. Where implementation is part of a broader operational budget, the relevant budget code will be used. Where possible the table below refers to the official GFS budget codes (as per National Treasury) in order to make future IDP / budget alignment more effective. In some instances these codes do not yet match the Ikwezi operational budget where general descriptive will be used. The OPEX referred to in the Project Register will be funded from the relevant OPS code.

**FUNDED PROJECTS 2013/14**

<b>Output deliverables</b>	<b>Ward</b>	<b>Responsible Department</b>	<b>Source of Funding</b>	<b>Year 2013/14</b>	<b>Need for EIA</b>
<b>Upgrade WW Treatment Works</b>	<b><u>3 &amp; 4</u></b>	<b>Infrastructure</b>	<b>MIG</b>		<b>Yes</b>
<b>Renovation of JVL Town Hall</b>	<b>1</b>	<b>Infrastructure</b>	<b>MIG</b>	<b>R950 000</b>	
<b>Storm Water Wongalethu</b>	<b><u>3</u></b>	<b>Infrastructure</b>	<b>MIG</b>	<b>1 000 000</b>	<b>Yes</b>
<b>Storm Water Dan Sandi</b>	<b><u>4</u></b>	<b>Infrastructure</b>	<b>MIG</b>	<b>802 500</b>	<b>Yes</b>
<b>PMU Capital</b>		<b>Infrastructure</b>	<b>MIG</b>	<b><u>486 250</u></b>	
<b>LED Capital</b>		<b>Infrastructure</b>	<b>MIG</b>	<b><u>486 250</u></b>	
<b>Municipal Fleet</b>		<b>Infrastructure</b>	<b>MIG</b>	<b>6 000 000</b>	
<b>EPWP Grant</b>	<b><u>1,2,3,4</u></b>	<b>Infrastructure</b>	<b>MIG</b>	<b>1 000 000</b>	

**1. 1.Infrastructure and Basic Service Delivery**

<b>Strategies</b>	<b>IDP ID</b>	<b>Outputs Deliverables</b>	<b>Ward</b>	<b>Responsible Department</b>	<b>Source Of Funding</b>	<b>Years</b>		
<b>Promote bulk water supply</b>						<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>INF 1.1</b>	<b>Cluster</b>	<b>1,2,3,4</b>	<b>Infrastructure</b>	<b>OPEX</b>			

<b>within Ikwezi.</b>		participation in regional water scheme.						
	INF 1.2	Elimination of alien vegetation	1,2,3,4	Infrastructure/LED	ENVIRONMENT	00		
	INF 1.3	Development of water treatment plant.	1,2,3,4	Infrastructure				
	INF 1.4	Water Conservation and demand Management	1,2,3,4	Infrastructure				
<b>Improve water reticulation infrastructure</b>	INF 2.1	Ikwezi Reticulation	1,2,3,4	Infrastructure	DWA			
	INF2.2	Water Contamination control plan: water source protection	1,2,3,4	Infrastructure	DWA	0	20 000	20000 (review the amount)



Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Ensure effective water demand management.</b>	INF 3.1	Installation of water meters on a phased approach.	1,2,3,4	Infrastructure	MIG	1000 000	0	720 000
	INF 3.2	Development of a water infrastructure operations and maintenance plan (including operational procedures and specifications)	Ikwezi	Infrastructure	MIG	Refer to INF 1.4 & 2.1	OPS 1201	OPS 1201
	INF 3.3	Develop water control / water demand management plan including meter repair / pipe leaks and replacement plan.	Ikwezi	Infrastructure	DWA/ CDM	0	150	(1/2 million)
	INF 3.4	Water Risk management plan	Ikwezi	Infrastructure	DWA	0	0	75
<b>Eradicate the bucket system within the jurisdiction of Ikwezi.</b>	INF 4.1	Dan Sandi connection and Die erwe, Wolwefontein and Waterford for R2.5m from						

		human settlements						
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Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Provision of Appropriate sanitation</b>	INF 5.1	Upgrading Waste Water Treatment Plant (Phase I & II)		Infrastructure	MIG/(DWA)	0	6.8m	(5 000 000)
	INF 5.2	Link schools into sanitation system (Remaining 1)	1,2,4	Infrastructure	DoE CMIP savings grant	(40 000)	40 000 45 000	0
	INF 5.3	Develop a maintenance plan for all sanitation infrastructure	1,2,3,4,	Infrastructure	OPEX	Ref: INF 5.2	Ref: INF 5.3	Ref: INF 5.4
<b>Provide a standardised bulk electricity supply, household reticulation and public lighting</b>	INF 6.1	Pilot alternative energy solutions for Ikwezi – Solar / Wind Farm Technology	1,2,3,4	Infrastructure	DME ESKOM NEF	(4,000 000)	(496,000000)	OPS 1301 to o o
	INF 6.2	Development of an infrastructure plan for electrical infrastructure.	1,2	Infrastructure	DME	Ref: INF 6.3	0	0

Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Ensure effective waste collection and management is per IWMP</b>	INF 7.1	Standardise Refuse Receptacles: Provide feasibility report for the provision of wheelie bins to households within Ikwezi	1,2,3,4	Infrastructure / community development	OPEX	(30 000)	0	0
	INF 7.2	Authorise the Klipplaat and Jansenville landfill sites.	1,2,3,4	Infrastructure	Unknown	0	(600 000)	0
	INF 7.3	Upgrade and improve management of Klipplaat and Jansenville landfills	Ikwezi	Infrastructure	Unknown	0	(480 000)	0
	INF 7.4	Extend & Maintain Collection Fleet	1,2,3,4	Infrastructure & finance	OPEX	0	OPS	OPS
	INF 7.5	Implement strategy to manage Illegal dumping activities	1,2,3,4	Infrastructure	OPEX	(80 000)	OPS	OPS

	INF 7.6	Formulate Medical waste stream management strategy	1,2,3,4	Infrastructure	Unknown	(300 000)		
	INF 7.7	Undertake detail financial investigation to decide on Service Delivery mechanism	1,2,3,4	Infrastructure	OPEX sect.78	100 000	0	0
<b>Promote municipal and provincial road upgrade and maintenance</b>	INF 8.1	Development of a roads infrastructure maintenance plan.	1,2,3,4	Infrastructure	MIG	0	Ref: INF 8.2	0
	INF 8.2	Implementation of Road and storm water programme as per Master Plan for internal roads and storm water	1,2,3,4	Infrastructure	MIG DoRT	5,3 000 000	4000 000	5000 000
	INF 8.3	Facilitate dialogue with DoRT with regard to the upgrade and maintenance of provincial roads: <ul style="list-style-type: none"> <li>• J'ville to Klipplaat</li> <li>• Klipplaat to Baroe</li> </ul>	1,2,3,4	Office of MM	<u>EPWP</u>	<u>OPEX</u>	<u>OPEX</u>	OPEX

Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Disaster Management Plan</b>	INF 10.1	Develop disaster management plan for Ikwezi	1,2,3,4	Infrastructure	<u>CDM</u>	<u>OPEX</u>	OPEX	OPEX
<b>Effective land management</b>	INF 11.1	Support and facilitate the redistribution of land as per DLA program and District Land Reform programmes	1,2,3,4	Office of MM	<u>RDLR</u>	<u>12,382 000</u>	<u>0</u>	<u>0</u>
	INF 11.2	Transfer Transnet and state land to Ikwezi	1,2,3,4	Office of MM	OPEX	OPS 0601	OPS 0601	OPS 0601

Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Effective management</b>	INF 12.1	Obtain additional municipal vehicles -	1,2,3,4	Finance	OPEX	REF 7.5	6000 000	OPS

<b>of fleet for Serviceice delivery</b>		sanitation truck / council general vehicle							
	INF 12.2	Policy , strategies and tools that support effective management of the municipal fleet e.g. information management ; tracking system	1,2,3,4	Finance	OPEX		OPS	OPS	OPS
<b>Provide shelter to inhabitants of Ikwezi.</b>	HOU 1.1	Facilitate the implementation of the Ikwezi housing scheme for middle income bonded housing options	1,2,3,4	Office of the MM	<u>OPEX</u>		0	<u>0</u>	0
	HOU 1.2	Prepare and submit housing applications to ECHDB 500 houses Jansenville - application 66 houses Waterford - Approved 118 houses Klipplaat(green fields housing) -	1,2,3,4	Infrastructure	<u>OPEX</u>		<u>OPEX</u>	<u>OPEX</u>	<u>OPEX</u>

		approved						
	INF 11.2	Transfer Transnet and state land to Ikwezi	1,2,3,4	Office of MM	OPEX	OPS 0601	OPS 0601	OPS 0601
<b>Upgrade and maintain available recreational and sport facilities</b>	CCS1.1	Renovation and upgrade of Community and Town Halls	1,2,3,4	Infrastructure: Corporate Service	MIG	4000 000	OPS	OPS
	CCS 1.2	Support to the development of sporting codes	1,2,3,4	Community Service	OPEX SPU	25 000	3000 000	35000 000
	CCS 1.3	Upgrade of public open spaces (parks / picnic areas) inclusion equipment, fencing, grass areas and trees.	1,2,3,4	Infrastructure:	DSRAC/DWA	OPEX	200 000	OPEX

		Fencing of the Park. ncl. Fencing of the Klipfontein Dam USING R197K	Klipfontein dam	Infrastructure: Comm. Service	DWA/ MIG	OPEX	OPEX	
	CCS.1.4	Establish Multi-purpose centre - Thusong Center	1,2,3,4	Infrastructure: Comm. Service	National Treasury	(31,000 000)	0	0
<b>Upgrade and maintenance of cemeteries</b>	CCS 2.1	Upgrading of road to cemetery	1,2,3,4	Infrastructure: Comm. Service	MIG	100 000	0	0
	CCS 2.2	Fencing/wall building at existing cemetery	1,2,3,4	Infrastructure: Comm. Service	CDM	(200 000)	0	0
	CCS 2.3	Establishment process for new cemetery	1,2,3,4	Infrastructure: Comm. Service	CDM	(260 000 was for feasibility study which is now completed) R1.1m would be needed to establish the new cemetery.	0	0



Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Ensure the effective co-ordination of health related activities.</b>	CCS 3.1	Continuously develop and expand the health volunteer model for the administration TB medication	1,2,3,4	Infrastructure: Comm. Service	Health	0	(unknown) OPEX	(unknown) OPEX
	CCS 3.2	Health related awareness and education campaign addressing priority health needs and issues in partnership with Dept of Health	1,2,3,4	Infrastructure: Comm. Service	SPU fund OPEX	OPEX	OPEX	OPEX5
	CCS 3.3	Effective delivery and upgrade the Service of k'plaat clinic to accommodate a 24 hour Service	3,4	Community Services/	Department of Health	0	496 100	540 040
	CCS 3.4	Upgrade of Clinic Facilities (infrastructure, equipment and furniture )	3,4	4: community Service	Department of Health	0	10 800	11 660

<b>Implement support initiatives to influence the prevalence and impact of HIV/AIDS in Ikwezi communities</b>	CCS 4.1	Set up Aids Counselling Teams at clinics (Operational since 2006)	1,2,3,4	Infrastructure: Community Service	Dept of Health	<u>See GGP 000</u>	<u>See GGP 3.3</u>	<u>See GGP 3.3</u>
	CCS 4.2	Engage with the Department of Health for detailed investigation of Aids in region	1,2,3,4	Infrastructure: Community Service	<u>OPEX</u>	OPS - CCS	OPS - CCS	OPS - CCS
	CCS 4.3	Support the successful delivery of programmes by the Local AIDS council (also see GGP 3.3 and CSS 4.1)	Ikwezi	Infrastructure: Community Service	ECAC SPU CDM	65 000		
	CCS 4.4	Support and monitor the functioning of home base care groups	1,2,3,4	Infrastructure: Comm. Service	OPEX CDM	Refer to 4.3		

	CCS 4.5	Maintain an effective data base regarding matters of HIV/AIDS in Ikwezi Day Care Centre in Klipplaat to be included.	1,2,3,4	Community Service/ Health	OPEX PPC	OPS - CCS	OPS - CCS	OPS - CCS 190 000
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Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Poverty Alleviation Strategy</b>	CCS 5.1	Ensure access to national and provincial poverty relief programmes (CWP/Elimination of Alien invasive species / Feeding schemes )	1,2,3,4	Comm. Service	OPEX	OPS 0508	OPS 0508	OPS 0508
	CCS 5.2	Encourage communities to participate and co-operate with CPF and Community Safety Forum	1,2,3,4	Infrastructure: Comm. Service	OPEX SPU	OPS 0508 2 000	OPS 0508	OPS 0508

## 2. Institutional Development and Organizational Development

STRATEGIES	ID	PROJECT OUTPUTS / DELIVERABLES	Settle -ment	Responsible Department	SOURCE OF	YEARS ('000)
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						2013/14	2014/15	2015/16
								0
<b>Ensure effective council system</b>	INST 2.1	Support the effective functioning of council and the committee system (agendas, minutes, resolutions)	Ikwezi	(Corporate Services)	OPEX	OPS ADMIN OPS COUN	OPS ADMIN OPS COUN	OPS ADMIN OPS COUN
<b>Improve the management of relationships with partners, service providers and other government agencies in order to reduce financial and legal risks</b>	INST 3.1	Formalisation of Service Level Agreement (SLA) including all contractual arrangements with other spheres of govt and service providers.	Ikwezi	Finance - Corp. Serv	OPEX	OPS ADMIN	OPS ADMIN	OPS ADMIN
	INST 3.2	Assess, updating and developing action plans for municipal by-laws to deal with most relevant issues (Phase II)	Ikwezi	Finance / Admin	DLGTA		OPS	OPS
	INST 3.3	Effective planning and management of commonages	Ikwezi	Finance / Admin	OPEX CDM	OPEX	OPS	OPS

		(commonage register / appropriate by-laws / monitoring and utilization)						
	INST 3.4	Ensure appropriate Legal advice and services is available for decisions (policies / by-laws)and litigation matters	Ikwezi	Office of MM	OPEX	280 000	300 000	320 000
<b>Promote the concept of performance management within the institution.</b>	INST 4.1	Implementation of electronic performance management system affecting all levels of the organization. (Cascading to 2 <sup>nd</sup> layer of management)	Ikwezi	Office of MM	CDM	200 000	220 000	250 000
<b>Ensure municipal facilities supports customer services</b>	INST 5.1	Upgrade the existing municipal offices.	Ikwezi	Finance - Corporate services & Infrastructure	Private /public partnerships	200 000	0	0

	INST 5.3	Strategic work session with relevant units (Ward Committees) (alignment to new organizational structure)	Ikwezi	Finance - Corporate services &	OPEX	0	0	
	INST 5.4	Upgrading of Klipplaat municipal office in terms of security		Finance: Corporate Services	OPEX	50 000	50 000	50 000
	INST 5.5	Upgrading of security at infrastructure stores (Klipplaat and J'ville)	Ikwezi	Finance: Admin	PMU / MIG	100 000	0	0
	INST 5.6	Furniture / equipment for municipal offices	Ikwezi		OPEX	500 000	0	0
Enhance the knowledge base of employees.	INST 6.1	Conduct annual review of the skills development policy.	Ikwezi	Finance: HR	OPEX	0	0	0
	INST 6.2	Capacitate training committee	Ikwezi	Finance: HR	<u>OPEX</u>	<u>10 000</u>	<u>10 000</u>	<u>10 000</u>

	INST 6.3	Compile and implement an annual Workplace Skills Plan.	Ikwezi	Finance: HR	OPEX	350 000	120 000	129 600
Improve registry function in LM								
	INST 7.2	Develop Registry procedure manual and implement effective document control	Ikwezi	Finance: HR	OPEX	0	OPS ADMIN	OPS ADMIN
Develop good practice reputation with regard to Human Resource Management	INST 8.1	Development of the outstanding HR related policies, strategies and plans as per assessment conducted during 2008/09. Including:  - Scarce Skills Policy - EAP - BURSARY POLICY	Ikwezi	Finance: HR	OPEX		OPS-HR	OPS-HR

	INST 8.2	Workshop and implementation of HR policies (internal)	Ikwezi	Finance: HR	OPEX	0	0	0
	INST 8.3	Develop HR strategy to respond to long term development plans of Municipality	Ikwezi	Finance: HR	DLGTA	100 000	(100 000)	(50 000)
	OPS - HR	Administration of Human Resources	Ikwezi	HR	OPEX	OPS AMIN	OPS ADMIN	OPS ADMIN
Implementation of organisational structure and processes that supports IDP implementation	INST 9.1	Review of Organogram	Ikwezi	Office of MM	OPEX	OPS	OPS	OPS0
	INST 9.2	Update and Review job analysis and descriptions	Ikwezi	Office of MM/HR	OPEX	OPS0	OPS	OPS0
	INST 9.3	Recruitment of staff as per vacant positions.	Ikwezi	Office of MM HR	OPEX	OPS budget	OPS budget	OPS budget



	INST 9.4	Internal capacity (HODs and STAFF) building with regard to the Minimum Competency Level	Ikwezi	Office of MM	National Treasury OPEX	OPS 0301	OPS 0301	OPS 0301
	INST 9.5	Implementation, roll-out and monitoring of the SDBIP (part of performance mgt)	Ikwezi	REF: INST 4.1	OPEX	OPS	OPS	OPS
	OPS - IDP	Administration for IDP	Ikwezi	Office of MM	OPEX	180 000	200 000	200 000
Develop and manage an effective MIS	INST 10.1	Installation of ADSL for faster communication	Ikwezi	Finance	CDM	50 000	15 000	17 000
	INST 10.2	Formulate Disaster Recovery Plan for information	Ikwezi	Finance	CDM	150 000	0	0

		management system						
	INST10.3	Maintenance of Website	Ikwezi	Office of MM	OPEX	10 000	15 000	20 000

## 2. Local Economic Development

Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
Ensure internal capacity to deliver guide and contribute to LED	OPS - GEN	Effective strategic leadership and networking re. MM office	1,2,3,4	Office of MM: LED	OPEX	OPS - GEN	OPS - GEN	OPS - GEN
	LED 1.1	Approach commercial farmers on participating in pro-active land acquisition policy (DLA).	1,2,3,4	Office of MM: LED	OPEX	OPS LED	OPS LED	OPS LED
Facilitate land acquisition for emerging farmers	LED 1.2	Actively participate in district land Reform programme	1,2,3,4	Office of MM: LED	OPEX	OPS LED	OPS LED	OPS LED

Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16

Determine the viability and economic potential of Waterford in relation to the Addo Elephant Park.	LED 2.1	Facilitate merging of Ikwezi LM property (Waterford) as an exit corridor for Addo Elephant park in order to boost tourism.	1	Office of MM: LED	OPEX	OPS LED	OPS LED	OPS LED
	LED 2.2	Addo Fish	1	Office of MM: LED	SAN Parks	R901 106.00		
Revitalise railway transport.	LED 3.1	Conduct a Feasibility Study on a Creation of a Sustainable Tourism Destination at Klipplaat Station	3,4	Office of MM LED	OPEX Department of Transport Shosholoza Meyl, IDC, Coega Development Corporation	OPS LED	OPS LED	OPS LED

Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Support the goat and mohair industry.</b>	LED 4.1	Training for emerging farmers (approach to be used - mentoring - commercial farmers)	1,2,3,4	Office of MM	DRDAR ,Mohair SA OTP , CDM	64 638 120 388	<u>Unknown</u>	<u>0</u>
	LED 4.2	Goat and mohair initiative		Office of MM	<u>CDM</u>	<u>0</u>	<u>2, 200 000</u>	<u>0</u>
	LED 4.3	Provide land in	1,2,3,4	REF: INF 11.2 & LED				

		support of the goat and mohair industry.		1.1				
	LED 4.4	Bakery	4	Office of MM: LED	CDM, MIG, DTI, PPC	100 000	0	0
	LED 4.5	Hosting of Bi-annual International Mohair Summit and Annual Mohair Festival	1,2,3,4	Office of MM	CDM, Agric , Mohair SA, ECDC,DEDEA; Camdeboo, Ikwezi; DTI,RDLR	OPEX	<u>1,500 000</u> 11, 921 000 437 000 (5.4M; 1M; 750 000; 1080; 100 000; 80 000)	3m
	LED 4.5	Ezakwantu Cultural Festival	3,4	LED, Office of the Mayor	DSRAC	0	45 000	0
Ensure the availability of economic intelligence for investment and LED	LED 5.1	Review of the Ikwezi LED Plan (strategy) in relation to the municipal area of Ikwezi.	1,2,3,4	Office MM	OPEX, DLGTA	50 000	195 000	250 000

projects	LED 5.2	Develop the resource base in LED unit as advisory / referral hub - well managed data base	1,2,3,4	Office of MM	OPEX	OPS LED	OPS LED	OPS LED
	LED 6.1	Support the establishment of Health and Fitness Centre at Communal Water House	1	Office of MM	<u>OPEX DSRAC</u>	0	<u>300 000</u>	0

Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years	
						2012/13	2013/14
Promote human resource development.	LED 7.1	Skills Development programmes and initiatives including entrepreneurship training	1,2,3,4	Office of MM	ECDC, SEDA, NYDA, TIA, Siyaloba, Loocha, Lovedale College, Microsoft	0	300 000 50 000
	INF	Support Sakh'isizwe Programme of small scale construction training	1,2,3,4	Infrastructure	REF INF 8.3	OPS LED	OPS LED
	LED 7.2	Support the EPWP programme for training in road construction	1,2,3,4	Infrastructure	Refer to: INF 8.3	OPS LED	OPS LED

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Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
Support business planning processes for new businesses	LED 8.1	Promotion of SMME's through for referral systems that can support training, business plans and advisory services	1,2,3,4	Office of MM	REF: LED 5.3	OPS LED	OPS LED	OPS LED
	LED 9.1	Upgrade of Hardwood infrastructure			PPC RDAR		500 000	
Promote Rural development Zone	LED 9.2	Establish the availability of professional agricultural expertise to guide and support the agricultural sector plan and all other farming related activities. (Implementation of Cacadu Agricultural Mentorship Strategy	1,2,3,4	Office of MM	OPEX Dept of Agric RULIV CDM Ikwezi Emerging Farmers	Completed	0	(700 000)

	LED 9.3	Prepare promotional material for Ikwezi tourism including tourism route map	1,2,3,4	Office MM	OPEX CDM	0	15 000 15 000	20 000 20 000
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Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
Ikwezi Development Initiative and Establishment of Green Energy Hub	LED 10.1	Phase I: Shopping centre / 24 hour station / truck stop	Ikwezi	Office of MM	Private investment	0	(45,000 000)	0
	LED 10.2	Solar Technology Farm	1,2	Office of MM	DME,DBSA,ECDC CEF,IDC	0	3,000	567,000 000
	LED 10.3	Establish the availability of professional agricultural expertise to guide and support the agricultural sector plan and all other farming related activities. (Implementation of Cacadu Agricultural Mentorship Strategy	1,2,3,4	Office of MM	OPEX Dept of Agric RULIV CDM Ikwezi Emerging Farmers	Completed	0	(700 000)



Strategies	IDP ID	Outputs Deliverables	Ward	Responsible Department	Source Of Funding	Years		
						2013/14	2014/15	2015/16
<b>Manufacturing</b>								
	LED 11.1	Upholstery	3,4	Office of MM	DTI, ECDC, DEDEA			
	LED 11.2	Shoemaking	1,2	Office of MM	DTI, ECDC, DEDEA			
	LED 11.3	Establish the availability of professional agricultural expertise to guide and support the agricultural sector plan and all other farming related activities. (Implementation of Cacadu Agricultural Mentorship Strategy)	1,2,3,4	Office of MM	OPEX Dept of Agric RULIV CDM Ikwezi Emerging Farmers	Completed	0	(700 000)
	LED 11.4	One Stop Shop	Ikwezi	LED	DEDEA	1,5 Million		

## Financial Viability

STRATEGIES	ID	PROJECT DELIVERABLES	OUTPUTS / Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)		
						2013/14	2014/15	2015/16
<b>Improve billing system</b>	FIN 1.1	Data cleansing project of existing property and billing data base	Ikwezi	Finance	OPEX	40 000	30 000	
	FIN 1.2	Update and manage indigent register to incorporate all households eligible for <u>free basic services</u> .	Ikwezi	Finance	OPEX	2000 000	2 500 000	
	FIN 1.3	Implement credit control policy	Ikwezi	Finance	OPEX		OPS 0201	
<b>Increase potential revenue collection</b>	FIN 2.1	Conduct and implement regular tariff and valuation reviews.	Ikwezi	Finance	OPEX	OPS 0201	OPS 0201	
	FIN 2.2	Review of the evaluation roll (Compile a general valuation roll)	Ikwezi	Finance/ DLGTA	OPEX	OPS 0201	OPS 0201	
	FIN 2.3	Consolidated drive for the preparation and submission of business plans to public/ private and donor community.	Ikwezi	Office of MM	OPEX	OPS-ADMIN	OPS-ADMIN	OPS-ADMIN
	INF 3.1	Installation of metered water connections	REF: INF 3.1					
	OPS 0201	Management of revenue collection and debtors management	Ikwezi	Finance	OPEX	OPS FIN	OPEX	
<b>Deal with MFMA compliance with particular reference to GAMAP / GRAP</b>	FIN 3.1	Completion and management of Asset register	Ikwezi	Finance	MSIG	400 000	OPEX	
	FIN 3.2	Respond to GAMAP / GRAP compliance and ensure full compliance with GRAP 17 by 2013) (conversion of information)	Ikwezi	Finance	MSIG	0	400 000	
	FIN 3.3	Manage auditing functions and requirements	Ikwezi	Finance	OPEX FMG	0	0	

	FIN 3.4	Development and review of financial policies	Ikwezi	Finance	OPEX	OPS FIN	OPS FIN	
	FIN 3.5	Implementation and monitoring of the Internal Audit Plan	Ikwezi	Finance	OPEX	OPS FIN	OPS FIN	
	FIN 3.6	Action Plan for responding to AG report implemented	Ikwezi	Finance	OPEX	OPS FIN	OPS FIN	
<b>Develop internal financial management capacity for all managers responsible for budgeting, expenditure control and reporting.</b>	FIN 4.1	Capacitating of finance departments with interns and support services.	Ikwezi	Finance	FMG	400 000	400 000	
	FIN 4.2	Learning programmes and skills development programmes to achieve minimum competencies levels as per treasury regulations (Gazette June 2007 )	Ikwezi	Finance	FMG	150 000	50 000	

## 1. Good Governance and Public Participation

STRATEGIES	ID	PROJECT OUTPUTS / DELIVERABLES	WARD	Responsible Department	SOURCE OF FUNDING	YEARS ('000)		
						2013/14	2014/15	
<b>Promote compliance of by-laws.</b>	GGP 1.1	Education and awareness campaigns on by-laws.	1,2,3,4	Office of MM	CDM	0	0	
<b>Improved public participation strategies to engage communities</b>	GGP 2.1	Assessment and adjustment of stakeholder listing	1,2,3,4	Office of MM	OPEX	OPEX – IDP	OPEX – IDP	

<b>in the matter of Local Government</b>	GGP 2.2	Development and monitoring of communication strategy	1,2,3,4	Office of MM	OPEX	0	OPEX-IDP	
	GGP 2.3	Facilitate youth contributions, involvement and benefit in on-going Municipal programmes like sport development, awareness on Municipal Programmes, education and LED.	1,2,3,4	Office of the MM	OPEX/DSRAC	15 000	15 000	
<b>Strengthen relations with NGO's / CBO's.</b>	GGP 3.1	Establishment of a stakeholder's forum.	1,2,3,4	SPU/ Com.Serv.	OPEX	OPS-IDP	OPS-IDP	
	GGP 3.2	Support institutional development of Disability Forum	1,2,3,4	SPU/ Com.Serv.	OPEX	5 000		
	GGP 3.3	Support institutional development of HIV/AIDS Council	1,2,3,4	SPU / Com.Serv.	OPEX	30 000		
	3.4	Support to youth council in terms of institutional development and programme delivery	1,2,3,4	SPU Com.Serv.	OPEX	Refer GGP 2.3	Refer GGP 2.3	
	GGP 3.5	Training of members of the Ward Committees	1,2,3,4	Office of MM	<u>CDM</u> <u>OPEX</u>	<u>3000 00</u>	<u>2000 00</u>	
	GGP 3.6	Support the development of a Women and Children's Agenda	1,2,3,4	SPU/ Com.Serv.	OPEX	10 000 5 000		
<b>Support national and provincial priorities regarding good governance</b>	GGP 4.1	(Review) Anti-corruption Strategy (Fraud Prevention Plan) Rev	Ikwezi	Finance	OPEX	OPEX	OPEX	
	GGP 4.2	Reviving of Batho Pele Principles: IEC strategy and awarding excellent service	Ikwezi	Office of MM	MSIG OPEX	0	0	

	GGP 4.3	Establish customer service help desk - customer complaints management system	Ikwezi	Office of MM	OPEX	0	OPS -ADM	
	GGP 4.4	Managing Internal Audit requirements	Ikwezi	Office of MM	OPEX	349 060	376 990	
	GGP 4.5	Establish and management a comprehensive risk management plan for the institution including all categories of risks	Ikwezi	Office of MM Finance	FMG OPEX	0	OPEX	
<b>Strengthening of IGR relationships and other partnerships</b>	GGP 6.1	Establish and monitor Public / public partnership including Premiers Office; RULIV; Department of Science and Technology.	Ikwezi	Office of MM	OPEX RULIV OPT	OPS -ADM	OPS -ADM	
	GGP 6.2	Establish and monitor Public / Private initiatives (PPC / University of POTSDAM)	Ikwezi	Office of MM	OPEX	OPS -ADM	OPS -ADM	
	GGP 6.3	Review Participation in Karoo Municipal cluster	Ikwezi	Office of MM	OPEX	OPS -ADM	OPS -ADM	

## Sector Alignment

Sector Department	War d	Programme / Project	National Priority	Provincial Priority	Ikwezi Priority	Time Frame	Is the Project in the IDP	Budget
DRPW		Gravel Roads refurbishment	Massive programme to	Infrastructure development	Infrastructure Investment	July 2013	Yes	R4787 000

			build economic and social infrastructure					
Human Settlements		Jansenville Venter	Massive programme to build economic and social infrastructure	Infrastructure development	Infrastructure Investment	July 2013	Yes	R1 705 000
Human Settlement		Dube 34	Massive programme to build economic and social infrastructure	Infrastructure development	Infrastructure Investment	July 2013	Yes	R2 800 000
DSRAC	All	Visual Art and Exhibition	Speeding up economic growth and transforming economy and create decent work and sustainable livelihood.	Systematic Poverty Eradication	Rural Economic Development and investment	July 2013	No	R30,000
DSRAC	All	Ezakwantu Cultural Festival	Build a cohesive, caring and sustainable communities	Public Sector and institutional transformation	Social Transformation		Yes	R50,000
Safety and Liaison	All	Consultative sessions on implementation of CSF policy, establish and support CSF's	Intensify fight against crime	Public Sector and institutional transformation	Social Transformation	April 2013	Yes	R10 000
DAFF	1,2,3,4	Greening of					Yes	R80 000.00

		Ikwezi (planting of Indegenous trees)				July 2013		
Safety and Liaison	All	Asses the functionality of CPF's	Intensify fight against crime	Public sector and institutional transformation	Social Transformatio n	April 2013		R1000.00
Safety and Liaison	All	Capacitation of CPF's	Strengthening skills and human resource base	Human Resource Development	Human Development	April 2013		R10 000.00
Safety and Liaison	All	Establish and Support street committees	Intensify fight against crime	Public sector and institutional transformation	Social Transformatio n			R5 000.00
DSRAC	1 & 2	Library and Information services (Jansenville furniture)	Massive programme to build economic and social Infrastructure	Public sector and institutional transformation	Social Transformatio n	April 2013- March 2014	Yes	R100.000
DSRAC	3 & 4	Librarian	Strengthening skills and human resource base	Public sector and institutional transformation	Institutional growth and development	April 2013- March 2014	Yes	R149, 742
Department of Social Development	3 & 4	Kliplaat Family Preservation	Build cohesive, caring and sustainable communities.	Build a cohesive, caring and sustainable communities	Social Transformatio n		Yes	R100 000
Department of Social	3& 4	Jansenville Victim Support	Intensify Fight against Crime and	Intensify Fight against Crime	Social Transformatio	July 2013	Yes	R100 000

Development		Centre	Corruption	and Corruption	n			
Department of Social Development	3 & 4	Masiphilisane Aids Group	Improve the health profile of society	Improve the health profile of society	Social Transformation	July 2013	Yes	R72 000
Department of Social Development		Little Lamb Disabled Organization	Speed up economic growth	Speeding up economic growth	Rural Economic Development and investment			R686 388,00
DRDAR		Indigenous Farming	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security.	Rural Economic Development and investment	July 2013		R88 000.00
DRDAR	3&4	Fresh and Delicious	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security.	Rural Economic Development and investment			R872 000.00
DRDAR	3&4	Nomfuneko Feedlot	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development , land and agrarian reform and food security.	Rural Economic Development and investment			R50 000.00
DRDAR	1&2	JVL Poultry	Comprehensive Rural Development Strategy linked to	Rural Development, land and	Rural Economic Development			R50 000.00



			land and agrarian reform and food security	agrarian reform and food security.	and investment			
DRDAR	3&4	Klipplaat Piggery	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security.	Rural Economic Development and investment			R50 000.00
DRDAR		Masiphuhlisane Piggery	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security	Rural Economic Development and investment	July 2013	Yes	R20 000.00
DRDAR		Masinedane Poultry	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security	Rural Economic Development and investment	July 2013	Yes	R20 000.00
DRDAR		JVL Combined seeds, fertilizers	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security	Rural Economic Development and investment	July 2013	Yes	R20 000.00
DRDAR	1,2,3,4	Jansenville Hospital garden	Comprehensive Rural Development	Rural Development,	Rural Economic			R20 000.00

			Strategy linked to land and agrarian reform and food security	land and agrarian reform and food security	Development and investment			
DRDAR	1	Waterfod Community Garden	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security	Rural Economic Development and investment	July 2013	Yes	R20 000.00
DRDAR	3	Brandovale School Garden	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security	Rural Economic Development and investment	July 2013	Yes	R20 000.00
DRDAR	3& 4	Klippaat Community Garden	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security	Rural Economic Development and investment			R20 000.00
		Bushavlei wind tubiner, irrigation	Comprehensive Rural Development Strategy linked to land and agrarian reform and food security	Rural Development, land and agrarian reform and food security	Infrastructure Investment			R895 000.00
Department of Labour	1,2,3,4	Recruitment, psychometric assessment and	Strengthening Human Resource Base	Strengthen skills and Human	Human Development			DOL renders services free of charge.

		selection, registration of unemployed		Resource Base.				
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#### **4.1.3 High Level Sector Plans**

Ikwezi is committed to comply with the legislated plans and service oriented plans which are indicated below :

<b>Strategy/ Sector Plan</b>	<b>Status quo</b>	<b>Intervention</b>
Communication Strategy	Available	Review the action plan
Public Participation Strategy	To be developed	Development of the Strategy
Integrated Transport Plan	Shared with CDM	
Area Based Plan	Shared with CDM	
Integrated Waste Management Plan		
Ikwezi WSDP	Available	
Ikwezi Housing Sector Plan	Available	Implementation (Human Settlement, Ikwezi)
LED Strategy	Available	Lobby for financial support
Tourism Sector Plan	Available	
Ikwezi SMME Strategy	Available	
Ikwezi SDF	Available	
HR Plan	Available	
Ikwezi Financial Recovery Plan	Available	

Ikwezi New Biodiversity Map	Available	
Special Programmes Mainstreaming Plan	Unavailable	
Environmental Management Plan	Unavailable	
Storm Water Management Plan	Unavailable	
Retention Strategy	Available	Implementation
Succession Plan	Unavailable	Plan to be developed and request technical support
Municipal By laws	Available	To be reviewed
WSP	Available	
IT Policy	Not available	Develop the Policy and seek support from CDM
PMS Framework	Available	Establish PMS Unit
Overview : The PMS Framework was review in 2012. Performance plans of the MM and Directors were signed aligned to IDP,SDBIP and Cooperate Scorecard. The PMS has not been cascaded to the next level of management, line managers.		
Disaster Management Policy Framework Policy. Not Available		
MTAS	Available	To be reviewed
Overview: In 2008 Ikwezi developed MTAS acknowledging that not all is well in Ikwezi. The focus was on the eight areas identified by COGTA as key problem areas in all municipalities. The final MTAS was tabled to Council in 2010 for adoption, hence the need for a comprehensive review.		
Storm Water Management Plan	Not available	Plan to be developed

Road Master Plan	Not available	To be developed
Revenue Enhancement Strategy	Not available	To be developed
Fraud Prevention Strategy	Available	