



# Ikwezi Local Municipality

## Integrated Development Plan 2012-2017

(Adopted IDP 2015/16)



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**FOREWORD FROM THE MAYOR:**

The Integrated Development Plan (IDP) is a key coordination instrument between National, Provincial, Local Government as well as the organs of state including amongst others Traditional leadership institutions and state owned enterprises. It is indeed our firm understanding the District Municipality being the lead Intergovernmental Relations (IGR) role player and coordinator has an even bigger responsibility to ensure that its IDP is a reflection of such and can thus be a mandatory development planning tool guiding plans and interventions of the other role players in this district.

This therefore necessitated our unwavering commitment to ensuring the consultation and involvement of all IGR stakeholders/ partners in the IDP development, implementation and monitoring processes. In the main we are actually making IDP planning, implementation and monitoring central in the IGR agenda in the Ikwezi Municipality. We are confident that successful IGR will guarantee ownership and alignment of development issues, priorities as well as resource allocation by the various role-players, which will surely move us forward towards the common goal of bringing tangible and sustainable delivery of basic services to the communities of Ikwezi Municipality.

This five year strategic plan is presented in full compliance with the relevant legislation including the Constitution of the Republic of South Africa, which sets out the objects of Local Government, the African National Congress (ANC) manifesto, etc. It also takes tune from the achievement of the previous terms of councils, the current council appreciates and acknowledges the achievements made and lessons learnt as reflected in the past 5 year term report so presented to this term as a baton signifying the point from which we are moving forward with the development of the communities of this Municipality.

This IDP and budget aligned to it is also developed in full consideration of what the communities have communicated during the various engagements and public participation platforms we have had across the Ikwezi Municipality, which included the need to priorities the following:-

In 2014 Ikwezi Local Municipality launched a project on a feasibility study on the creation of sustainable tourism in Ikwezi and the revitalization of the railway in Klipplaat. Two project reports have been compiled, namely one on sustainable tourism in Ikwezi and another on the revitalization of the railway in Klipplaat. This document reports on the revitalization of the railway in Klipplaat.

Transnet Freight Rail is in the process of re-instating the branch line from Rosemead to Klipplaat which may have a profound influence on the revitalization of rail in Klipplaat in future. This is in line with the Transnet Branch Line Strategy as discussed in the following section.

The Ikwezi Municipality, University of Fort Hare, Energy & Water SETA and Uhuru Development project cooperative initiated a skills development program aimed at training young people within the Ikwezi Municipality on renewable energy and Energy Efficiency technologies. The parties signed agreements on Friday 06 February 2015 in East London. IN the agreements, the Energy & Water SETA will assist in raising funds for the project while the University and Uhuru Development project cooperative will implement the project within Ikwezi municipality.

**MILLENNIUM DEVELOPMENT GOALS:**

“As a municipality, we have managed to meet several basic Millennium Development Goals (MDGs) way ahead of the United Nations’ deadline – which is next year, 2015.

“We have made sure that each household in Klipplaat and Jansenville, our two major towns, has basic services like electricity.

As the core business of the municipality. Ikwezi Municipality has managed to increase the levels of access to basic services within the jurisdiction of Ikwezi:

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ACCESS TO BASIC SERVICES:

Access to water = 100%

Access to Sanitation = 98%

Access to Refuse Removal = 100%

Access to Electricity = 100%

“As government, we managed to install water harvesting tanks to every house in our area in partnership with the Department of Water Affairs as a way of addressing water challenges, in particular, in the Jansenville area.

“We carried out underground water feasibility studies with this department to assess the availability of suitable quality and quantities of water for household use. We are also exploring the option of sourcing water from the Klipfortien Dam in Klipplaat.

JOB OPPORTUNITIES CREATED:

While, like in every municipality across South Africa, employment remains a major challenge for the Ikwezi area, over the last 20 years, the Ikwezi Local Municipality has made strides in reducing unemployment among residents and the youth.

According to data from the 2011 Census, unemployment in Ikwezi was at 18% - down from 41% in 2001, while youth unemployment stood at 23%, down from 51% in 2001. This was in part through the Community Work Programme (CWP), where we have managed to create close to 800 job opportunities for our people, and through the Sakhisizwe initiative, which has helped us to create more than 600 opportunities.

During the installation of water harvest tanks to households, about 120 jobs were created as well as about 140 during an Alien Invasive Plant Removal project. Not only did the municipality manage to create jobs, but it also used the projects as platforms for local skills development.

Regards,

Sizwe Mngwevu

Ikwezi Mayor

## OVERVIEW: IKWEZI LOCAL MUNICIPALITY

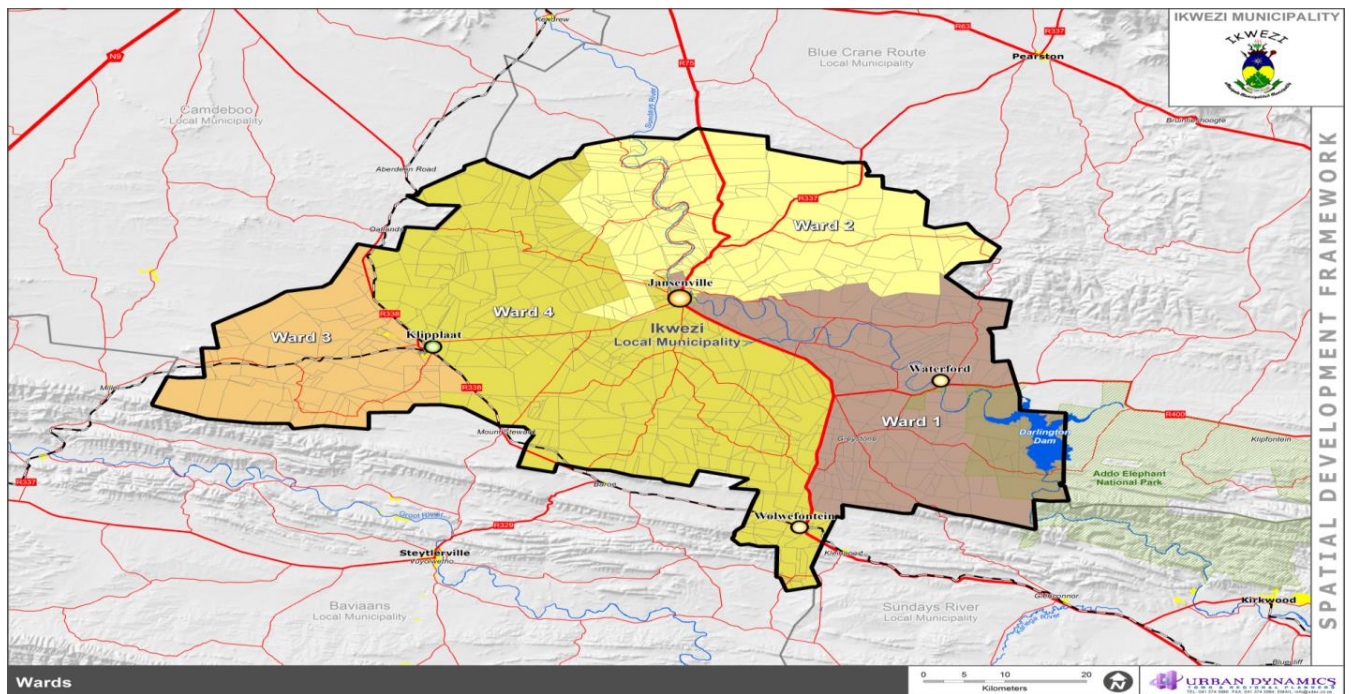
Ikwezi Local Municipality is situated in the Eastern Cape and is one of nine local municipalities established within the Sarah Baartman District Municipality Area. The Municipal area comprises 456 272ha and is characterised by large rural areas with very low population densities and a number of relatively small urban nodes. Jansenville (main town and administrative centre) and Klipplaat are the biggest urban areas, with smaller rural settlements, i.e. Waterford and Wolwefontein. It is estimated that the Ikwezi Municipality has a population of 10 537 (Census 2011).

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 preserved

## GEOGRAPHIC DESCRIPTION

The following map represents the geographic location of Ikwezi Municipality and its four wards.

Map no. 1



Ikwezi Local Municipality falls within the jurisdiction of the Sarah Baartman District Municipality. The municipality is abutted by the boundaries of Blue Crane Route (East), Camdeboo (North) and Baviaans (West) municipal areas.

In 2011, the extent of Ikwezi municipality covered an area of four thousand and five hundred and sixty two square kilometres (4,562.72km<sup>2</sup>) which was delimited into four wards with a total of seven councillors. The municipality has a population of 10 537 occupying an estimated 2 915 households with an average household size is 3.6 inhabitants.



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The physical area is characterized by vast rural hinterland, comprising of privately owned farms where most of the agricultural activities take place. The economy is based on social services and government spending, with strong roots in the agriculture sector. The primary urban area is Jansenville; Klipplaat is a secondary service centre; Waterford a small rural node and Wolwefontein a tiny railway settlement.

The largest concentration of people is found in Jansenville, which is made up of Ward 1, 2 and the rural hinterland surrounding it. Nodes and settlements include

- WARD 1 consists of a portion of Mauritius, Waterford, Jansenville West and East, including the CDB area, 7de Laan and a portion of Holland.
- WARD 2 consists of a portion of Mauritius, Diep Kloof, Phumlani, Borchards, Draai, Brickfields and a portion of Holland.
- WARD 3 consists of Princevale, Wongalethu and Klipplaat Central.
- WARD 4 consists of Klipplaat Town, Dan Sandi View and Wolwefontein

The key economic drivers of the District and the Ikwezi Municipality are the administrative functions of larger towns and the agricultural sector.

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## **Ikwezi Local Municipality Vision and Mission**

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.

### **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

### **PRIORITIES, OBJECTIVES AND STRATEGIES.**

Based on the situational analysis and prompted by the needs of the community of Ikwezi, the municipality will continue its focus on the five priorities to guide the allocation of scarce resources

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

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# Chapter One

## 1. 5-YEAR INTEGRATED DEVELOPMENT PLANNING: 2013/14 TO 2016/2017

### 1.1. IDP PROCESS 2015/16 PLANNING CYCLE

The Integrated Development Plan (IDP) is a five-year plan that may be reviewed annually in accordance with the monitoring and evaluation of existing performance and changing circumstances. It is the strategic planning tool for driving developmental local government and enabled the Municipality to identify its priorities and develop strategies to guide development projects over the short to medium term. Despite the planning process starting late, a strategy was designed to accelerate and combine phases to facilitate the consultative process with external stakeholders and communities to determine priorities and projects for implementation during 2015/16.

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 in the municipality. The analysis process also facilitates the identification and analysis of the environmental challenges facing the municipality and allows the municipality to mitigate these challenges. Based on the foregoing analysis, priorities were derived to enable the municipality to channel fiscal allocations to areas of identified needs.

Project and budget alignment was to be addressed in the IDP Representative Forum Meeting held on the 11th March 2014 but not finalized as the majority of Sector Departments were not able to confirm final projects or budget allocations. In an effort to accelerate planning activities a Strategic Session was held on the 24th and 25th of March 2014 to facilitate priority alignment between objectives, strategies and projects. In addition annual targets and performance indicators were developed which should simplify alignment between the IDP and Draft SDBIP. The draft IDP will be tabled to Council for consideration on the 31st of March 2014. 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
COMMUNITY PARTICIPATION	<p>Community participation in the planning process is guided at two levels namely:-</p> <p>IDP Representative Forum (Interest groups)</p> <p>Ward Committees' (community level)</p> <p>Very little adherence to the process plan took place in September to February as far as stakeholder consultation and the planning phases are concerned.</p> <p>Ward planning took place later than expected during March 2014. 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.</p>
CONTENT OF THE IDP	<p>The document reflects:</p> <p>Situational Analysis (development level and backlogs)</p> <p>KPA 1 to KPA 6 and Priorities</p> <p>Vision, Strategic objectives and strategies</p> <p>Operational Plan (Projects Register)</p> <p>Alignment of Municipal to sectoral programmes and projects</p> <p>Financial Plan and SDBIP</p> <p>Organisational Performance Management</p>
INTEGRATION FRAMEWORK	<p>Ikwezi Municipality participated in the coordination meetings facilitated by the District to ensure integration including:-</p> <p>Sarah Baartman Sector Engagement and IGR Cluster meetings.</p> <p>Sarah Baartman District IDP Representative Forum meetings.</p> <p>Attendance of District Mayors Forum (DIMAFO) and Municipal Manager Forum meetings</p> <p>SBDM outreach to consult on the draft IDP is scheduled for the 23rd of April 2014.</p>
ADOPTION PROCESS	<p>Council will adopt the Draft IDP on 31 March 2014 and it will be published for public comment (21-days). Early in May 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 2014.</p> <p>Copy of the final IDP will be submitted to the MEC for 10 days after the adoption by Council. Assessment and MEC comments will follow.</p>

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### **1.1.2 FRAMEWORK GUIDE FOR CREDIBLE IDP's**

A Credible IDP Framework Guide has been developed by the Department of Cooperative Governance. 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.

### **1.1.3 IDP PROCESS PLAN FOR THE 2015/16 PLANNING CYCLE**

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 in August 2014, outlines the path to be undertaken during the 2015/2016 planning cycle and furthermore identified 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 Planning and Outreaches
- Community Development Workers Programme

### **IKWEZI IDP REPRESENTATIVE FORUM**

The Ikwezi IDP Representative Forum has been established to ensure that there is representation of the various organized groups within the municipal area. 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 11th of March 2014 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

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## 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 11 March 2014.

### WARD COMMITTEES

Prior to 2011 Ikwezi was a plenary municipality without a ward participatory system, which effectively meant that Ikwezi did not have any demarcated wards. This changed in 2011 when Ikwezi municipality was established as a new plenary municipality with a ward participatory system. Four ward Committees have been established each consisting of ten members, chaired by the Ward Councillor listed in the table below.

Table 70: Chairpersons of ward committees

Ward Councillors	Ward Number
Katie Hendricks	1
Asanda Mboneni	2
Lundi Ntame	3
Margaret Bonaparte	4

The municipality has successfully supported the ward committees with office space and basic operational equipment. All of the Ward Committee Members received training in 2013/14 financial year

The main purpose of the ward committee system is to enhance participatory democracy in local government and to make recommendations on matters affecting their wards through the Ward Councillor. Ward committees play a critical role 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 Plans, especially tracking the implementation of projects and monitoring and evaluating the outcome.

## IKWEZI REVIEW OF WSB & OUTREACH PROGRAMME

For the IDP Review process 2015/16 the municipality has undertaken sessions in wards to review the ward based priorities determined in 2013/14. Ward Committees were also consulted during the review process and assist with the mobilization of respective ward communities. Ward Committee Members also attended the IDP Representative Forum meeting held in Jansenville on the 11th March 2014 to discuss ward projects, resulting in vigorous debate.

Community engagement sessions took place later than anticipated but nevertheless have been conducted in the entire ward in respect of the 2015/16 planning cycle. With these efforts the municipality has increased community participation and created an opportunity for the community to express their views and identify their needs. These ward outreaches will also improve the communities control over planning.

The outcome of the municipality's belated engagement session with the communities in March for the IDP 2015/16 cycle is summarised in the table below.

Ward 1	Waterford	Ward 2	Ward 3	Ward 4
Water quality		Water – Phumlani & Venterville		Water connection – all houses
	Sanitation	Sanitation, School	Fencing of sewerage ponds	Sanitation
Internal streets (paving)	Provincial Gravel Road	Internal roads	Paving	
Storm water management				
Rectification of Houses	Housing	Rectification of houses in Veneter	Rectification of old houses – roofing	Rectification of roofs
		Brick making project		Work creation & sustainable livelihoods
		Fencing heritage	Fencing and cleaning of	

		sites	heritage sites	
Sport and Recreation (Sport field)		Sport facilities		Sport and Recreation (Sport field)
Parks		Parks and swimming pool		
		Upgrade electricity		Electricity – street lights
	Electricity		Bank facilities	Bank facilities
	FBS	Grazing land (Proofplaas)		Land for emerging farmers
Refurbish old infrastructure		Refurbish old infrastructure		

Table 71: Reviewed Ward Based Needs 2015/16

The municipality will conduct ward outreaches in May to report on their performance on implemented projects during the 2013/14 cycle and to present the Draft IDP under review for 2015/16 before final adoption at the end of May 2014.

The municipality will use the reviewed ward based priorities to prioritise projects within the financial means at the disposal of the municipality. The allocation of funding will be guided by the settlement pattern and hierarchy afforded to level 1 (primary node); 2 (secondary node) and 3 (rural nodes) settlements.

#### 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.

Creating ownership of the IDP by the people.



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## 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.

### 1.1.4 IDP ASSESSMENT FINDINGS 2014

Ikwezi Municipality's Final IDP under review for 2013/14, was assessed in July 2013 and although the high overall rating was maintained, KPA 2 (Service Delivery) shortcomings identified in the Service Delivery Sub-commissions proved to be problematic to address due to key vacant infrastructure posts (Director and PMU). The gaps identified in the KPA for Financial Planning has been slightly easier to deal with due to the development of a financial recovery plan adopted in November 2014.

LM	KPA 1 SDF	KPA 2 SERVICE DEL.	KPA 3 FINANCE	KPA 4 LED	KPA 5 GOOD GOV.	KPA 6 INSTITUTIONAL	OVERALL SCORE
Ikwezi 2012	High	High	High	High	High	High	High
Ikwezi 2013	High	Medium	Medium	High	High	High	High
Ikwezi 2104	High	High	High	High	High	High	High

### MEC COMMENTS

In response to the comments raised by the MEC during the 2013 Assessment, an Action Plan was developed to address the concerns raised by the various Commissions. Mainly due to the numerous elements under the two KPAs that regressed, it was decided to consolidate gaps and corrective measures within individual Chapters dealing with respective KPAs. Therefore only the MEC Comments that have a direct bearing on KPA 5 - Good Governance and Public Participation will be discussed in the section.

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. The main areas of concern were raised around coordinated planning, the audit function and complaints management, as summarised below:-

GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
Challenge	Corrective Measure	Time frame
Disaster Management:	Sector plan is in the process of being reviewed	
Fire Management	The Senior Fire Officer is the CFO in terms of the functions	On going
Free basic service: is there a unit, how many water is provided per household, any integration plans with the District	There is a dedicated official but not a functional unit. LM provides 10 kls per household per month.	On going
Solid waste: Any gazetted by laws and any Affluent Policy	We do have by laws but they are not gazetted, no affluent policy	
Environment: any mechanisms to capacitate the community, any projects	The Department of Environment affairs has a partnership with the LM, there's a youth in waste and environment.	

Table 69: Assessment Findings 2014

### 1.1.5 COMMUNICATION AND PUBLIC PARTICIPATION

The communication function resorts in the office of the Municipal Manager. Sarah Baartman 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 was adopted by Council in 2010. 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 (official from the SPU, CDW and Planning Department) participates in the Sarah Baartman District Communicator's Forum which is held quarterly. At these meetings 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
  - Sarah Baartman News
  - Ikwezi facebook – site is active but needs to be updated.
  - Ikwezi Municipal Website ([www.ikwezimunicipality.co.za](http://www.ikwezimunicipality.co.za))

Ikwezi Local Municipality has developed a website. The purpose of the site 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. The It Unit also has authority to place tenders on the site.

Three IT interns have been contracted by Ikwezi Municipality for the next two years. 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)
- The location and safety conditions of the current server room are not up to standard and alternative options must be found.
- Develop IT Policies together with the Department of Finance and Administration

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 Diagrammed. 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 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 newsletter; furthermore a complaints book has been placed at the Technical Office and managed by the Department's 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. The momentum around this project must be pursued with the Office of the Premier.

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### **1.1.5.1 BARRIERS WITH REGARD TO IMPLEMENTATION OF PUBLIC PARTICIPATION CAMPAIGNS**

Ideally the municipality would like to establish a Unit with dedicated staff to deal with public participation but financial constraints dictate that multifunctional staff utilization be applied to perform this function. Despite the low population density, the vastness of the area is contributing to the inability to access the farming community

1. IKWEZI MUNICIPALITY'S BUDGET AND IDP ACTION PLAN

Activity- IDP/ Budget	PMS	Time frames	Responsibility
Consultation CDM for alignment on the Process Plan		July 2014	IDP Manager
	Conclusion of Performance Agreements (signed and submitted to MEC )	28 July 2014	MM, All HOD's
	Upload the SDBIP in the automated system	31 July 2014	MM's Office, Service Provider
Internal consultation on areas of focus for review 15/16		05 August 2014	Mayor, MM, All HOD's , IDP Manager
CDM Council Approval of the District Framework		20 August 2014	CDM Council
Steer Com Meeting is held to consider the following: composition of IDP Steer Com; Draft District Framework Plan; LM Process plan & agree on an effective Public Participation mechanism		13 August 2014	Mayor, Portfolio Councilors , HOD's , IDP Managers
	Mayor & MM meeting – SDBIP & s71 report	14 August 2014	MM & Mayor
	Standing Committee Meeting – monthly SDBIP & S71 reports/ Present CDM Framework and Draft IDP/ Budget Process Plan incorporating Action schedule with clear activities and timeframes, consolidated stakeholder list ( Standing Committee )	20 August 2014	

Activity- IDP/ Budget	PMS	Time frames	Responsibility
Table IDP/ Budget Process Plan to Council for adoption. Compile & submit to AG Audit File ( AFS, Draft Annual Report & PI Report)		28 August 2014	MM, Mayor
CDM IDP/Budget Steering Committee meeting		04 September	IDP Manager/Portfolio CLR
A. Place notices in local newspaper to inform the public about the process that is currently underway to review its IDP/ Budget		04 September	MM's Office
	Submission of monthly SDBIP Reports to MM	10 September 2014	MM, HOD'S,
Meeting with the Mayor		11 September	MM
CDM Rep Forum		18 September	IDP MANAGER/Portfolio Clr
IDP/ Budget Rep Forum (Introduction , table the process plan to stakeholders )		23 September	

#### Analysis Phase

IDP/ Budget Activity	PMS	Timeframes	Responsibility
	Start Preparing annual report for 2014-15 financial year	01 October 2014	All HOD's , IDP Manager
Address Comments from the MEC; assessment tool; Development of Action Plans, Discuss schedule for ward visits on priority issues as part of situational analysis		08 October 2014	IDP/ Budget Steering Committee
	Submission of monthly SDBIP, quarterly, PI, SCM reports for the period ending 30 September 2014	10 October 2014	All HOD's

IDP/ Budget Activity	PMS	Timeframes	Responsibility
	Submission of Q.1 Report to the Mayor	14 October 2014	MM and All HOD's
	Q. 1 Report tabled to the standing committee		MM
Visit to wards on Priority Issues		20-24 October 2014	ILM
Facilitate monitoring and evaluation session; confirm if strategies are achieving the mandate of the municipality (revision of the Scorecard)  Obtain finance information on known or predictable conditional grant funding; obtain financial information on known or predicted discretionary resources Progress Report; new information; focus areas; challenges; amended process plan; way forward		29 October 2014	
CDM IDP Rep Forum		30 October	
	Submission of SDBIP & s71 report to MM	5 November 2014	
	Submission of monthly SDBIP report to the MM	10 November 2014	
Draft Annual Report		November 2014	
IDP / Budget Steering Committee to present the situational analysis and SWOT analysis for all departments, discuss way forward to IDP Rep Forum		19 November 2014	ILM IDP/Budget Steering Committee
IDP Rep Forum (Municipal Priorities to be discussed with key stakeholders )		25/27 November 2014	MM's Office
CDM Consultation with LMs		27 November	

### Phase 3 - Strategies (Refinement of strategies, projects, programmes)

IDP/ Budget Activity	PMS	Timeframes	Responsibility
	Submission of monthly SDBIP report to the MM	08 Jan 2015	MM, HOD's
	Mayor/MM meeting -Submission of	14 Jan 2015	Mayor, MM

IDP/ Budget Activity	PMS	Timeframes	Responsibility
	monthly SDBIP, quarterly, PI, SCM reports for the period ending 31 December 2014 (second quarter)		
CDM IDP Coordinator's meeting		27 Jan 2015	IDP Manager
IDP/ Budget Steering Committee to consider budget adjustments			BTO and All HOD's
Draft budget allocations to be approved by the IDP/ Budget Steering Committee			BTO and All HOD's
<p><i>Convene IDP/ Budget Steering Committee, Final review of municipal strategies, objectives, KPA's, KPI's and targets,</i></p> <p>Review all budget related policies. Policies tabled at Executive Management for review, Adjustment Budget: Finalize Capital and Operational budget projections for 2015/2016,</p> <p>Municipalities receive inputs from National and Provincial Government and other bodies on factors influencing the budget, e.g. Grant Allocations</p>		20 January 2015	All HOD's, and members of the IDP/ Budget Steering Committee
Submit s72 report, Draft Annual Report to council		30 Jan 2015	
Alignment meeting – Provincial budgets plans		05 February 2015	
Submission of monthly SDBIP report to the MM		10 February 2015	MM, All HOD's



IDP/ Budget Activity	PMS	Timeframes	Responsibility
Review final tariffs and charges and determines tariffs to balance the budget and finalise income budget		12 February 2015	BTO
IDP / PMS Managers Session		17 February 2015	CDM, All LM's
Annual Institutional Strategic Session		18-20 February 2015	ILM, Sector Departments,
Table 2014/15 Adjustment Budget to Council for approval. Adjustment Budget Approved by Council.		26/27 February 2015	BTO

#### Approval Phase

Activity	PMS	Timeframes	Responsibility
Continuous engagements on draft budget allocations.		1-31 March 2015	BTO and All Departments
District Assessment of IDPs		03 March 2015	
4 Workshop draft IDP & Budget and proposed tariffs with Council		5 March 2015	BTO, MM's Office
HOD's identify local needs and Submit Draft Projects for alignment at CDM. Project alignment between CHDM and TLM		5 March 2015	
	Submission of SDBIP & s71 report to MM	10 March 2015	
Draft IDP/ Budget (15-16 ) and Draft Report for Institutional Strategic Planning Session presented to the IDP/ Budget Steering Committee	Draft PMS Framework (2015-16 ) presented to the IDP Steering Committee	11 March 2015	MM's Office
IDP Rep Forum to present Draft IDP/ Budget		17 March 2015	MM's Office

Activity	PMS	Timeframes	Responsibility
for 2015-16 Financial Year.			
Council Adopts Draft IDP/ Budget and Institutional Strategic Planning Session Report	Council adopts PMS Framework (15-16 )  Council to Consider and adopt an oversight report	26 March 2015	Mayor, MM, BTO
Publicize the Draft IDP/ Budget to afford communities and key stakeholders an opportunity to comment, place the documents in relevant places, ward councilors offices and municipal website <a href="http://www.ikwezilm.co.za">www.ikwezilm.co.za</a> .		27 March 2015	Mayor, MM, BTO
Forward Copy of preliminary approved Budget, IDP, SDBIP & related documents to National & Provincial Treasury and Department of Local Government– 90 days before start of new financial year.	Refinement of municipal strategies, objectives, KPA's, KPI's & targets for inclusion into IDP;	31 March 2015	MM's Office, BTO
Advertise & Inviting public comments on Draft Budget and IDP Place copies of Draft Budget and IDP at all accessible places as determined by the municipality		01 April 2015	MM, BTO
IDP/ Budget Steering Committee to discuss the wayforward to road shows with CHDM		02 April 2015	MM's Office
Ward Committee briefing on preliminary IDP/ Budget and tariffs		03 April 2015	BTO, IDP Manager, PP Officer
Mayoral Road Shows with CDM		April 2015	MM's Office
	Submission of SDBIP & s71 report to MM	13 April 2015	MM's Office
	Mayor/MM meeting -Submission of monthly SDBIP, quarterly, SCM reports for the period ending 31 March 2015	15 April 2015	MM's Office

	Activity	PMS	Timeframes	Responsibility
		Vigorous engagements on Draft Departmental SDBIPS discussions as well as Municipal Scorecard	20-24 April 2015	MM's Office
		Submission of SDBIP & s71 report to MM	04 May 2015	
	HOD's and IDP Manager analyses public and Ward Committee comments and inputs on Draft IDP and Budget and prepare recommendations for Council's perusal		07 May 2015	All HOD's and IDP Manager
	CDM Rep Forum		08 May 2015	CDM, All LM's
		Submission of monthly SDBIP report to the MM	10 May 2015	MM, HOD's
	IDP / Budget Steering on Final Draft IDP/ Budget 15-16 working session/ workshop		13 May 2015	MM, BTO
	IDP / Budget Rep Forum		21 May 2015	
	Workshop Councillors on the IDP/ Budget to be adopted		26 May 2015	MM, BTO
	Council Adopts 2015-15 IDP/ Budget/ PMS Framework (open to public ) and 2015-16 SDBIP		31 May 2015	Mayor, MM, BTO
			June 2015	
		Submit SDBIP to the Mayor after Budget Approval with Draft Performance	04 June 15	MM

Activity	PMS	Timeframes	Responsibility
	Agreements		
Publicize on local newspaper. Afford the public to look at the documents in relevant offices and municipal website, submit to relevant, authorities (COTGTA EC, Provincial Planning and Treasure , CHDM )		5 June 2015	CFO Municipal Manager  IDP Manager
	Mayor sign the SDBIP and Performance agreements of Sec, 57 Managers concluded, submitted to COGTA EC, placed in Municipal website.	25 June 2015	MM/ Mayor/ All HOD's
	Load 2015-16 SDBIP to the system	30 June 2015	IDP Manager, Service Provider
	Q.4 performance reporting	8 July 2015	MM

AMENDMENT OF IDP/ BUDGET PROCESS PLAN.

The IDP/ Budget Process Plan will be adopted by the council as required by the Municipal Systems Act of 2000. The busy schedule of the municipality may lead to deviation in the specified dates and require adjustment and council adoption when there is a need to do so.

APPROVAL BY COUNCIL

The 2015/2016 IDP/ Budget review Process Plan was formally adopted by council in an Ordinary/ Special Council meeting held on the..... August 2014.

.....  
S MNGWEVU  
Mayor

.....  
M MPAHLWA  
Municipal Manager

## 1.2. POWER AND FUNCTIONS

An important objective imposed on the municipality by the Constitution, is the promotion of democratic and accountable government for local communities

Functions / powers are assigned to municipalities in terms of sections 156 and 229 of the Constitution and may be 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 gives a reflection of powers and function assigned to Ikwezi Municipality in terms of the Constitution and those devolution and / or adjusted by the Minister and/or MEC for Local Government in terms of the Structures Act.

Function	Performing	Budgeted for: Yes/No
Air pollution	No	No
Building regulations	Yes	Yes
Child Care facilities	No	No
Electricity reticulation	Yes	Yes
Fire Fighting	Yes	Yes
Local Tourism	Yes	Yes
Municipal airports	No	No
Municipal Planning	Yes	Yes
Municipal Health Services	No	No
Municipal Public Transport	No	No
Storm water	Yes	Yes
Trading regulations	Yes	No
Water (potable)	Yes	Yes
Sanitation	Yes	Yes
Water Service Authority and Provider	Yes	Yes
<b>Schedule 5 part b</b>		
Amusement facilities	No	No
Billboards and the display of adverts in public places	Yes	Yes
Cemeteries, Crematoria and funeral parlours	Yes	Yes
Cleansing	Yes	Yes
Control of public nuisances	Yes	Yes
Control of undertakings that sell liquor to the public	Yes	Yes
Facilities for the accommodation, care and burial of animals	No	No
Fencing and fences	No	No
Licensing of dogs	No	No
Licensing and control of undertakings that sell food to the public	No	No
Local amenities	Yes	Yes
Local sport facilities	Yes	Yes
Markets	No	No
Municipal abattoirs	Yes	Yes
Municipal parks and recreation	Yes	Yes
Municipal roads	Yes	Yes
Noise pollution		
Pounds	No.	No
Public places		
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes

Function	Performing	Budgeted for: Yes/No
Street trading	Yes	Yes
Street lighting	Yes	Yes
Traffic and parking	Yes (Provision not made on the organogram)	Yes

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## CHAPTER TWO

### 2.1 EXTERNAL & INTERNAL SITUATIONAL ANALYSIS – IKWEZI AREA

The analysis phase aims to assess the existing level of development within the Municipality through the study of the prevailing environment, the impact thereof on the inhabitants of the area and by taking cognizance of community perceptions and ultimately their needs. It also makes provision for the identification and analysis of the environmental challenges facing Ikwezi and allows the Municipality to effectively mitigate challenges.

The analysis phase is 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 an analysis of the external and internal dimensions hereunder, which have a direct impact on development in Ikwezi Local Municipality.

### 2.2 DEMOGRAPHIC ANALYSIS

#### 2.2.1 POPULATION AND POPULATION DENSITY

The demographic profile in the study area is made up of both urban and rural dynamics. During the life-span of the current five year IDP, various data sources were used progressively during each planning review process, ranging from StatsSA Census 2001, Community Survey 2007 and ultimately updated by the StatsSA Census 2011.

Table 1: Population and extent of Area km<sup>2</sup> EC, CDM and ILM

StatsSA 2011	Province of the Eastern Cape	Sarah Baartman District Municipality	Ikwezi Local Municipality
Total Population	6 562 053	450 584	10 537
Area km <sup>2</sup>	168 966 km <sup>2</sup>	58 243.3 km <sup>2</sup>	4562.72 km <sup>2</sup>

Source: StatsSA 2011

According to the 2011 Population Census conducted by Statistics South Africa the total population of the Eastern Cape Province is 6 562 053 people and the total population of the Sarah Baartman District is 450 584. As indicated by the statistical information above, Ikwezi accounts for 2.3% of the Sarah Baartman District and 0.16% of the Eastern Cape Provincial population. Geographically Ikwezi makes up 7.8% of the District municipality's landmass, with a low population density of 2.3 per km<sup>2</sup>, which is much lower than the District average of 7.7 persons per km<sup>2</sup>.

#### 2.2.2 POPULATION GROWTH RATE

The population of Ikwezi has increased by approximately 170 people over the past 10 years. This is reflective of a 0.2% average population growth rate per annum from 2001 to 2011. The slow population growth rate can possibly be attributed to a relatively stable migration trend, with limited outward movement in search of employment in Graaff Reinet and Port Elizabeth. The average population growth

rate experienced throughout the Sarah Baartman District over the same period is much higher, at 1.6% per annum.

Table 2: Population Growth Rate and Projections per Ward

Population Growth over time		2001	2011	% Growth / Decline 2001 to 2011	% Growth / Decline p.a.
Ikwezi Population		10 367	10 537	1.6	0.16
	Population	Household	Household size	Growth rate 1.1% 2012-22	Growth rate 2% 2012-22
Period	2011	2011	2011	2022	2022
Ward 1	2 468	675	3.7	272	494
Ward 2	4 044	1 086	3.7	445	809
Ward 3	1 565	491	3.2	172	313
Ward 4	2 460	662	3.7	271	492
Ikwezi Area	10 537	2 915	3.6	1 159	2 107

Source: StatsSA

The table above specifies the growth rate and population projections for the next ten years. Planning will consider these population projections as it crafts its long-term vision and these will inform key strategic decisions to suit future development requirements.

The following key observations are noted:

- The 2011 Census Stats SA indicates a total population of 10 537, for the Ikwezi municipal area, comprising of 2 915 households.
- It is estimated that the population will grow in line with the National average of 1.1% between 2012 and 2022.
- The estimated population growth will result in an increase of approximately 1 159 persons over a 10 year planning horizon

### 2.2.3 AGE DISTRIBUTION

Roughly 6 409 or 61% of the population are under the age of 35 and 31% of these are below 15 years of age.

Table 3: Ikwezi Age distribution

DEMOGRAPHICS	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATSSA 2011)		GROWTH % p.a.
Ikwezi Total Population	10 367	10 537	170	0.16
Age distribution				
0-14	3 301	3 274	31.1%	-0.08
15-64	6 336	6 529	62.0%	0.30
65+	733	734	7.0	0.01

Source: StatsSA

The high number of young people requires intergovernmental planning efforts to jointly focus on providing sport and recreation facilities in addition to access to improved education choices. Sport in particular plays an important part in youth development and relevant role-players should form partnerships to promote sport initiatives and youth programmes in Ikwezi. The high number of children



could also be an indication of a dependency on child support grants. The elderly accounts for 7% of the Ikwezi population.

Table 4: Sarah Baartman District-wide Age distribution

DEMOGRAPHICS	SARAH BAARTMAN DM (STATSSA 1996)	SARAH BAARTMAN DM (STATSSA 2001)	SARAH BAARTMAN DM (STATSSA 2011)	Growth rate 2001-11 p.a.
Sarah Baartman Total Population	370 159	388 206	450 584	1.6
Age distribution	1996	2001	2011	
0-14	114 875	110 724	122 602	
15-64	227 485	251 548	296 436	
65+	23 266	25 935	31 546	

Source: StatsSA

At Sarah Baartman District level the dependency trend is slightly lower with only 24.2% of the population under the age of 15 and inhabitants over 64 years of age level pegging at 7%. The total working-age population in Ikwezi is 62% which is close on 4% lower than the 65.8% living in the Sarah Baartman District area.

## 2.2.4 GENDER DISTRIBUTION

The population of Ikwezi Local Municipality consists of a slightly lower number of male than female residents and the gender ratio reflected parity levels of roughly 9 males for every 10 females in 2011. The gender ration at Sarah Baartman District is slightly higher with 9.6 males for every 10 females.

Table 5: Ikwezi Gender Ratio

DEMOGRAPHICS	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATSSA 2011)	%	GROWTH % p.a.
Gender	10 370	10 537		
Male	4 926	5 055	48.0	0.26
Female	5 444	5 482	52.0	0.07

Source: StatsSA

In total males constitute 48% of the population and females 52%. This closely resembles the gender breakdown found in District where 49% of the population are male and 51% female. Municipal planning takes cognizance of the gender distribution in the Municipality and the Special Programmes Unit has established Ikwezi Women's Forum. Municipality initiatives consider the mainstreaming of previously disadvantaged groups as a priority in all development activities.

Table 5: Sarah Baartman District-wide Gender

DEMOGRAPHICS	SARAH BAARTMAN DM (STATSSA 1996)	SARAH BAARTMAN DM (STATSSA 2001)	SARAH BAARTMAN DM (STATSSA 2011)	Dependency
Gender	370 159	388 206	450 584	
Male	179 102	185 919	220 246	96 : 100
Female	191 057	202 287	230 338	51.1%

Source: StatsSA

## 2.2.5 GENDER OF HEAD OF HOUSEHOLD

Table 7: Ikwezi Age Distribution of Head of Household Gender

DEMOGRAPHICS	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATSSA 2011)	%	GROWTH % p.a.
Head of Household: Gender	2 754	2 915		
Male	1 860	1 708	58.6	-0.82
Female	894	1 207	41.4	3.5

Source: StatsSA

According to StatsSA an 8.9% increase has occurred, from 32.5% to 41.4%, in respect of female headed households between 2001 and 2011. The increase is relatively high considering that the population growth rate has been very low over a 10 year period and the male to female sex ratio has remained almost unchanged. This could be reflective of males migrating in search of employment opportunities outside of the municipal area or the occurrence of single mothers deciding to create a basis for their young with the option of marriage later in life.

Female headed households are also increasing over time and planning must take this into account as the table below suggests that this is a district-wide phenomenon, especially safety features in house designs and high mast lighting and communication must be considered.

Table 8: Sarah Baartman District-wide Head of Household Gender

DEMOGRAPHICS	SARAH BAARTMAN DM (STATSSA 1996)	SARAH BAARTMAN DM (STATSSA 2001)	SARAH BAARTMAN DM (STATSSA 2011)	%
Head of Household Total: Gender	83 291	100 308	125 632	
% Female headed HH	29.6	34.9	38.5	
Female	24 657	34 967	48 313	3.8

Source: StatsSA

## 2.2.6 MARITAL STATUS 2011

Statistical information indicates that 32.8% of the population are married.

Table 9: Distribution of the population by marital status 2011

	Married	Never Married	Widow /er	Divorced	Total
Ikwezi	3 465	6 542	404	127	10 538

Source: StatsSA

## 2.2.7 LANGUAGE AND RACIAL DISTRIBUTION

The largest segment (68.5% - StatsSA 2011) of the population in Ikwezi speaks Afrikaans, followed by 25.4% communicating in IsiXhosa. Business, private and public institutions should attempt to render services in the languages most commonly spoken in the area. Stats 2011 also indicates that the majority of the population (93.9%) living in Ikwezi, were born in the Eastern Cape. South Africans of Colour account for 55% of the population, followed by 37% Black South Africans.

Table 10: Ikwezi Population Grouping

DEMOGRAPHICS	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATSSA 2011)	%
Language	10 369	10 538	100
Afrikaans	7144	7215	68.5
English	129	274	2.6
IsiXhosa	3081	2673	25.4
Other	15	330	3.1
Population Grouping	10 370	10 538	
Black	3 826	3 916	37.2
Coloured	5 603	5 757	54.6
White	941	796	7.6
Indian/Asian	0	21	0.2
Other	0	48	0.5

Source: StatsSA

This population grouping trend is not reflected at the District level, where Black South Africans constitute 53.3% of the total district population.

The municipality must consider the diverse cultural groups existing and languages spoken within the municipality, in all decision making processes and equity quotas.

## 2.2.8 DISABILITY

In the 2011 Census, questions on disability were replaced by General health and functioning questions. Due to change in question, 2011 results are not comparable with previous Censuses 1996 and 2001 and for this reason a comparative analysis will not be done.

Table 11: Ikwezi Population Grouping

IKWEZI	Hearing	Seeing	Walking	Remembering	Self-care
No difficulty	9240	8480	9173	9108	8313
Some difficulty	333	1021	292	342	185
A lot of difficulty	64	166	103	127	82
Cannot do at all	22	15	90	79	303

Source: StatsSA

The most predominant disability found in the Municipal area is people suffering from some form of sight disability, affecting 11.4% of the population. A further 4.7% of the inhabitants are afflicted by a walking or climbing disability and 5.5% find it difficult to take care of themselves. 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 organisation, disabled people as a special interest group remain largely marginalized with regard to development dialogues and access to provincial programmes.

## 2.3 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 2001 and 2011.

### 2.3.1 EMPLOYMENT STATUS

The Ikwezi Local Municipality is characterised by a lack of sustainable employment and a high percentage of people in the area are not economically active. This in turn translates into high poverty levels and limited disposable income. In 2001 only 28.8% of the working-age population were employed. This situation has steadily improved and in 2011, 40.9% of the population between the ages of 15 and 64 were employed. However, the unemployment rate is still too high and could impact negatively on the municipality as low affordability levels generally result in poor payment rates for services.

Table 12: Ikwezi distribution of the population aged between 15 and 64 years by employment status

SOCIO ECONOMIC ANALYSIS	IKWEZI AREA (STATSSA 1996)	IKWEZI AREA (STATSSA 2001)	IKWEZI (STATSSA 2011)		%	GROWTH % p.a.
Labour status						
Employed	2 083	1 791	2642			
Unemployed	833	1253	580			
Unemployment Rate	28.6%	41.2%	18.0%			

Source: StatsSA

Table 13: Sarah Baartman District-wide population aged between 15 and 64 years by employment status

SOCIO ECONOMIC ANALYSIS	SARAH BAARTMAN DM (STATSSA 1996)	SARAH BAARTMAN DM (STATSSA 2001)	SARAH BAARTMAN MD (STATSSA 2011)		%	GROWTH % p.a.
Labour status						
Employed	89 953	94 650	120 176			
Unemployed	35 452	51 996	39 766			159942
Unemployment Rate	28,3	35,5	24,9			

Source: StatsSA

StatsSA indicates that in Ikwezi the labour absorption rate equates to 40.9% and the Unemployment rate is approximately 18%. The unemployment rate in Sarah Baartman is just over 7% higher but cognisance must be taken that the average household income in Ikwezi is R31 587.00 lower than the R76 250.00 received in Sarah Baartman. A further 49.9% were either classified as not economically active or as discouraged work-seekers in 2011. The overall dependency ratio has decreased from 64:100 in 2001 to 61.4 persons per hundred population of working age in 2011. StatsSA 2011 also concludes that the youth unemployment rate, in Ikwezi was reduced from 51.1% in 2001 to 22.7% in 2011.

Income levels within the Municipal area are very low considering that 59.1% of the economically active population do not generate an income. The remaining 25.4% are employed with only 9.3% 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 higher income levels.

The following table summarises the unemployment and poverty situation in the municipality,

Table 14: Poverty Indicators 2011

Year	Unemployed (15-64)	Discouraged Work-seekers	Household Annual income < R19691	Absence of household income
2001	19.7%		61.8%	16.2%
2011	9.0%	7.3%	43.7%	10.8%

### 2.3.2 Employment Sectors

In 2011 only 14.9% of the total population of Ikwezi were employed in the formal sector, a further 6.4% in the informal sector and a smaller segment (4.7%) worked in private households. Based the community survey conducted in 2007 it is concluded that the community and public sector continues to account for the majority of specified jobs and is still closely followed by the agriculture sector. The first mentioned sector is an unlikely base for employment expansion. The wholesale and retail trade and manufacturing sector was the third and fourth highest employer, but it is also doubtful whether these sectors will expand significantly as commercial and business activities are confined to the urban centre of Jansenville.

Table 15: Employment Sector

SOCIO ECONOMIC ANALYSIS	IKWEZI AREA (STATSSA 2011)	%
Employment Sectors	10 537	
In the formal sector	1568	14.9
In the informal sector	674	6.4
Private household	496	4.7
Do not know	26	0.2
Not applicable	7773	73.8

Source: StatsSA

The employment sector also continues to use elementary occupations, followed by craft and related workers, plant and machine operators, service shop market and sales workers, and clerks. A smaller segment of the employment sector is made up of professionals, technicians and senior managers.

This dominance of elementary 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 and technical skills in agriculture and environmental management. Statistics South Africa 2011 reflects that the unemployment rate in Ikwezi is 18.3%, which is 6.6% lower than the unemployment rate rampant in Sarah Baartman District.

### 2.3.3 INCOME LEVELS

StatsSA 2011 reflects that poverty levels are high with 35% of the population not receiving any income and a further 21% earn less than R801 per month, therefore technically falling under the poverty line. This is exacerbated by the fact that the labour force participation rate is only 50.1%. The population lack buying power which makes it difficult to exploit local economic development opportunities and the situation implies a high dependency on social grants. Interventions must be created and expedited to support poor communities.

The potential economic active working-age force accounts for 62% of the total population which reinforces the need to boost the economy and stimulate job growth.

Table 16: Income Category

SOCIO ECONOMIC ANALYSIS	IKWEZI AREA (STATSSA 2011)	%	IKWEZI AREA (STATSSA 2011)	%	
Individual Income			Household Income		
No income	3655	34.7	No income	314	10.8
R 1 - R 400	1431	13.6	R 1 - R 4800	133	4.6
R 401 - R 800	742	7.0	R 4801 - R 9600	270	9.3
R 801 - R 1 600	2156	20.5	R 9601 - R 19 600	871	29.9
R 1 601 - R 3 200	369	3.5	R 19 601 - R 38 200	650	22.3
R 3 201 - R 6 400	238	2.3	R 38 201 - R 76 400	324	11.1
R 6 401 - R 12 800	227	2.2	R 76 401 - R 153 800	181	6.2
R 12 801 - R 25 600	111	1.1	R 153 801 - R 307 600	130	4.5
R 25 601 - R 51 200	17	0.2	R 307 601 - R 614 400	31	1.1
R 51 201 - R 102 400	5	0.0	R 614 001 - R 1 228 800	5	0.2
R 102 401 - R 204 800	7	0.1	R 1 228 801 - R 2 457 600	3	0.1
R 204 801 or more	1	0.0	R 2 457 601 or more	2	0.1
Unspecified	1408	13.4	Unspecified	-	-
Not applicable	169	1.6		2915	100.0

Source: StatsSA

Census 2011 determined that the households in the Eastern Cape received an average annual income of R64 539 which was the second lowest of all the Provinces. Sarah Baartman District fared much better by comparison with the average household income in 2011 growing to R76 250, which notably, is above the Eastern Cape average. Although Ikwezi's household income is way below the average earned in Sarah Baartman, it has increased by R11 098 from R33 565.00 in 2001 to R44 663.00 in 2011.

Table ...: Distribution of average household income – 2001 and 2011

Municipality	2001	2011
Sarah Baartman	39 757	76 250
Ikwezi	33 565	44 663

Source: Statistics South Africa: 2011

**2.3.4 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 Sarah Baartman 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.

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.

**2.3.5 DEPENDENCY ON SOCIAL GRANTS**

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

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

*Table 17: Care Dependency Grant*

	Old Age Pension	Disability Grant	Child Support Grant	Care dependency	Grant in Aid	Social Relief	Institutions
Ikwezi							

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 potential working age population are not employed, this dependency shifts to organs of state. Planning must try to reduce the high unemployment rate that exists in Ikwezi and at the same time facilitate effective and efficient social services to the inhabitants of Ikwezi. Departments such as Home Affairs, Social Development, Health and Education must coordinate their efforts to bring about faster and better services to the people who need it most.

## 2.3.6 EDUCATION

Table ...: Sarah Baartman District-wide population aged 20 years and older by highest level of education attained

	SARAH BAARTMAN DM (STATSSA)	SARAH BAARTMAN DM (STATSSA)	SARAH BAARTMAN MD (STATSSA)	%
	1996	2001	2011	
Grade 12/ Std 10	24 324	35 577	56 665	
Higher	13 028	15 565	23 037	
Total	206 643	236 429	277 825	

Table ...: Distribution of the population aged 20 years and older by highest level of education attained

DEMOGRAPHICS	IKWEZI AREA (STATSSA)	IKWEZI AREA (STATSSA)	IKWEZI AREA (STATSSA)	%
	1996	2001	2011	
Age distribution	1996	2001	2011	
No schooling	1 457	1 333	787	12.6
Some primary	1 347	1 524	1 496	23.9
Complete primary	522	528	517	8.3
Some secondary	1 474	1 684	2 146	34.3
Std 10/Grade 12	424	660	966	15.5
Higher	245	291	338	5.4
TOTAL	5 469	6 022	6 249	
Distribution of the population aged 5-24 years by school attendance				
	1996	2001	2011	
Attending	2 908	2 644	2 484	
Not Attending	1 393	1 485	1 178	
	4 301	4 129	3 662	

Ikwezi Local Municipality is characterized by low education and literacy levels. The StatsSA indicates that in 2011, 12.6% of the population over 19 years of age has not received any schooling, while 23.9% had some form of primary school education. Only 15.5% of the population has attained grade 12. A further 5.4% of the population has attained a higher qualification.

In 2011 the academic achievements in Ikwezi was lower than Sarah Baartman District as a whole: the percentage of twenty years and older with pass rates in Matric or higher is 20.9% in Ikwezi as compared to 28.7% for the District.

The Statistics South Africa Census of 2011 revealed that 67.8% of the Municipality's population between the ages of 5 and 24 years are attending some form of educational institution.

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.

## **2.4. SPATIAL ANALYSIS: IKWEZI LOCAL**

### **MUNICIPALITY**

The Local Government: Municipal Systems Act makes provision for the revision of the Spatial Development Framework (SDF). The Ikwezi Spatial Development Framework (2006/2007) was reviewed in June 2013 and adopted by Council.

For ease of reference it was decided to summarise and lift issues of importance from the SDF 2013 and Biodiversity Sector Plan 2012 to enable readers of the IDP to get an overview of the development dimensions that must be considered when planning.

#### **2.4.1 LEGAL STATUS AND POLICY FRAMEWORK**

The Spatial Development Framework is a statutory plan, which reflects the spatial values, principles and proposals according to the future development policies and direction envisaged by the communities residing within the municipality. This spatial reflection of the IDP represents an important social compact which should be paramount in assessing where development should be permitted, or not permitted, in any area of the municipality.

#### **2.4.2 SDF METHODOLOGY**

The principles for strategic planning, land use management, rural development and urban restructuring as documented in the listed National, Provincial and Local Policies, Plans and legislative directives below were taken into account when the Ikwezi SDF was developed

- NSDP Growth and Development Objectives
- NSDP Principles
- DFA Principles
- SPLUMB Development Principles
- CDM SDF 2006 and
- SDFs of adjoining local municipalities

Although the CDM SDF was under review in 2012, it is expected that the spatial rationale and land use management proposals of the 2006 SDF will significantly change to be aligned with the PSDP, but the fundamental principles are still valid for the purposes of formulating Municipal SDF's.

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The Ikwezi SDF methodology is based on the National Guidelines for the Development of Spatial Development Framework (NGDSDF) (Version 8): Department of Rural Development & Land Reform. The spatial vision, principles and goals are guided by and aligned with various National, Provincial and Local informants. Key Provincial Spatial planning informants are the Provincial Growth and Development Plan (PGDP) and the Provincial Spatial Development Plan (PSDP) as these guidelines outline the development vision for the Province, including spatial development principles and objectives for implementation on Provincial, District and Local levels.

#### **2.4.2 SDF ALIGNMENT**

The Department of Local Government and Traditional Affairs, with the assistance of UN-Habitat, undertook the Review of the Eastern Cape Provincial Spatial Development Plan (ECPSDP) in 2010. The Review considered 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 Provincial Spatial Development Plan links implementation to the seven (7) pillars outlined hereunder. The Ikwezi SDF visioning, analysis and implementation strategies are also based on these pillars, to ensure alignment and integration

- Pillar 1 : Environment
- Pillar 2 : Human Settlement
- Pillar 3 : Rural development
- Pillar 4 : Infrastructure
- Pillar 5 : Economic development
- Pillar 6 : Human resource development
- Pillar 7 : Governance

The PSDP highlights key spatial development issues which ultimately inform the approach to managing spatial development. The premise of this approach is to ensure the optimal arrangement of settlements in space where access to services and/or resources provided in a settlement is equitably in balance with the level of services and/or resources provided there. The following principles of spatial management are adopted for Ikwezi.

- Focus of investment in existing rural settlements, villages and towns according to available resources and development priorities
- Reinforce development nodes and development areas through channels of opportunity and bulk infrastructure
- Focus on economic upliftment and employment creation through LED, Agriculture, SMME's and industrial programmes.
- 

The Ikwezi IDP identified priorities and strategic objectives to alleviate job creation, sustainable employment and infrastructure development and maintenance. These are:

- Priority 1 : Local Economic Development and Creation of jobs
- Priority 2 : Rural Economic Development
- Priority 3 : Infrastructure Development
- Priority 4 : Institutional Development

- Priority 5 : Community Empowerment and Skills Development

### 2.4.3 STUDY AREA - IKWEZI LOCAL MUNICIPAL AREA

The Ikwezi Local Municipality is situated in the Eastern Province and is one of 9 Local Municipalities located within the Sarah Baartman District Municipal area. The Municipal area comprises 456 272ha and is characterised by large rural areas with very low population densities and two relatively small urban nodes. Jansenville (main town and administrative centre) and Klipplaat are urban areas, with smaller rural settlements, i.e. Waterford and Wolwefontein.

The Ikwezi Municipal area comprises of a diverse mix of land uses, urban areas and rural nodes. The main land uses include:-

- Addo Elephant National Park and Darlington Dam including the rural node of Waterford towards the east.
- Large commercial stock farms and conservation areas.
- Urban settlements of Jansenville and Klipplaat and the rural settlements of Wolwefontein.

The majority of the population is located within the urban areas, given the possibilities for job opportunities in these areas.

#### 2.4.3.1 SETTLEMENT PATTERN AND HIERARCHY

PRIMARY NODE	JANSENVILLE	
A larger urban area with strong administrative financial and residential functions and components. Infrastructure is relatively well developed with supporting social facilities and amenities. Future growth and investment should generally be prioritized in this node, based on growth potential and potential to support local economic development.		
SECONDARY NODE	KLPPLAAT	-
This node has a smaller administrative, financial and service function although it supports a strong residential component, service delivery to the surrounding rural areas plays a lesser role. Investment and development of this node should be carefully considered and aimed at the provision of basic services and infrastructure to its residents.		
RURAL NODE	WOLWEFONTEIN WATERFORD	-
A very small population component with little or no services. Rural nodes can fulfil an important function in rural upliftment and livelihood areas. Future expansion in the rural areas should be confined to these nodes, but should be carefully assessed and investigated prior to large scale investment.		

Table 1 : Nodes

#### 2.4.3.2 KEY TRANSPORTATION CORRIDORS

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Key transportation and accessibility corridors in the study area include :

- R75 between Wolwefontein, Jansenville and Graaff-Reinet
- R337 road link between Jansenville and Klipplaat
- R400 between Jansenville and Waterford

The study area is easily accessible and provides the gateway to the western and northern portions of the Eastern Cape from the Nelson Mandela Bay Metro.

### **2.4.3.3 Spatial Vision**

Based on the Ikwezi Municipality vision, IDP priorities, objectives and strategies, the Spatial Development Framework vision for the Ikwezi Municipality incorporates key principles relating to the following:

- Ensure that all planning and development is based on the principles of integration and sustainability to ensure socio economic upliftment of the relevant communities within Ikwezi Municipality.
- Provision of land for the expansion of residential areas and non-residential land uses to ensure economic growth and upliftment.
- Support and promote expansion of commonages and land reform within the greater Ikwezi.

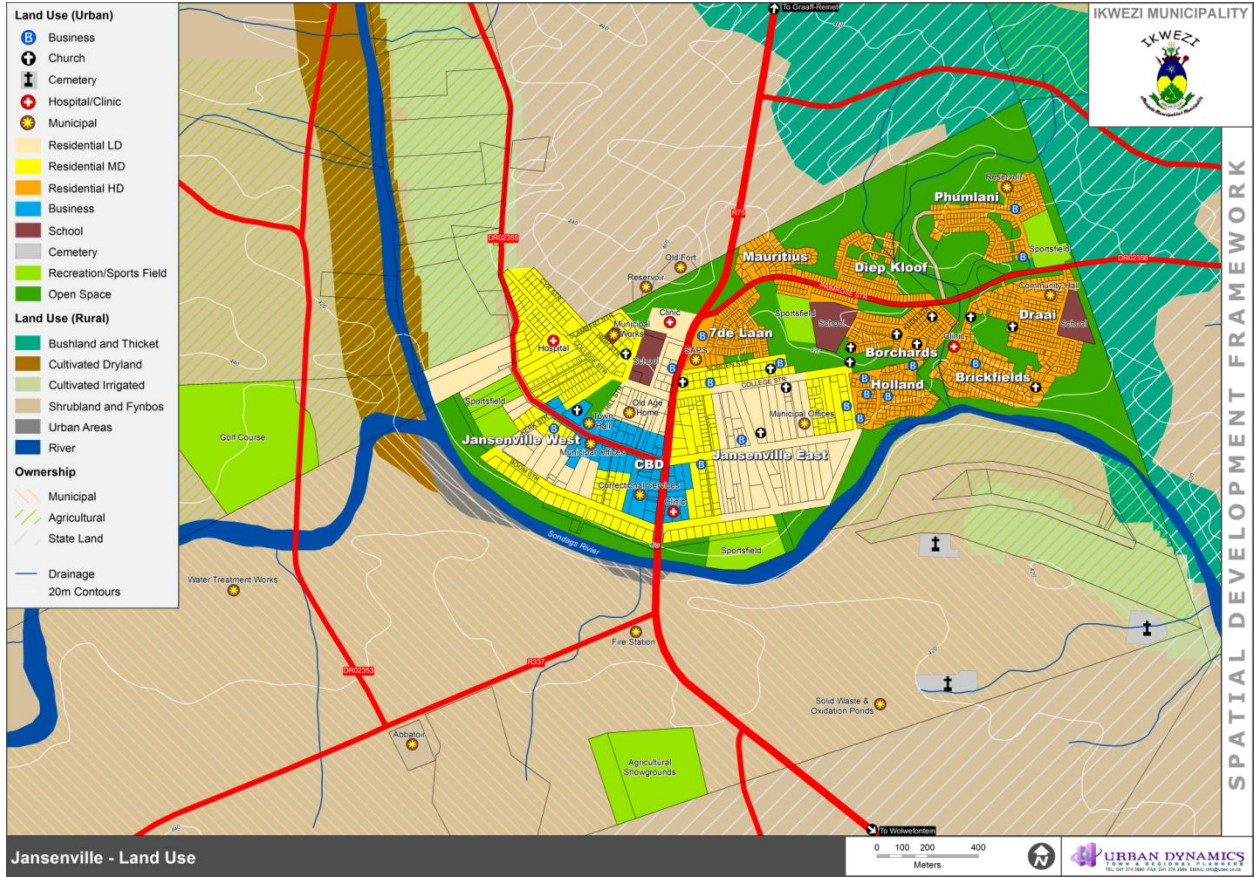
The spatial analysis of the study area represents an overall spatial picture of the Municipality, the current situation, patterns and trends within the Municipality and quantify specific needs and capacities.

## **2.5 SPATIAL ANALYSIS - IKWEZI LOCAL MUNICIPAL AREA**

### **2.5.1 JANSENVILLE EXISTING SPATIAL FORM**

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.

The residential component comprises of approximately 289 sites in the lower density area (less than 10 units per hectare) and approximately 970 residential sites at densities above 10 units per hectare.



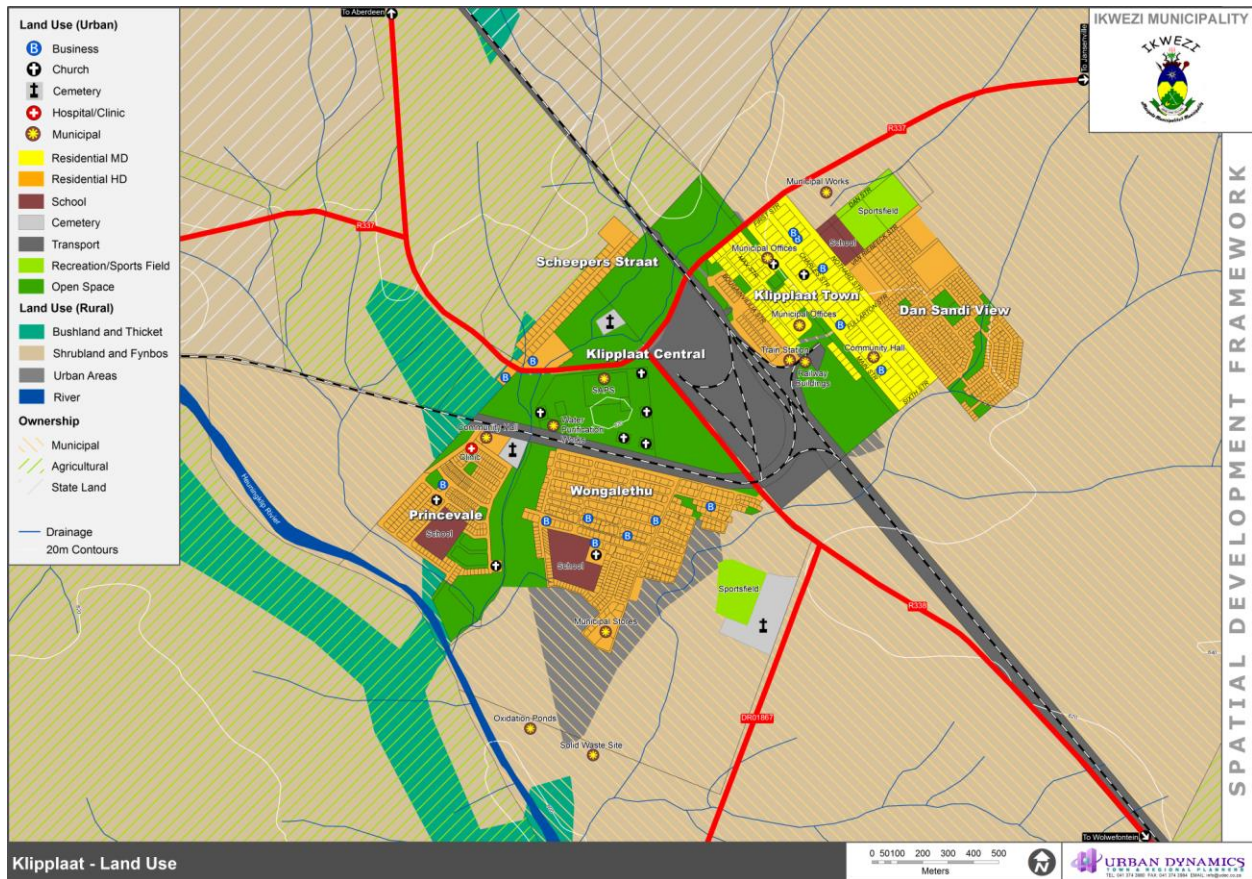


## 2.5.2. KLIPPLAAT EXISTING SPATIAL FORM

The spatial form of Klipplaats 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 Klipplaats into distinct ward based suburbs.

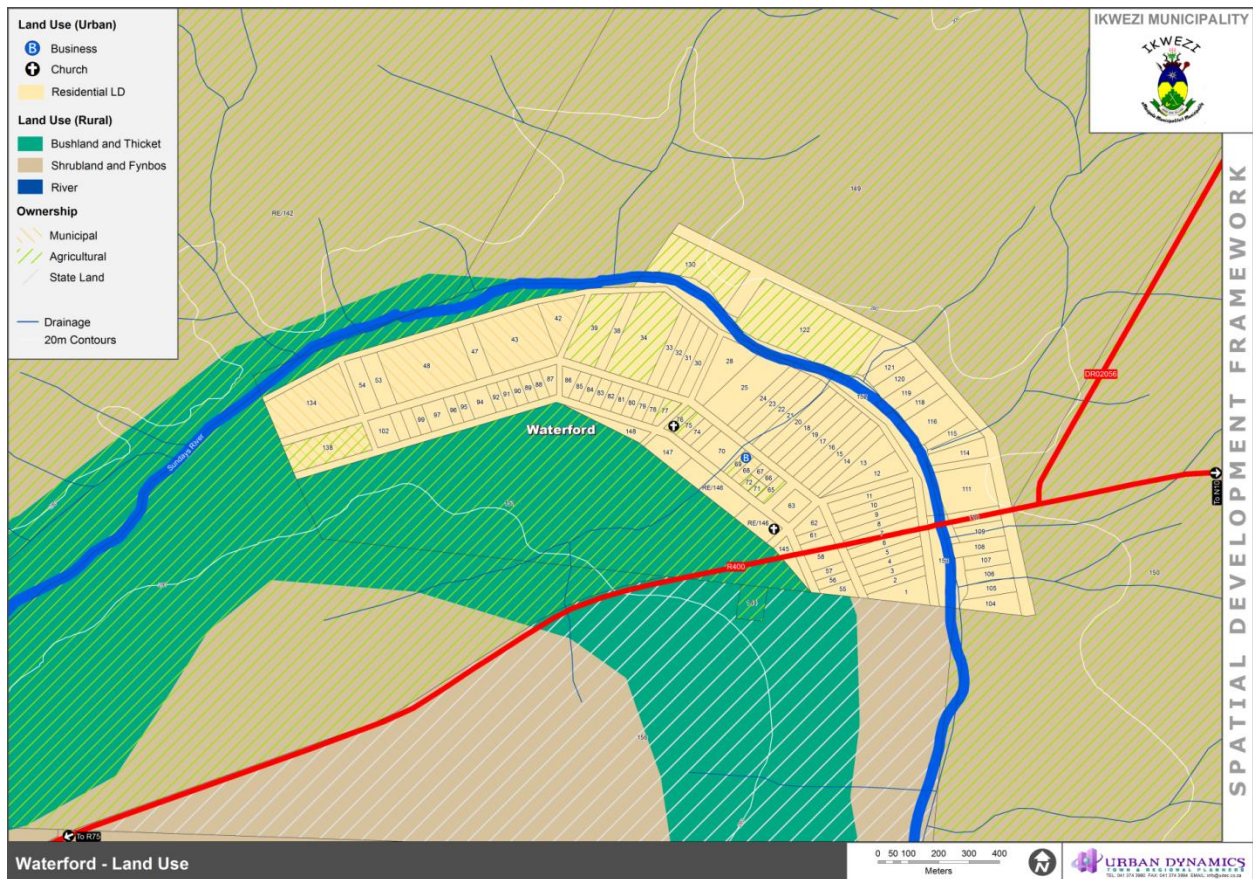
The town is bordered to the east and west by a drainage system which forms the primary component of the towns open space system and drains into the Heuningklip River flowing to the south of Klipplaats.

The town comprises of approximately 1 165 residential sites at a density of >10 units per hectare.



### 2.5.3 WATERFORD EXISTING SPATIAL FORM

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.



### 2.5.4 LAND OWNERSHIP

A basic analysis was conducted for larger land parcels in and around the urban areas to determine land ownership and generally noted that very little land is available in and around the main urban areas within Ikwezi and owned by the Municipality. Therefore, the general objective is that future development (expansion of existing towns) will have to take place on land currently owned by private individuals. This implies lengthy land acquisition processes and the numerous difficulties associated with private land acquisition. The Spatial Development Framework's objective is to identify land for future expansion, based on the creation of well-designed and integrated urban settlements. This is done notwithstanding land ownership. *Diagrams are provided in the SDF that gives an indication of land*

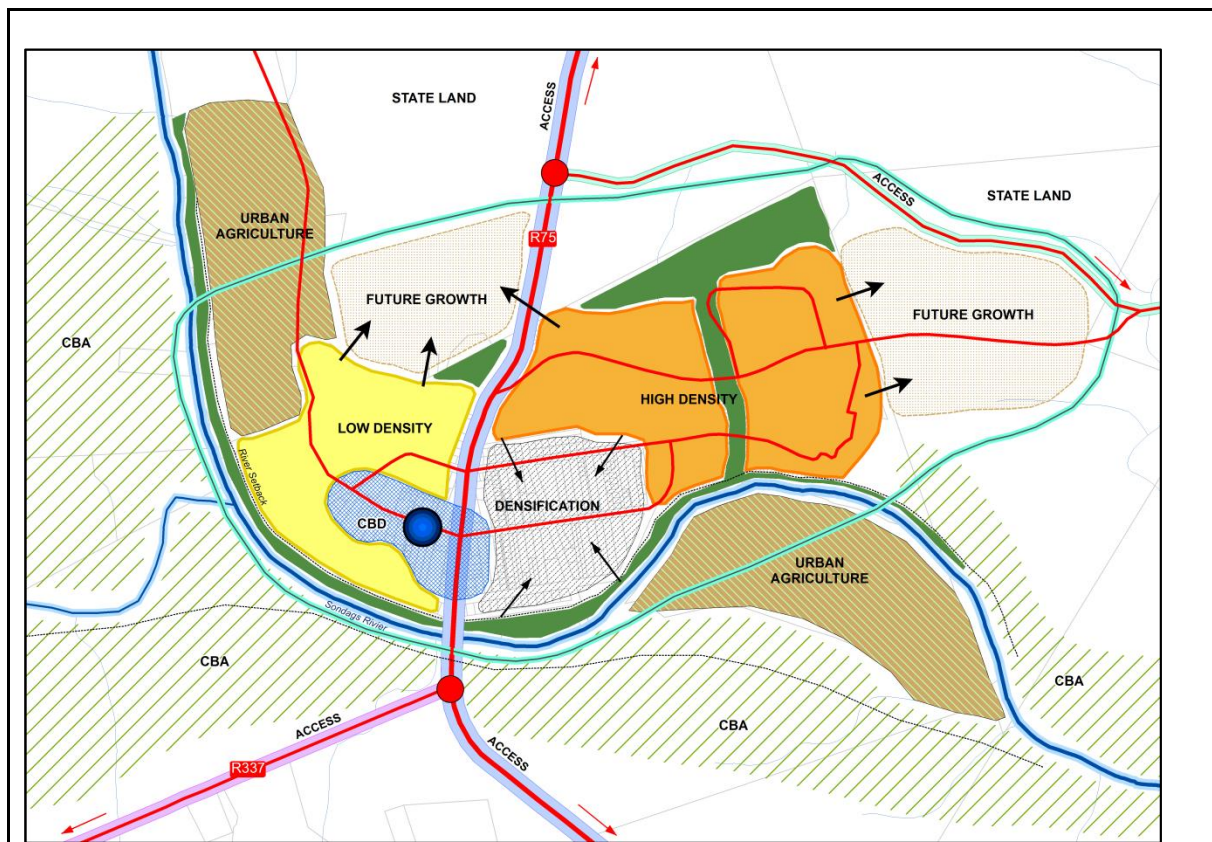


owned by the Municipality, privately owned or state owned land can found in the Chapter 3 paragraph 3.5 of the SDF

## 2.6 CONCEPTUAL FRAMEWORK - IKWEZI LOCAL MUNICIPAL AREA

### 2.6.1 JANSENVILLE CONCEPTUAL FRAMEWORK

The Conceptual Framework is a broad outline and possible development pattern for the Ikwezi nodal settlements and rural area. The Conceptual Framework is based on input through the analysis, meeting the development goals and objectives, taking into account the normative principles and the structuring elements.



#### STRATEGIES

- Strengthening and expansion of the Central Business District as a key commercial node.
- Improve business visibility and interaction along the R75 as a key accessibility route.
- Promote and support residential densification in the Jansenville east area and maintain residential densities in the area towards Phumlani and Brickfields.
- Carefully consider future expansion and ensure urban integration and the prevention of urban sprawl.
- Future growth areas to the east of Phumlani and Dry and north of Jansenville west, west of the R75.
- Integration should be promoted through the prioritised development of the area north of Jansenville



west.

- Ensure setbacks along the Sundays River through floodline management and avoid development south of the Sundays River to minimise service cost implications.
- Maintain a well-defined road hierarchy and internal reticulation system.
- The identification of various municipal owned land for institutional purposes should be accessed and used for non-residential community and support facilities.

## 2.6.2. KLIPPLAAT CONCEPTUAL FRAMEWORK

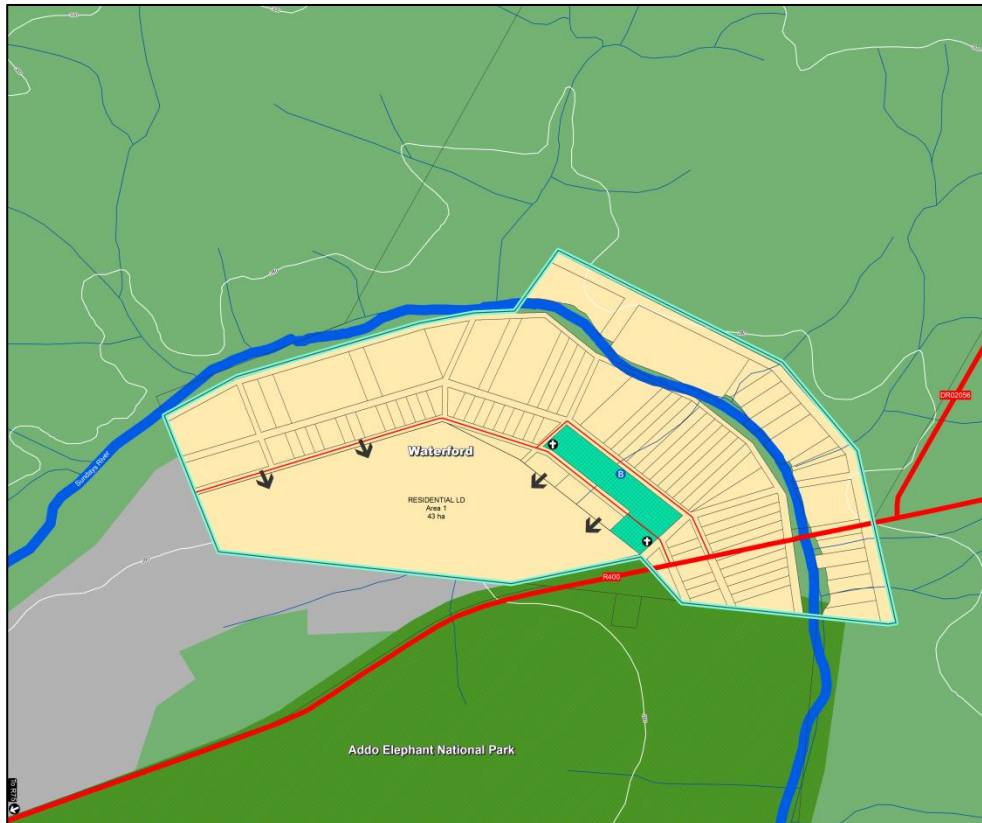


### STRATEGIES

- Maintain upgrade and promote main access corridors, i.e. R338, R337 and existing rail infrastructure as key catalysts for future economic development and support.
- Promote integration of Klipplaat town, Wongalethu and Princeville areas through special development initiatives through release of Spoornet land and precincts.
- Strengthen urban growth and revitalisation through establishment of business node in Klipplaat town and Wongalethu, these on main access routes and nodal points.
- Promote densification and revitalisation in the Klipplaat town area.
- Possible infill development and densification towards SAPS and lower precincts areas.
- Protect and preserve open space systems, critical biodiversity areas and heritage resources.

- Maintain the urban edge and carefully consider future residential expansion, north of Dan Sandy.

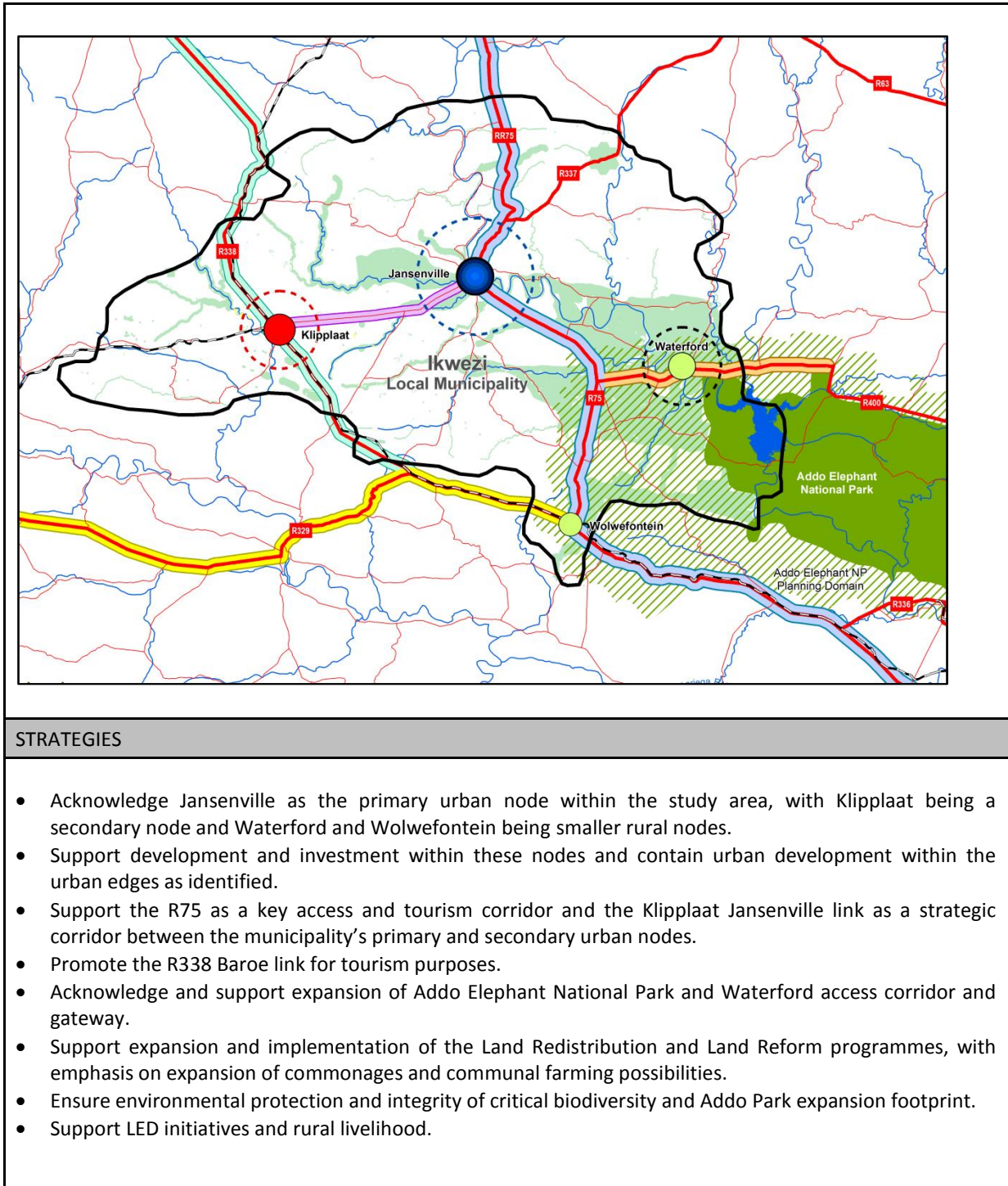
### 2.6.3 WATERFORD CONCEPTUAL FRAMEWORK



#### STRATEGIES

- Acknowledge Waterford as a rural node and possible gateway to western portion of the AENP.
- Strengthen and preserve the rural character and promote densification of larger rural residential units.
- Waterford to serve as residential component of possible larger expansion of commonages and land redistribution.
- Development implementation subject to AENP support.

## 2.6.4 RURAL AREAS CONCEPTUAL FRAMEWORK



### STRATEGIES

- Acknowledge Jansenville as the primary urban node within the study area, with Klipplaas being a secondary node and Waterford and Wolwefontein being smaller rural nodes.
- Support development and investment within these nodes and contain urban development within the urban edges as identified.
- Support the R75 as a key access and tourism corridor and the Klipplaas Jansenville link as a strategic corridor between the municipality's primary and secondary urban nodes.
- Promote the R338 Baroe link for tourism purposes.
- Acknowledge and support expansion of Addo Elephant National Park and Waterford access corridor and gateway.
- Support expansion and implementation of the Land Redistribution and Land Reform programmes, with emphasis on expansion of commonages and communal farming possibilities.
- Ensure environmental protection and integrity of critical biodiversity and Addo Park expansion footprint.
- Support LED initiatives and rural livelihood.

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## **2.7 LAND USE MANAGEMENT SYSTEM**

### **2.7.1. LAND USE ASSESSMENT**

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”

PSDP contains important guideline for Municipal land use management and Municipal land use planning. The SDF planning process should aim to establish sustainable settlements and ensure the sustainable utilisation of services and social facilities. Sustainability refers to the ongoing economic viability and desirable utilisation of space, by the communities within specific nodes, towns, villages or areas. Future development should be assessed and planned according to basic sustainability principles. Functional integration of urban areas can be achieved through the location of different activities that complement and promote the multi-purpose utilisation of certain areas and relates to the availability, accessibility and convenience of certain facilities and services on a day to day basis. It must reduce the need to travel and promote the development of diverse land use patterns, accessible to the residents of a specific area. To promote accessibility within walking distance thresholds are important for the location of non-residential land uses and social facilities. Planning areas were defined that a reasonable walking distance is 2km or 30 minutes from a specific area or central business district so that the majority of local daily needs for any inhabitant should be within a reasonable walking distance of the home.

### **2.7.2. LAND USE MANAGEMENT POLICY**

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

- Settlement Hierarchy and Nodal Development
- Densification and Nodal Development
- Urban Edge
- Human Settlements : Housing
- Human Settlements : Community Facilities
- Human Settlements : Business
- Rural Development : PSDP Framework
- Rural Development : Non-Agricultural Land Use
- Tourism and Resort Development
- Renewable Energy
- Rural Development : Subdivision of Agricultural Land
- Rural Development : Small Scale Farming

The Biodiversity Sector Plan also includes a set of Land Use Guidelines for land-use planning and decision-making, and guidelines for the sound management of land and water use.

By applying the recommendations provided in the BSP, sustainable development will be promoted. This will be achieved through the effective protection and management of biodiversity in the region, as required in Section 41(a) of the Biodiversity Act (10 of 2004), including in terms of the National Environmental Management Act (107 of 1998).



### 2.7.3 Management Guidelines for Land and Water Resources

The land use management guidelines for areas classified as Critical Biodiversity Areas; Ecological Support Areas and Other Natural Areas have been included in *Chapter 4 of the SDF* and can be used by all parties involved in land-use planning and decision-making.

	FORMAL PROTECTED AREAS	CRITICAL BIODIVERSITY AREAS	ECOLOGICAL SUPPORT AREAS	OTHER NATURAL AREAS	NO NATURAL AREAS REMAINING
<i>Desired Management Objective</i>	Maintain natural land. Rehabilitate degraded to natural or near natural and manage for no further degradation.		Maintain ecological processes	Sustainable Management within general rural land-use principles	Sustainable Management within general rural land-use principles. Favoured areas for development.

Development initiatives must take stock of the referencing to classified areas in and around the nodes mentioned hereunder:-

#### 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.

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.

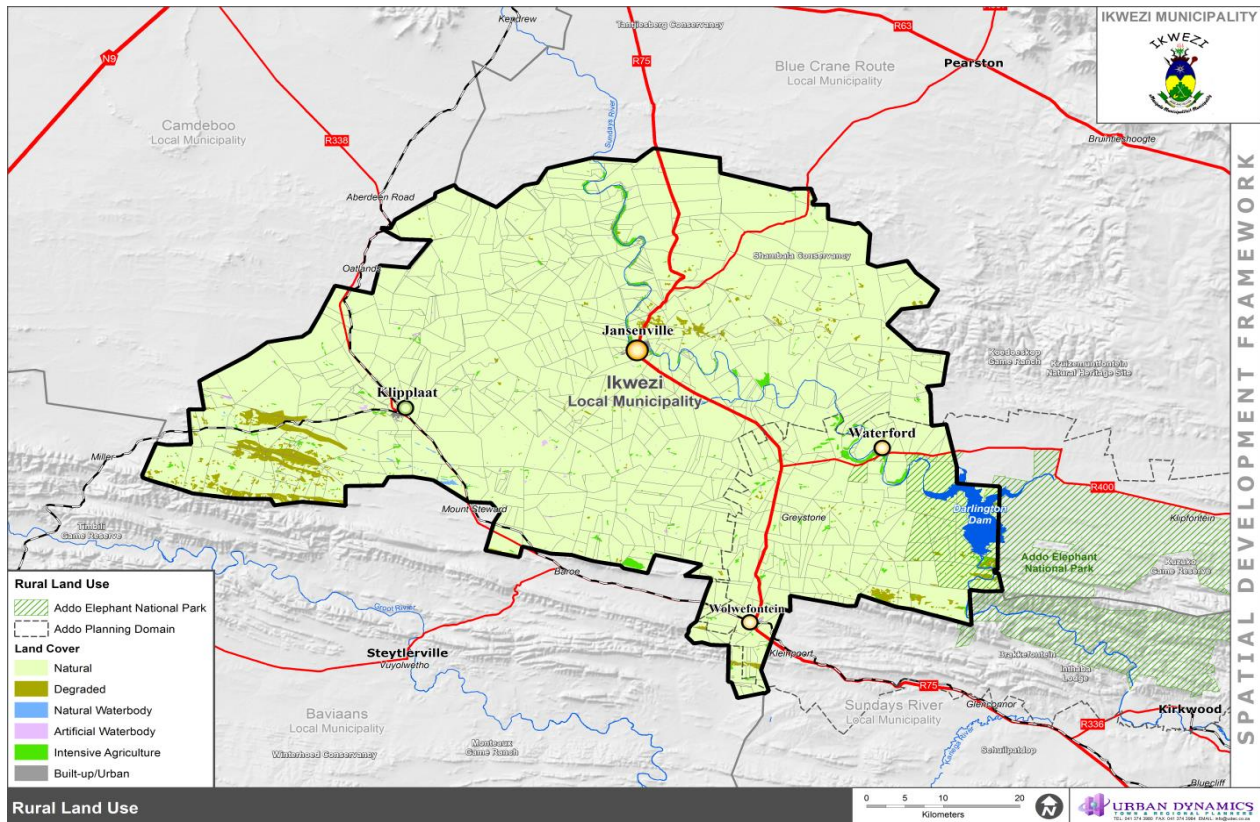
Biodiversity conservation principles should be considered that seek to facilitate biodiversity conservation as the primary land management objective.

### 2.7.4 Land Cover and Levels of Transformation and Degradation

Land cover and levels of environmental transformation and degradation provides background to rural land use, rural land use potential and historical impacts. The table indicates that approximately 95.7% of the study area comprises natural vegetation, wetlands and near natural areas. Given the high level of development along Ikwezi, this percentage is relatively high. Degraded and transformed areas are limited to 2.3% and 1.9%, respectively. Translated to hectares, approximately 8 000ha, within the study area, have been transformed through intensive agriculture plantations, urban and infrastructure development.

LAND COVER CATEGORY	HA	%
Natural (to near-natural) areas Includes natural vegetation and wetlands (natural water bodies)	436 868.6	95.7%
Degraded areas Includes medium to high alien infestation, overgrazed, areas with dongas and barren rock due to erosion. Note that degraded areas fall within Critical Biodiversity Areas, Ecological Support Areas and Other Natural Areas (ONA)	10 569.5	2.3%
Transformed Intensive agriculture (cultivated areas) and urban and infrastructure (includes dams)	8 834.4	1.9%
<i>TOTAL</i>	456 272.5	100%

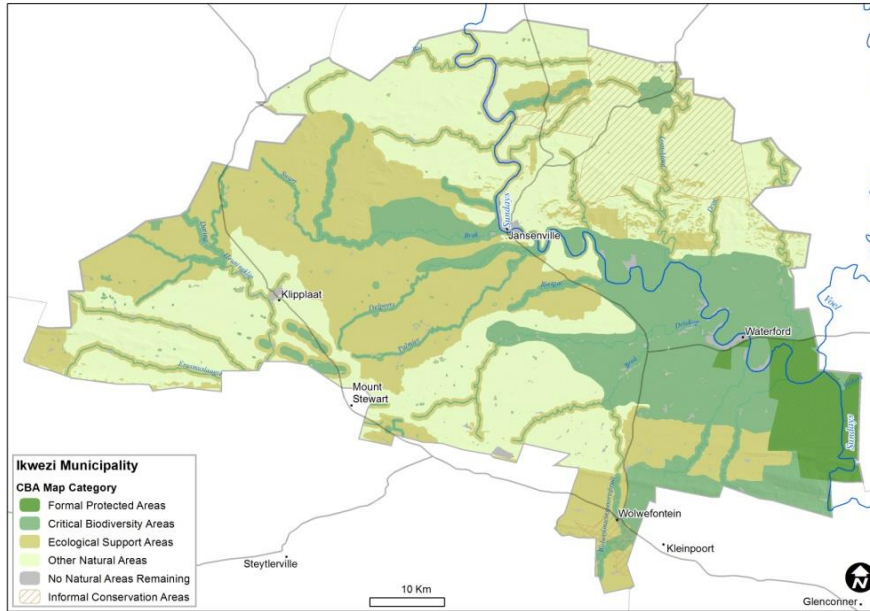
*Table 2 : Land Cover and Levels of Degradation*



## 2.8 ENVIRONMENTAL OVERVIEW AND ANALYSIS

The Ikwezi Municipality Biodiversity Sector Plan (BSP) provides an environmental overview of the municipality. The Biodiversity Sector Plan 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). 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), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling et al., 2003). In other words, it is 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.



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

The Biodiversity Sector Plan (BSP) is intended to support land-use planning and decision-making in areas identified as biodiversity priorities and to help inform the planning and management tools that municipalities are required to develop. By applying the recommendations provided in the BSP, sustainable development will be promoted and achieved through the effective protection and management of biodiversity in the region.

### 2.8.1 Agriculture Potential

The land capability map is a tool that should enable the user the best long-term utilisation of the land. The Land Capability Index was prepared by the Directorate Agriculture Land Resource Management (2002).



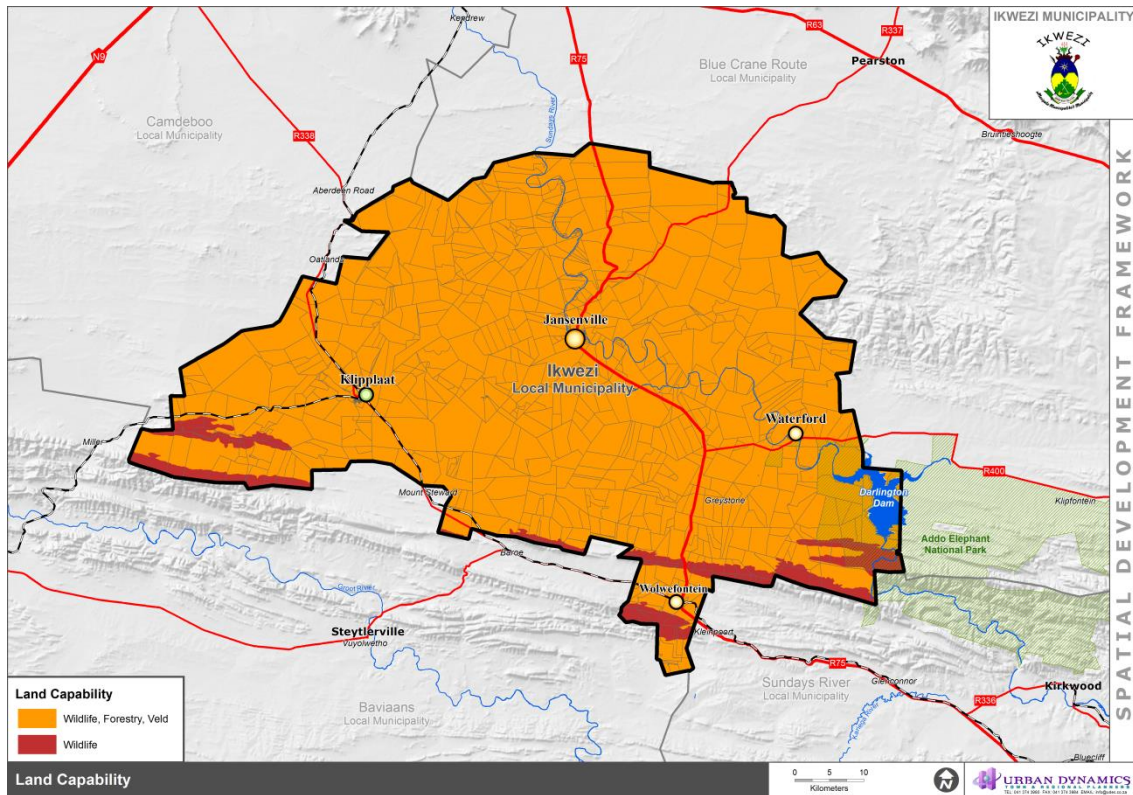


Figure 1 : Land Capability (Department of Agriculture, 2002)

CAPABILITY CLASS	DESCRIPTION
Class 7 : Wildlife Forestry and Veld	<ul style="list-style-type: none"> <li>• Land in Class VII has very severe limitations that makes it unsuited to cultivation and that restrict its use largely to grazing, woodland or wildlife.</li> <li>• Restrictions are more severe than those for Class VI because of one or more continuing limitations that cannot be corrected, such as:- - Very steep slopes; Erosion; Shallow soil; Stones; Wet soil; Salts or sodicity; Unfavourable climate.</li> <li>• Physical conditions are such that it is impractical to apply such pasture or range improvements as seeding, liming and fertilizing.</li> <li>• Depending on soil characteristics and climate, land in Class VII may be well or poorly suited to woodland.</li> <li>• In unusual instances some occurrences may be used for special crops under unusual management practices.</li> </ul>
Class 8 : Wildlife	<ul style="list-style-type: none"> <li>• Land in Class VIII have limitations that preclude its use for commercial plant production and restrict its use to recreation, wildlife, water supply or aesthetic purposes.</li> <li>• Limitations that cannot be corrected may result from the effects of one or more of:- Erosion or erosion hazard; Severe climate; Wet soil; Stones; Low water-holding capacity; Salinity or sodicity.</li> <li>• Land in Class VIII cannot be expected to return significant on-site benefits from management for crops, grasses or trees, although benefits from wildlife use, watershed protection or recreation may be possible.</li> <li>• Badlands, rock outcrop, sandy beaches, river wash, mine tailings and other nearly barren lands are included in Class VIII.</li> </ul>

Table 3 : Land Capability (Department of Agriculture, 2002)

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## 2.8.2. Environment and Biodiversity

The findings of the Biodiversity Sector Plan has been aligned and incorporated into the SDF, at the same time acknowledging the Eastern Cape Biodiversity Plan, STEP and others.

Spatial planning and land-use management decisions must, by law, take into account the biodiversity of an area and ensure sustainable development. To enable this, scientists have researched Ikwezi's biodiversity to determine the spatial arrangement of plants, animals, rivers, wetlands and their interactions and functioning. Based on this information, areas have been categorised and prioritised according to their biodiversity importance.

### 2.8.2.1 Biodiversity Profile

The vegetation types of the Ikwezi Municipality fall within three of the nine biome types of South Africa, namely Nama Karoo, Albany Thicket and Fynbos, as well as an Azonal Vegetation type that is botanically different from these biomes.

Approximately half of the municipal landscape is comprised of the Succulent Karoo biome (Nama Karoo). It is recognized as a global biodiversity hotspot and is part of the only arid hotspot in the world. Biodiversity hotspots are areas of high species diversity that are also under serious threat of extinction. The flora is characteristically succulent.

The socio-economic importance of the Thicket vegetation cannot be underestimated. For example, the aloe sap industry, horticulture, the medicinal plant trade, game reserves and ecotourism all rely on Thicket vegetation. Thicket also has the ability to act as a 'carbon sink', ultimately reducing the impacts of global climate change through fixing carbon as part of its plant material.

Our rich biodiversity provides for nature-based community initiatives that support poverty alleviation by creating jobs in industries such as eco-tourism.

### 2.8.2.1 Protected and Conservation Areas

Protected Areas are the core areas in the network of biodiversity areas and are vital in supporting ecological sustainability and enhancing resilience to climate change. Protected Areas within the region can be divided into two main categories, namely formal Protected Areas and Conservation Areas.

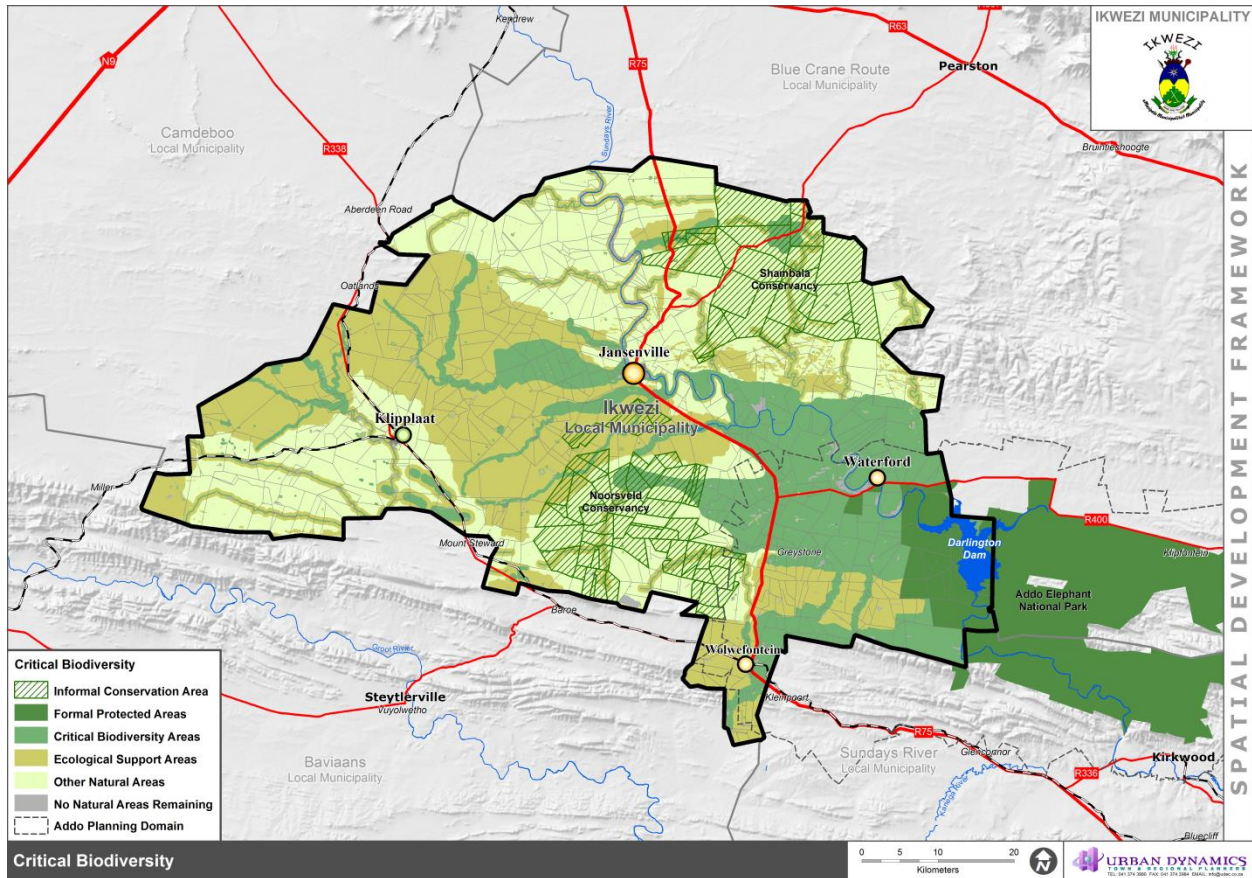
AREA (Ha) & PERCENTAGE (%)	VALUE	
Size of Municipality	456 272.5 ha	
Formal PA	19 084.3 ha	Protected Areas are formally protected by and gazetted in terms of the National Environmental Management: Protected Areas Act (NEMPAA) 57 of 2003. the Addo Elephant National Parks (managed by SANParks).
Percentage PA	4.2 %	
Informal CA	40 755 ha	Conservation Areas (CA) are areas of land not formally protected by and

		gazetted in terms of the NEMPAA, but informally protected by the current landowners and users, and managed at least partly for biodiversity conservation
Percentage CA	8.9 %	

Table 4 : Protected Areas (PA) and Conservation Areas (CA)

Conservation

The Biodiversity Sector Plan should guide all decisions on development in the urban and rural areas.



IKWEZI	AREA (HA)	PERCENTAGE (%)
Urban Areas (ECBCP)	765.65	0.2
Bushland & Thicket	53709.81	11.8
Cultivated Dryland	1280.03	0.3
Cultivated Irrigated	1259.41	0.3
Grassland and Grazing	64.17	0.01
Shrubland and Fynbos	343427.00	75.3

Waterbodies & Wetlands	169.09	0.03
STEP Protected Areas	39545.22	8.7
Addo (SANPARKS)	16051.43	3.5
Total	456271.81	100%

## 2.9 CLIMATE AND CLIMATE CHANGE

### 2.9.1. Climate

The Ikwezi Municipality falls the area above the Winterberg Escarpment and the Karoo that is characterised by hot summers and cold winters. The average maximum daily temperatures range from 20° C in June to 32° C in January with an average of 18° C. A maximum temperature of 47° C has been recorded to date. The average daily minimum temperatures range from 0° C in May, June and July to 11° C in January. Several sub-zero temperatures are likely between middle May and the beginning of September. A minimum temperature of -4.5° C has been recorded to date. Winter cold is mainly the result of cold nights when radiation cooling of the dry air results in widespread frost.

Maximum rainfall is experienced in summer. The annual rainfall ranges between 163mm to 522mm with a 29 year average of 280mm per annum. Rain falls mainly in the summer months between October and April and monthly averages range from 9mm in June/July to 42mm in March.

### 2.9.2 Climate Change

Climate Change refers to the ongoing progression of changes in the earth's general weather conditions as a result of the continual average rise in the temperature of the earth's surface, commonly referred to as Global Warming. This phenomenon is based on various contributing factors including the increase in Greenhouse Gases.

In the Eastern Cape, predictions suggest higher temperatures, increased unpredictability of rainfall regimes, more intense rainfall (flooding), longer dry spells (drought periods), increased storm events and sea level rise. A study by Hewitson and Crane (2006) suggests increased summer rainfall in the interior and eastern parts of South Africa.

Climate change can therefore have a significant impact, see below, on Ikwezi Local Municipality and its management of land use and scarce resources

- Change in rainfall patterns and average rainfall
- Change in level of fluctuation of general climate patterns and tendencies
- Increase in flood severity and draught occurrence
- Change in ecosystems and desertification
- Impact on bulk water supply resources and agricultural industry

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Sector planning and general strategy formulation can indirectly mitigate against the impact of Climate Change. This includes strategies relating to Renewable Energy, Green Management Practices and Environmental Sustainability.

Climate change also highlights the importance of protecting our water resources from over-abstraction, degradation and the spread of invasive alien plants (which use more water than indigenous plants). A fynbos catchment area can lose up to 68% of its water yield due to a dense cover of invasive alien plants.

### **2.9.3 Soil**

The Ikwezi municipal area is dominated by shallow soils on hard or weathering rock known as lithosols and freely drained structure less soils.

## **2.10 LAND REFORM PROGRAMME**

The Department of Rural Development has compiled an Area Based Plan for the Sarah Baartman District Municipal Area (2008). 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.

The prime purpose of the country's land reform programme is to address the skewed land ownership patterns. 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.
- 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.



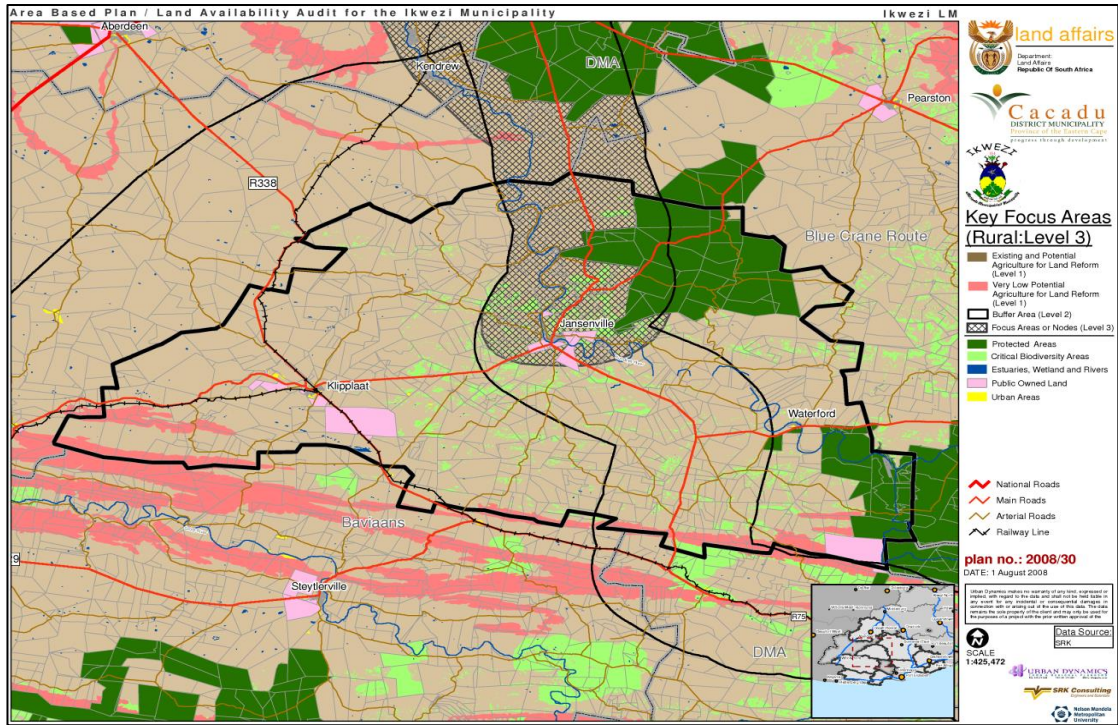


Figure 2 : Area Based Plan & Land Reform

❖ Ikwezi LM Key Focus Area

FOCUS AREA	NODE	GENERAL BACKGROUND	RELEVANT COMMODITY ORGANIZATIONS
5	Graaff-Reinet and Jansenville	<ul style="list-style-type: none"> <li>• Area is indicated as a line along the R75 road that links the two towns</li> <li>• The focus area is fairly large for farming is based on extensive animal husbandry which requires large areas of land.</li> <li>• Area is well known for extensive goat and sheep farming</li> <li>• The towns Graaff-Reinet and Jansenville are well established with well-established support industries for goat and sheep farming.</li> <li>• The area is some distance from the market (Port Elizabeth) for the farm products. This however is the nature for extensive farming areas.</li> <li>• The focus area is following the main route between the two towns and Port Elizabeth.</li> </ul>	<ul style="list-style-type: none"> <li>• East Cape Agricultural Coop</li> <li>• East Cape Game Management</li> <li>• Chicory Producers Organisation</li> <li>• National Wool Growers Organisation</li> <li>• Red Meat Producers Organisation</li> <li>• Boere Kooperasie Beperk (BKB)</li> <li>• SA Mohair Growers Organisation</li> <li>• Wool South Africa</li> <li>• Ooskaap Volstruis Produsente Organisasie</li> </ul>

Table 5 : Ikwezi LM Key focus Area

The Sarah Baartman Area Base Plan identified key focus areas with respect to land reform which is indicated in the table and supporting figure. Ikwezi is therefore identified as a key focus area for land reform as per the Area Base Plan.

### 2.10.1 Area Based Plan and Land Reform

In addition and in support of land reform in the District, the Sarah Baartman Land Audit & Area Based Plan makes specific recommendations towards land reform and land reform corridors in the District. A key component of the Area Based Plan is the identification of key focus areas within which land reform should be developed and further explored.

The area based plan identified various levels of key focus areas to address land reform targets in the district. The determination of focus areas is a key component in the government role out for accelerated land reform process.

Determination of focus areas were informed by four main determines:

- Physical criteria for determination of focus areas.
- PLAS programme guidelines such as settlement along main corridors and consideration of the nodal development concept.
- Enterprise concentration, infrastructure and available support systems.
- Expansion of Municipal commonages.

### 2.10.2 Status of Land Reform Programme

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
Sarah Baartman Total	8,853	373,129,684	252,064,950	130,636,078	153,767,909	84,208	100.00	100.00	17,369	4,431

Table 6 : Status of Land Reform Programme (Source : DLA CAPEX July 2008)

### 2.10.3 Restitution Status

MUNICIPALITY	URBAN		RURAL		TOTAL		GAZETTED	NON-COMPLIANCE	REFERRED BACK	REGISTRY	RESEARCH	SETTLED	SETTLEMENT PHASE	VALIDATED	NO STATUS ASSIGNED	
	CLAIMS	AREA (HA)	CLAIMS	AREA (HA)	CLAIMS	AREA (HA)										
Ikwezi	19	1243.28	5	6118.62	24	7361.90										
DM TOTAL	371	1726.58138	135	58199.21125	506	59925.79	211	21	5	31	57	77	3	100	1	

Table 7 : Restitution Status (Source : DLA & Land Claims Commissioner 2007)

### 2.10.4 Land Reform Projects

The following table outlines the current and past land reform projects as per the Department of Rural Development & Land Reform.

MD & REGISTRATI ON DIVISION	PROJECT	FARM NAME(S)	GRAN T	PHASE	HA
Jansenville	Noorsdoring Farm	Noorsdoring (De Brakke River 149/R, 2,3 and farms 109/R,1 & Fair View Outspan 150 & Riet Gat 151/2	PLAS	Approved	2 392.0
Jansenville	Dan Dyeli Family Trust	Vergenoegd 112/R & J'ville Erven 397 - 399, 401 - 407, 477 (Zoetfontein)	LRAD	Approved /Halted	462.6
Jansenville	Delpportskraal (Jansenville Comm)	Remainder of the farm Delpportkraal No.146/0 FARM 139/1&2, Farm	COM	Approved /Halted	934.1
Jansenville	Groenleegte	Groenleegte 164/6	PLAS	in Process	880.45



MD & REGISTRATI ON DIVISION	PROJECT	FARM NAME(S)	GRAN T	PHASE	HA
Jansenville	Tannies	Tannies 226/2[R] & De Draay 227/1,2,3,4 & Farm 236	PLAS	Price negotiatio n	3 242.40
Jansenville	DIE MEENT (Restit claim)			Restitutio n Claim	609.84
Jansenville	Gwebushe Family CC (Perdevlei ) (Bushavlei)	Erven 342, 340, 341, 339, 352, 351, 350 & Rem of Erf 348, Perdevlei	LRAD	Transferr ed	46.6
Jansenville	Klipfontein	Klipfontein 194/11,20,22, BoschRug 123/R, Pampoenkraal 128/4,5, Platkraal 129/R,1, Newklip 130, Kalkgat, 198/9,11.	PLAS	Transferr ed	2 179.37
Jansenville	Klipplaat Commonage	Elandsfontein (Hardwood)	COM	Transferr ed	4 263.9
Jansenville	Ngqeza Family Trust	Delports River No 290	PLAS	Transferr ed	2006
Jansenville	Phambili L Stock Farmers Association	Newlands (Steijnsrust, Breede Laagte, Bosch Rug, New Klip, Zwartrivier, Klipfontein)	PLAS	Transferr ed	2274
Jansenville	Uitkoms Farming		PLAS	Transferr ed	5 453.0
Jansenville	Waterford (Group 1)	Wayside	PLAS	Transferr ed	3 619.0
Jansenville	Karoo Vlakte	Strydoms Laagte	COM	Transferr ed	5 096

Table 8 : Land Reform Status (Department of Rural Development & Land Reform, 2012)

## CHAPTER THREE

### 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 organs of state and business, but all impact on the lives of the community and for this reason all known development initiatives are incorporated into this Chapter.

It must be acknowledged that before any future development is undertaken or levels of basic service determined, consideration must be given to the settlement and hierarchy expansion options (SDF 2013) outlined below in respect of the various nodes in Ikwezi.

NODES	SETTEMENTS	EXPANSION OPTIONS
Primary	Jansenville	Future growth and investment should generally be prioritized in this node, based on growth potential and potential to support local economic development.
Secondary	Klipplaat	Investment and development of this node should be carefully considered and aimed at the provision of basic services and infrastructure to its residents
Rural	Waterford & Wolwefontein	Future expansion in the rural areas should be confined to these nodes, but should be carefully assessed and investigated prior to large scale investment.

The Conceptual Framework also gives a reflection of a broad outline and possible development patterns and strategies for the nodal settlements in the Ikwezi area. Relevant maps can be found in the SDF - Chapter Two Clause number 2.2.

#### 3.1 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 / MAINTENANCE)	TOTAL	AVAILABLE FUNDING TO ADDRESS DEV. NEEDS	INTERNAL REVENUE
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
TOTAL	202,584,764	R 802,195	R181,236,959	R16,724,285	R802,195

### 3.2 ASSET REGISTER

Ikwezi municipality conducted a comprehensive asset assessment in 2011.

Table 26: Asset Register

WATER	Number of Assets	Ave Replacement Value ('000)	Equivalent Expected Useful Life	Ave Residual Value (%)	Ave O&M %	Replacement Value (model) ('000)	Annual Depreciation ('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>						251,800	3,691	1,089,940
<b>SANITATION</b>								
Sewage treatment works (Total Ml/day)	1	1,500	28	40%	1.40%	1,500	32	21,000
Pump Stations	6	1,000	22	30%	0.44%	6,000	191	26,400
Bulk pipelines (km)		550	60	20%	0.44%	-	-	-
Reticulation (km)	600	280	60	20%	0.44%	168,000	2,240	739,200
<b>TOTAL</b>						175,500	2,463	786,600
<b>ROADS</b>								
Paved road (km)	107	1,600	35	40%	2.00%	171,200	2,934	3,424,000
Unpaved road (km)	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%.

### 3.3 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 a Water Service Development Plan in 2007/2008 which is outdated and should be reviewed. Some information contained in the section has been updated by the StatsSA Census 2011 and local knowledge. Reference was also drawn from the Feasibility Study for Jansenville Regional Water Supply Scheme 2014 (Regional Bulk Infrastructure Grant) Draft Revision 01.

### 3.3.1 WATER PROVISION

The municipality has a population of 10 537 occupying an estimated 2 915 households and 42% of these households receive piped water directly to the dwelling and a further 53% access piped water from within their yards. At least 90% of the households in each of the four wards receive piped water directly in the dwelling or yard. The WSP supplies water services to Klipplaat, Jansenville, Waterford and Wolwefontein. The WSA obtains water from ground and surface water sources.

Table 10: Water Provision

BASIC SERVICE / INFRASTRUCTURE						
Water – Source of water	Ward 1	Ward 2	Ward 3	Ward 4	Grand Total	%
Water scheme operated by municipality or other WSP	388	981	199	418	1986	68.1
Borehole	187	63	29	172	451	15.5
Spring	3	4	-	1	7	0.2
Rain tank	62	28	229	40	359	12.3
Dam/stagnant water	12	6	5	12	34	1.2
River/stream	7	1	-	-	9	0.3
Water vendor	1	-	1	-	2	0.1
Water Tanker	9	5	21	17	52	1.8
Other	7	-	7	2	15	0.5
Households	675	1086	491	662	2915	
Water – Access to piped water	Ward 1	Ward 2	Ward 3	Ward 4	Grand Total	%
Household	389	261	185	393	1228	42.1
In yard	226	812	288	220	1546	53.0
Community stand <200 m	24	1	9	5	40	1.4
Community Stand >200m	17	3	1	15	37	1.3
No access to piped (tap) water	19	8	7	29	64	2.2
Households	675	1086	491	662	2915	100

#### Jansenville Water Provision

In Jansenville, bulk water supply is derived from nine boreholes, situated on the outskirts of the town, of which only five are presently being used. The water is pumped and stored in three reservoirs in town and one in Phumlani. In the reservoirs the water is treated with chlorine and reticulated throughout the residential areas. The quality of the ground water source is monitored and treated to improve the quality.

The municipality installed rainwater tanks at most of the dwellings in the four nodes to improve the provision of potable water. Houses that were omitted (approximately 25) will be addressed in the 2015/16 financial year. Houses of farmworkers were not included in the original project.

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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 and improve the water quality. The Department of Water Affairs commissioned a feasibility study to be conducted on the short, medium and long term interventions in respect of the water supply in Jansenville. The feasibility study has been completed and the Report is at a final draft stage of phase 1. Findings of the Draft Feasibility Study dated April 2014 is that the production boreholes do not yield (blended yield) sufficient water of acceptable quality/ quantity to provide a sustainable source of water for Jansenville.

The Borehole (BH1) at Eiland 1 has collapsed; the boreholes at Kruitwater 1(BH5) and 2 (BH6) and unsuitable and the borehole (BH8) at Proefplaas has a low yield.

The Department of Water Affairs budgeted R43m to implement the most viable recommendations or options proposed in the Feasibility Study over the next few years. The 2<sup>nd</sup> Phase (implementation of recommendations) of the water intervention project will commence in 2014. The findings of the Feasibility Study were presented to Council together with various options for consideration. On face value the Klipfontein scheme offers the most promising prospect of success, of the possible four options considered.

### **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 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.

### **Klipplaat Water Provision**

Klipplaat's main supply of water is the Klipfontein Dam. There are also three boreholes that are used in emergencies or as a backup system. Sustainable abstraction from the Klipfontein Dam and the three boreholes equates to 3117kl/day and water source for Klipplaat is sufficient.



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

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

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



### **Rural Hinterland Water Provision**

Roughly 29% of the inhabitants source their water from boreholes, rainwater tanks and dams. The rural hinterland is not serviced and 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, springs and dams.

### **Water Quality**

Zone meters and consumption meters in businesses were 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 two boreholes at Kruitwater (class C4 water) are only used in emergencies as the water is unsuitable for consumption. The quality of the water for reticulation from the usable boreholes in Jansenville has improved somewhat due to the conversion from lime to Chlorine.

The following Blue and Green Drop Assessment results are reflected hereunder:-

Assessment	2009	2010	2011	2012
Blue drop	Failed	6.50%	26.55%	
Green drop	Failed	-	0.00%	

### **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. The Municipality is 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. The municipality is (2013/14) busy installing water meter and to date 97 (business and households) have been fitted with meters. This will enable regular readings for billing and to detect and limit water losses resulting from leaks.

In total an amount of R600000 has been allocated to fix water leaks and the municipality has conducted house to house investigations to address faults - in this way social facilitation has been initiated to make homeowners conscious of water conservation and the need to report leakages (unnecessary water wastage). Concerns raised around water outflows, by the community of wards one and two during 2012, were confirmed through the Water Loss Assessment conducted for Jansenville. The findings of the Assessment indicated excessive water losses due to household leaks. The Department of Water Affairs invested R310 000.00 in 2013/14 and a further R290 000.00 to implemented a retro fitting project to fix household leaks in 2015/16.

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.

In addition to the social facilitation efforts made above, ILM, in collaboration with the Department of Water Affairs, are planning to host a Water Demand Management and Conservation Awareness Day, to raise consciousness on the need for communities to conserve water and use it more efficiently.

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. HAS THIS BEEN DONE

Areas of prioritised intervention

- Collaboration between Finance and Infrastructure Departments to improve metering, billing, cost recovery and maintain a meter audit.

Institutional Capacity of the Water Services Authority

At the time of tabling the draft 2015/16 IDP, the PMU and post of the Director for Infrastructure and Community Services were vacant. The Department of Local Government has seconded an Engineer to assist Ikwezi for two days a week. Both Management and Operation and Maintenance staff are in short supply. Vehicles and materials are insufficient.

Although the municipality is trying to comply with the Water Service Development Plan and Water Services Act regarding internal management and regulatory arrangements, the vacant posts must be filled as a matter of urgency. 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 Sarah Baartman District Municipality. *Update*

### 3.3.2 WARD NEEDS: WATER

When ward based planning was conducted in the Ikwezi area, the following water needs were expressed. With the support received from DWA most of these needs are or have been addressed.

Table 28: Water Ward Needs

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. Access to water in high hill houses.

Source: Ikwezi Local Municipality – CBP

### 3.3.3 SANITATION SERVICES

The municipality has a population of 10 537 occupying an estimated 2 915 households and 83.5% of these households have access to a flush toilet, of which 69% is connected to the sewerage system and 14.5% to a septic tanks system. The WSP (ILM) supplies water and sanitation services to, Jansenville, Klipplaat, Waterford and Wolwefontein.

SANITATION SERVICES								
Toilet facilities								
Sanitation Services	Ward 1	Ward 2	Ward 3	Ward 4	2011 Total	%	2001 Total	Growth % p.a.
Flush toilets	292	1007	404	308	2012	69.0	477	32.2
Flush septic tank	208	41	50	126	424	14.5	306	3.9
Chemical	-	-	1	1	2	0.1	0	
VIP	13	2	-	4	19	0.7	139	-8.6
Pit latrines without ventilation	28	10	2	49	90	3.1	72	2.5
Bucket latrine	54	5	8	43	109	3.7	1 326	-9.2
None	71	21	24	125	241	8.3	415	-4.2
Other	9	-	3	7	18	0.6	0	
	675	1086	491	662	2915	100.0		

Source: StatsSA 2001 / 2011

The level of improvement of flush toilets shows a positive growth of 32.2% p.a. over a period of 10 years (2001 to 2011). The number of bucket latrines reflects a negative growth of -9.2% p.a. over the same period which in effect means that bucket toilets have been reduced by 91.8% from 48.5% in 2001 to 3.7% in 2011.

StatsSA 2011 revealed that 8% of the households in ward 1 and 6.5% of the households in ward 4 make use of bucket toilets. A further 4.1% of the households in ward 1 and 7.4% of the households in ward 4 have access to pit latrines without ventilation.

The standard and provision of sanitation and water shows a significant improved from 2001 to 2011.

#### Sanitation Provision

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.

The status quo census figures of StatsSA 2011 for sanitation have improved significantly in Jansenville and Klipplaat. In Jansenville (wards 1 and 2) there remain a total of 249 households reliant on septic tanks due to constraints around the capacity of the bulk infrastructure. Coega Development Corporation will be investing funding in 2015/16 (State amount when known) to upgrade the bulk infrastructure to allow for the connection of the 249 households to the existing sewer system.



In the Dan Sandi area (Klipplaat) there were 80 occupied houses (208 housing project) not connected to the main sewer line. These houses have since been connected with funding assistance amounting to R240 000.00 from Sarah Baartman DM in the 2013/14 financial year.

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.*

Unconnected	Locality	Suburb
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

There is an extended oxidation pond in Jansenville. The Department of Water Affairs allocated R2.7m (2015/16) to refurbish the Waste Water Treatment Works, by installing above ground sewer pump sets at the three sewer pump stations in Jansenville, as well as the repair to the final evaporation pond.

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. An amount of R4 601 900.00 has been budgeted for in the 2015/16 financial year to continue with the upgrading of the Waste Water Treatment Works in Klipplaat.

Areas of prioritised intervention

- Upgrade / expand capacity of the sewerage treatment plant at Klipplaat;
- Alternative technology for sanitation at Waterford and Wolwefontein;
- Consult CBP outcomes indicated hereunder.

### **3.3.3.1 IDP ASSESSMENT COMMENTS 2013: WATER AND SANITATION**

In the IDP Assessment conducted in 2013, the following areas were marked for further attention:

Sanitation:	Assessment Comments 2013
No indication of areas with high level of services	Indicate areas with high level of services
No indication that the SDF informed approved service levels for the municipality	State how the SDF informed approved service levels in the municipality area

Lack of information on the availability and status of a operation and maintenance plan Partially addressed by Ikwezi	Indicate if an operation and maintenance plan is operational
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### 3.3.3.2 WARD NEEDS 2012: SANITATION

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

Table 32: Sanitation Ward Needs 2012

GEOGRAPHICAL AREA	Ward Needs	
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

### 3.4 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, including Provincial gravel roads.

The R75 Provincial tarred road is the primary transportation route traversing the municipal area and provides access to the coastal and inland (Karoo) areas. It links Jansenville with Nelson Mandela Metro and Graaff Reinet. DRPW will be investing R7 590 757.00 in the 2015/16 financial year on surfaced (50km) and gravel (612km) road routine maintenance.

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 summer rainfall and recent downpour in April 2014. The R337 road which provides access between the two urban centres of the municipality has been upgraded and tarred.

The construction and maintenance of municipal access roads and streets is performed by Ikwezi Municipality, who are also responsible for ensuring that storm-water drainage is effectively managed.

The Ikwezi municipality is guided by the Integrated Transport Plan developed by Sarah Baartman District Municipality, as required under National Land Transport Transition Act, 22 of 2000. The District-Wide Infrastructure Forum is convened by Sarah Baartman District Municipality.

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 is understaffed which contributes 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 – Potholes
Waterford	This gravel access road (R400) is in poor condition due to the recent rains.
Ward 2	Gravel roads are in a poor condition. The storm water system needs to be upgraded.
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 Plan and roads infrastructure and maintenance is carried out as-and-when required.

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

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

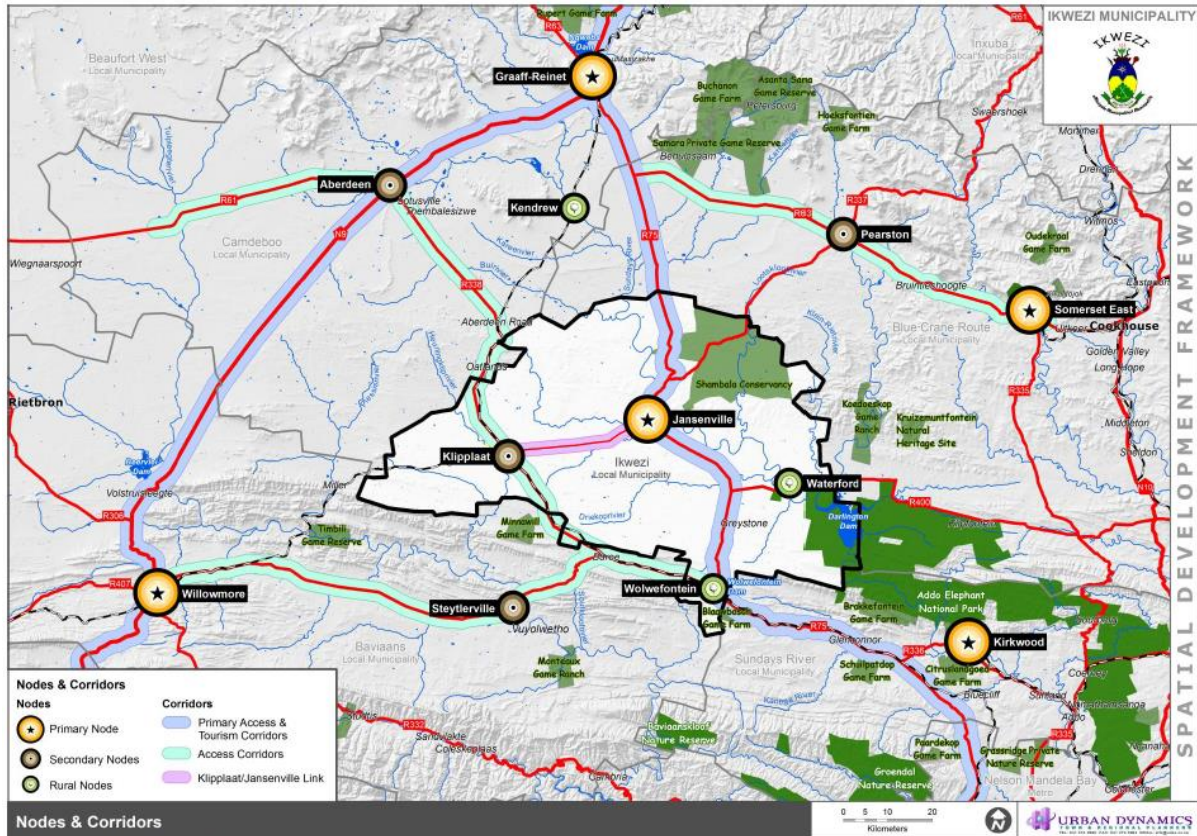
*Table 34: Roads and Storm water Ward Needs 2012*

GEOGRAPHICAL AREA	Ward Needs	
Ward 1		
Ward 2		
Ward 2		
Ward 4		

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

**AIR TRANSPORT; LANDING STRIPS; RAIL AND ROADS**

**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. Initiatives will be undertaken to revitalize the Rail network at Klipplaat as a sustainable tourist destination and proposals for a comprehensive feasibility study will be pursued.

**Airstrips**

There is an airstrip at Jansenville (Ikwezi).

**Public Transport**

As part he SDF, a land use assessment for the urban areas was done based on the various principles of sustainability which involves defining planning areas in terms of reasonable walking distance, i.e. 2km or 30 minutes from a specific area or central business district. Fundamental to the concept is the notion that the majority of local daily needs for any inhabitant should be within a reasonable walking distance of the home. Both urban comply with these principles.

The demand supply situation does not warrant the need for formal taxi organisations to operate in the area. Informal taxi services are rendered by private vehicle owners as a means of income. For obvious

reasons there are no taxi ranks in Ikwezi. Likewise there is no public transport and the municipality does not have a budget for transport facilities.

### Bus Shelters

There are two bus shelters for passengers. The one is at the entrance to Jansenville from Port Elizabeth on the R75 and the other at the T-junction on the corner of the R337 to Klipplaat and the R75.

### Weigh Bridge Management

The closest weigh bridge management centre is situation outside Port Elizabeth and it is doubtful if Ikwezi would warrant a Weigh Bridge Management service.

## 3.5 ELECTRICITY AND ENERGY

Ikwezi is the licensed distributor of electricity and buys in bulk for distribution within its approved area of supply.

Eskom renders services in Klipplaat, Wolwefontein and the rural areas,

Table 09: Energy for Lighting

BASIC SERVICE / INFRASTRUCTURE	Ward 1	Ward 2	Ward 3	Ward 4	Grand Total	%
Electricity for Lighting						
Electricity	563	1016	453	548	2581	88.5
Gas	-	2	-	1	4	0.1
Paraffin	43	14	4	54	115	3.9
Candles (not a valid option)	57	46	27	49	179	6.1
Solar	9	2	3	5	19	0.7
None	3	5	4	5	17	0.6
Grand Total	675	1086	491	662	2915	100.0

Source: StatsSA

Access to electricity has improved from 71.8% in 2001 to 88.5% in 2011. The dependency on paraffin and candles make up for 10% of the households within Ikwezi. From the total number of 2 915 households in the municipal area, 2 581 households or 88.5% have access to electricity and of these 19.% is located in ward 1, 35% in ward 2, 15.5% in ward 3 and 19% in ward 4.

There are 294 or 10% of the total number of 2 915 households in the municipal area, using candle as an energy source and of these 3.4% is located in ward 1, 2.1% in ward 2, 1.1% in ward 3 and 3.5% in ward 4.

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. All of the low cost houses were equipped with solar geysers as a cost saving measure over time. This was also extended to the formal town area.

### FREE BASIC ELECTRICITY

Provision is made on the budget (14.9%) for the provision of free basic water, electricity and solid waste services from the equitable share. Approximately 38% of the households in Ikwezi benefit from Indigent Policy Assistance.

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 upgraded the Mini Sub-stations and network that are located in the Jansenville area, and DoE allocated R3.2m for this purpose in the 2012/13 financial year. An additional R4m to R6m 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. Additional funding is required to safeguard the entire area.

The transformer at Waterford has to be upgraded to supply the 20 household with electricity. The municipality has from their transformer supplied four houses in Waterford. The majority of houses in Waterford still need power and funding must be secured.

The majority of the backlogs are found in Waterford and Wolwefontein. The railway houses in Wolwefontein receive electricity via ESKOM and the community have requested to be services by the municipality as it is alleged that ESKOM tariffs as high. The cost implications will have to be looked at for possible inclusion in the Project Register.

The supply agreement entered into with Eskom, stipulates a notified maximum demand allocation per month, which is inadequate. Consumption above the allotted maximum demand results in hefty penalties with disastrous financial consequences. Funding efforts must be intensified to enable the municipality to request ESKOM to upgrade the maximum demand from 1 MBA to 5MBA in the next 5 year planning cycle.

Table 37: Electricity Supply in the various wards

GEOGRAPHICAL AREA	SUPPLY	STREET LIGHTING
Ward 1 & 2	99% Full Connection (Ikwezi municipality is the provider)	High Mast lights and Street lights
Waterford	Only the hall, church, shop and 1 residence is connected.	No street lights
Ward 3 & 4	ESKOM is the provider	High Mast lights
Wolwefontein	Only 12 Houses that are not connected	No Street Lights

### 3.5.1 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.

### 3.5.2 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 2013*

GEOGRAPHICAL AREA	Ward Needs	
Waterford	Lack of access to electricity and no 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 for utilized 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.

### 3.6 HOUSING AND SETTLEMENT ANALYSIS

StatsSA 2011 reflects that the majority of Ikwezi's population reside in a formal dwelling (92.5%) and that 52.6% own their homes.

Table 12: Dwelling type and Tenure status

BASIC SERVICE / INFRASTRUCTURE	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATSSA 2011)	%	GROWTH % p.a.
Total number of households				
<b>Dwelling Type</b>	<b>2 760</b>	<b>2 915</b>		
House or brick structure on a separate stand.	2509	2696	92.5	0.75
Mud/Traditional Dwelling	35	7	0.2	-8.00
Flat in block of flats	25	14	0.5	-4.40
Town/cluster/semi-detached house	-	72	2.5	
House/Flat in back yard	88	47	1.6	-4.66
Informal shack in yard	57	50	1.7	-1.23
Informal shack not in back yard (informal settlement)	25	12	0.4	-5.20
Room/flatlet not in back yard on shared property	6	3	0.1	-5.00
Caravan or tent	6	3	0.1	-5.00
Private ship/boat/Other	9	11	0.4	2.22
<b>Tenure Status</b>	<b>2 758</b>	<b>2915</b>		
Owned and fully paid off	1463	1394	47.8	-0.47
Owned but not yet paid off	39	141	4.8	26.15
Rented	488	573	19.7	1.74
Occupied rent-free	759	645	22.1	-1.50
Other	0	162	5.6	
Not applicable	9			

Source: StatsSA

The number of traditional dwellings significantly decreased, by -80%, over the last ten years (2001 to 2011). There has also been a significant decline in both the number of informal shacks in the yard and those not in the back yard since 2001. This implies that the potential for spontaneous development of informal settlements are limited and that the housing demand is more than likely determined by backlogs rather than pressure from urban influx. The high number of rent-free occupation could signify that there is a still a growing need to address the provision of housing for farm workers.

#### 3.6.1 HOUSING SECTOR PLAN

Ikwezi Municipality adopted a Housing Sector Plan 2011 to 2016.

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.

In the past it was noted that the IDP 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

### 3.6.2 Housing Demand

The SDF reviewed in 2013 took stock of the latest Housing Sector Plan (2011-2016), which contains an analysed synopsis of the housing demand, existing supply and future needs and therefore the SDF information hereunder will be used in 2014 to form an uniform data base for the Housing Section, including the determination of future land requirements for housing development

The following tables outline :

- Housing delivery status (houses completed or currently under construction for each of the urban nodes)
- Existing housing projects (new units currently under construction)
- Proposed housing projects (regarded as the existing demand to accommodate backlogs)
- Estimated land demand for housing development up to 2022 (proposed housing projects, incorporating proposed population growth at 1.1% per annum)

#### ❖ Housing Delivery Status (2011)

TOWN	HOUSES COMPLETED OR UNDER CONSTRUCTION
Jansenville	164
Jansenville PH 2	185
Jansenville – 350 sites	212
Klipplaat – 250 sites	250
Klipplaat	407
Total	1218

Table 9 : Housing Delivery Status (2011)

#### ❖ Existing Housing Projects (New Units)

TOWN	PROJECT NAME	UNITS
Klipplaat	Klipplaat 418	481
Klipplaat	Klipplaat 250	118
Jansenville	Jansenville 350	253
	<i>Total</i>	852

Table 10 : Existing Housing Projects (New Units)

❖ Proposed Housing Projects (Current Demand)

TOWN	PROJECT NAME	UNITS
Waterford	Waterford 150	150
Jansenville	Jansenville 500	500
Jansenville	Jansenville Venter	65
<i>Total</i>		<i>715</i>

Table 11 : Proposed Housing Projects (Current Demand)

❖ Land Demand for Housing Development (2012 – 2022)

WARD	AREA	POPULATION 2011	POPULATION 2022	ADDITIONAL HOUSEHOLDS 2022	CURRENT DEMAND (PROPOSED HOUSING PROJECTS) 2012	DEMAND 2022	LAND REQUIREMENTS @ 30 UNITS/HA
1	Jansenville, Waterford, Farms	2468	2784	77	(JV) 500 (Venter)65 (Waterford)65	1	23
2	Phumlani	4044	4561	147	-	147	5
3	Wongalethu, Farms	1565	1765	61	-	61	2
4	Klipplaat, Dan Sandi, Wolwefontein, Farms	2460	2775	88	-	88	3
<i>Total</i>		<i>10537</i>	<i>11885</i>	<i>373</i>	<i>715</i>	<i>1003</i>	<i>33</i>

Table 12 : Housing and Land Demand

The following observations are made:

- 2 070 greenfield housing units have been completed or are currently under construction. This represents a relatively large proportion of accommodation within the community.
- It is estimated that the current demand for subsidised housing totals 715 units.
- Based on an average density of approximately 30 units per hectare, the demand (2022) will require approximately 33ha of land for greenfield development purposes.

### 3.6.3 Housing Delivery and Strategic Programme

The Ikwezi Housing Sector Plan (2011-2016) analysed housing demand and the housing process within the Ikwezi Municipality in detail and proposes a strategic programme for improved housing delivery.

STRATEGIC GOALS	OBJECTIVES
<i>To declare demand</i>	Prepare for (methodology and process steps) and undertake Housing Consumer Education / awareness and the Housing voice in the next IDP planning cycle
	Install, train staff and implement Housing Needs Register
	Engage social welfare / SPU to cater for child headed households and orphans
<i>Scaled up delivery of subsidised housing</i>	Undertake annual Strategic planning that includes an environment analysis to inform strategic priorities
	Credible project pipeline: <ul style="list-style-type: none"> <li>- Install project tracking tool</li> <li>- Train staff on the use thereof</li> <li>- Collect and input all the information from the relevant sources including importantly sections in the municipality, the district and the ECDoHS</li> </ul>

	<ul style="list-style-type: none"> <li>- All the additional projects or changes in status and information of existing entered and quarterly report for management and council. Informed annual review reports.</li> <li>- To plan new projects against sustainability criteria</li> <li>- To submit project applications to the Province for funding approval and technical support</li> </ul>
	<p>Land and land packaging:</p> <ul style="list-style-type: none"> <li>- Undertake a land audit and feasibilities studies to establish land pipeline for housing development</li> <li>- Secure Land, Municipal, state (undertake feasibilities and prepare business plans for identified land on offer from Provincial Government), land reform</li> <li>- Package land, town planning etc.</li> </ul>
	<p>Infrastructure:</p> <p>Initiate processes to prioritise and align infrastructure development to housing delivery programme</p>
	<p>ISRHDP Programme:</p> <p>Use results of the housing voice and Housing Needs Register exercise to inform the development of a ISRHDP programme that delivers the relevant supply in terms of basic infrastructure, top structure and tenure</p>
	<p>Farmworker Housing Programme:</p> <p>Use results of the housing voice and Housing Needs Register exercise to inform the development of a farmworker housing programme that delivers the relevant supply in terms of basic infrastructure, top structure and appropriate tenure alternatives</p>
	<p>Project development and management:</p> <ul style="list-style-type: none"> <li>- To package projects, top structure, procurement of contractors and construction implementation. This needs to place high priority on rectification and blocked projects</li> <li>- To provide for project management of current running and rectification projects to ensure good quality and timely delivery</li> </ul>
<i>To build a suitably structured housing unit to meet the requirements of the municipal housing delivery mandate</i>	<ul style="list-style-type: none"> <li>- Organisation structure and development, current structure not suitable</li> <li>- Develop and implement systems, policies, processes, procedures, documents and forms</li> <li>- Resource the housing unit</li> </ul>
<i>To formalise the required institutional structures to support the Municipality in meeting its housing delivery targets</i>	<p>Strengthen internal and external partnerships required by the municipality to plan, facilitate, and where relevant implement, the necessary housing development to meet the demand in the area</p>

Table 13 : Strategic Programme

STRATEGIES		Housing			
Department Objectives	Programme / Project description	Location/ Ward	Annual Target 2015/16	Indicators / port folio of evidence	Total Annual budget allocation 2015/16
Running Project	Klipplaat 418(210)	Klipplaat			R3.9 Million
Rectification	Klipplaat Dube 34	Klipplaat			R 2 434 842.02
Rectification	Venter 64(42)				R 4 205 645.75

### 3.6.4 WARD NEEDS 2012: HOUSING

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

Table 46: Housing Ward Needs 2012 and 2013

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 must be replaced and approximately 50 housing units damaged by a tornado.	Replace asbestos roofing of old RDP Houses and repair remaining 50 RDP housing units (tornado damage)
Wolwefontein	Renting houses from Spoornet - poor quality	Assistance to obtain free housing from the government

Source: Ikwezi Local Municipality 2012 CBP

## 3.7 COMMUNITY SERVICES

### 3.7.1 SOLID WASTE MANAGEMENT

According to the Statistics South Africa 2011, 79% 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 nodes. This service is not rendered in rural areas and approximately 16.8% of households 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 11: Refuse Removal Services

Solid Waste Removal								
Refuse Removal Services	Ward 1	Ward 2	Ward 3	Ward 4	2011 Total	%	2001 Total	Growth % p.a.
Removed by local authority/private company at least once a week	448	1021	448	388	2304	79.0	1 826	2.62
Removed by local authority/private company less often	15	6	-	3	24	0.8	0	

Communal refuse dump	7	-	6	16	28	1.0	8	25.00
Own refuse dump	180	34	35	241	490	16.8	881	-4.44
No rubbish disposal	17	26	2	10	55	1.9	22	15.00
Other	8	-	1	4	14	0.5		
Grand Total	675	1086	491	662	2915	100.0	2737	

Source: StatsSA

In 2011, 79% of households had access to a weekly refuse removal service as opposed to only 66.7% in 2001. This is further substantiated by the fact that individual or own disposal have decreased from 32.2% in 2001 to 16.8% in 2011.

The overall improvement of service provision and development of bulk infrastructure could result in economic growth and increase possibilities to attract new business opportunities. The municipality should focus on the maintenance and refurbishment of existing infrastructure.

### 3.7.2 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.

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 Sarah Baartman 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.

### **3.7.3 LEGISLATIVE COMPLIANCE - LANDFILL SITES**

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. DEA has budgeted a further R20m (shared amongst 11 municipalities) from September 2013 to October 2014 to create jobs for youth in waste. These efforts, dealing with landfill site operations; environmental awareness campaigns and waste management administration, will contribute to compliance and license conditions.

Areas of prioritized intervention

- Address the shortage of equipment.

- 
- Pursue the licensing of landfill sites.

### **3.7.4 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 Sarah Baartman 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;

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### 3.7.5 DISASTER MANAGEMENT

Sarah Baartman District Municipality has a fully equipped satellite District Management Office in Jansenville. 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 Sarah Baartman through the SLA. The Mayor and the Disaster Management 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 was held on 18 February 2014 and was chaired by Sarah Baartman DM. As part of the SLA the District Municipality is intending to recruit approximately 20 volunteers and a full time Disaster Management Officer was appointed on 3 September 2012.

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. 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 Organisations with a responsibility or capacity to render disaster management services.

In terms of Ikwezi the following risks 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)

A complete risk assessment report is not available.

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

### 3.7.6 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 Sarah Baartman District Municipality and Ikwezi Municipality. The SLA has been entered into between Sarah Baartman 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 on three year contract basis as from 2015/2016 Ikwezi Municipality will be taking over the remuneration of the said incumbents. 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 municipality is therefore urgently in need of a small response vehicle.
- Need for a Satellite Station for the Klipplaat unit
- Need the construction of a Fire Station at the main centre in Jansenville that was cost at R5m

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.

### 3.7.6 POUNDS AND TRAFFIC SERVICES

#### POUNDS

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

#### 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.

### 3.7.7 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 visits Waterford. The statistics show that crime levels are relatively low within Ikwezi Local Municipality. Assault and drug related crimes are the most prevalent misdemeanour.

Table 7: Crime Statistics for Jansenville 2003/04 to 2011/12

CRIME STATISTICS	2003/2004	2007/2008	2009/2010	2011/2012	2012/2013
Crime Category					
Murder	4	3	4	3	6
Sexual Crimes	12	10	23	13	11
Assault GBH	31	43	42	27	35
Common Assault	19	8	29	20	15

Malicious damage to property	11	5	12	9	10
Burglary Non-residential	16	1	14	6	10
Burglary Residential	51	29	31	11	19
Stock theft	63	32	1	31	1
Drug related crime	37	49	51	53	77
Driving under the influence	6	5	7	13	5

Source: Crime Research and Statistics - SAP

The crime statistics in Jansenville indicates that drug related crimes are on the rise. Sexual crimes, assault, both common and GBH, are also prevalent. It is possible that some of these crimes are influenced by social ills found in the area and social cohesion, support interventions and family / community values must be promoted.

Table 7.1: Crime Statistics for Klipplaat 2003/04 to 2011/12

CRIME STATISTICS	2003/2004	2007/2008	2009/10	2011/2012	2012/13
Crime Category					
Murder	3	2	1	1	1
Sexual Crimes	7	11	12	6	14
Assault GBH	67	43	57	19	28
Common Assault	52	24	30	14	21
Malicious damage to property	20	15	24	7	15
Burglary Non-residential	13	5	7	2	2
Burglary Residential	43	19	14	13	16
Stock theft	28	14	0	10	0
Drug related crime	10	10	11	9	14
Driving under the influence	4	3	2	1	0

Source: Crime Research and Statistics - SAP

Overall crime is showing a downward trend in Klipplaat although sexual crimes and drug related crime are on the rise. The occurrence of GBH and Common assault continue to take place in the double digits.

Table 7.2: Crime Statistics for Wolwefontein 2003/4 to 2011/12

CRIME STATISTICS	2003/2004	2007/2008	2009/10	2011/2012	2012/13
Crime Category					
Murder	0	2	0	1	1
Sexual Crimes	3	1	0	0	0
Assault GBH	15	9	11	3	1
Common Assault	11	7	4	0	1
Malicious damage to property	0	2	7	1	0
Burglary Non-residential	1	2	2	1	0
Burglary Residential	11	6	9	2	4
Stock theft	21	12	0	7	0
Drug related crime	5	1	4	0	1
Driving under the influence	3	6	7	3	0

Source: Crime Research and Statistics - SAP

In general the occurrence of crime in Wolwefonein is very low. The highest frequency of crime in 2012/13 was that of residential burglary with four reported cases.

### 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

GEOGRAPHICAL AREA	Ward Needs
Ward 1 and 2	Improved safety and security
Ward 3 and 4	SAPS to improve its corporate image Private area to report sexual crimes in confidentiality

Source: Ikwezi Local Municipality 2012 CBP

The municipality has embarked on an initiative to start working closely with the Department of Safety and Liaison. The basic aim is to put all the necessary mechanisms in place to ensure that community members are safe. The establishment of Ikwezi Community Safety Forum in 2013 for emanates from the identification of ward needs during the Community/ Ward Based Planning in 2012 as specified in the table above. Street committees were also established in all of the wards and the Department of Safety and Liaison committed funding in 2013/ 14 to capacitate the Street Committees.

Areas of prioritised intervention

- Increase visibility of Police
  - Strengthen relationship between the inhabitants of Ikwezi and the SAPS.

### 3.7.8 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 Clinic in Kwazamukucinga in Ward 2 has been renovated. A mobile unit visits Waterford, Wolwefontein, Kleinpoort and the rural areas once a month. Shortage of Ambulances to service Klipplaat remains a concern. A private Doctor consults in Jansenville every 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	
Ward 2 - Brickfields		1 Kwazamukucinga	Vacant clinic in Ward 2 was

			operationalized on 28 January 2013.
Wolwefontein			A sister visits the area once a month
Waterford		Empty Building	Sister visit once a month with a Mobile Clinic

(Source: Ikwezi Municipality CBP 2012)

### 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 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

### 3.7.9 MUNICIPAL HEALTH SERVICES

Municipal health service is a district function. Sarah Baartman 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.

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### 3.8 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, welfare services, education and training and sports and recreation will contribute towards social cohesion.

#### 3.8.1 SPORT AND RECREATION FACILITIES

The provision of sports and recreational facilities is directly associated with the development of a healthy society. Sports, in particular, contributes youth development and social cohesion.

Every year the municipality facilitates the Easter Tournament and likewise this year it took place during April 2014. Twelve soccer clubs participated in the tournament.

The sport facilities in Jansenville and Klipplaat are not up to standard and therefore not conducive for the promotion of sport in general. 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 given to rehabilitate the existing sports facilities i.e. re-surfacing or using astro turf. Efforts must be made to revive the Ikwezi Sports Council so that more pressure can be applied 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			

#### 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 and maintain sport facilities (DSRAC/MIG/ILM);
- Facilitate the development of sport and recreational infrastructure (DSRAC/MIG/ILM)

#### 3.8.2 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 indications is insufficient. OTP has commissioned aerial photographs and the process is starting to take shape.

There are six community halls within the Municipal area as tabled below. Most of these facilities require renovation and or maintenance. In the past some of these facilities were vandalized and damaged which resulted in additional and unnecessary maintenance costs, that could have been utilized on more pressing issues. It is anticipated that the situation will improve as Ikwezi has established four Ward Committees and these members, as custodians of municipality assets, will be campaigning for the protection thereof.

*Table 54: Community Halls*

Settlement	Community Hall	Condition	Maintenance budget
Jansenville	Town hall in Jansenville	Good	MIG Allocation R950 000 – 2013/14 Budget
	Popoyi Mejane	Funding has been allocated 2015/16	CHECK far all wards
Klipplaat	Town hall	The quality is not acceptable	
	Princevale	Partially satisfactory	
	Wongalethu	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)

**3.8.3 LIBRARIES**

Library service is a provincial competency that is performed on an agency basis by Ikwezi local municipality through a Service Level Agreement entered into between Sarah Baartman 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 it.

WHY IS THE SLA ENTERED INTO BETWEEN CDM AND DSRAC AND NOT WITH IKWEZI??????

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.

**3.8.4 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	0.54	0.52	0.50



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 Princevale and the other east of Wongalethu, adjacent to the sports field. Geo-technical, town planning and environmental processes (EIA) must be completed before a cemetery can be extended or proclaimed.

CONFIRM IF CDM BUDGETED R260000.00 LAST YEAR 2013/14 FOR A FEASIBILITY STUDY FOR A NEW CEMETERY – WHERE IS THE REPORT – WHERE IS THE CEMETERY SITUATION – JANSENVILLE – he will get me the feasibility report

Upgrade and maintenance of cemeteries	CCS 2.1	Upgrading of road to cemetery	1,2,3,4	MIG	100 000
	CCS 2.3	Establishment process for new cemetery	1,2,3,4	CDM	(260 000 was for feasibility study which is now completed) R1.1m would be needed to establish the new cemetery.

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.

In Wolwefontein there is no land available for the cemetery. The only piece of land that is currently being used by the community was donated to them by the farm owners. The cemetery is almost full.

Areas of prioritized intervention

- Municipal cemeteries to be fenced and maintained;
- Municipality to intervene by negotiating with Transnet for a piece of land for Wolwefontein Community.
- 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

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## CHAPTER FOUR

### 4 KPA 3: FINANCIAL PLANNING AND BUDGET ANALYSIS

There are several sector plans and programmes that should be part of the Integrated Development Plan. The following strategies, sector plans and programmes together with a brief summary are reflected below:

#### 4.1 FINANCIAL PLAN

The financial plan is segmented into five (5) sections:

- Introduction
- Financial System
- Budget Process
- Financial Principles and Policies
- Operating and Capital Budgets

##### 4.1.1. INTRODUCTION

Over the past two financial years Ikwezi Municipality' financial management deteriorated and resulted that the municipality had to declare a serious financial crisis and is currently under financial recovery and is of the view that its financial management will be stabilized by 2016.

The Systems Act requires a municipality to include a financial plan, including a 3 year budget, in the annual Integrated Development Plan (IDP). In essence this financial plan is a medium term strategic framework on how the municipality plans to deliver services, within financial means.

The Ikwezi Municipality's (IKWEZI MUNICIPALITY) Medium Term Revenue and Expenditure Framework (MTREF) materially complies with the latest budget regulations as well as the requirements of the National Treasury (MFMA Circulars 48, 51, 54, 55, 58, 59, 66, 67, 70 and 72. This plan has been prepared taking in consideration the priorities and direction established by municipality during the 2015/16 budget deliberations.

The Council's strategic objective of service delivery includes the continuation of the acceptable levels of service as well as the improvement in those areas where it lacks acceptable levels.

The balancing act is to achieve these objectives with available financial resources, and to always consider the effect of tariff adjustments on the community at large, and specifically the poor. The past trends of announced tariff increase by Eskom, makes the achievement of the service delivery objectives so much more difficult.

The financial principles and policies current in place and the shortcomings identified by the Auditor General during the 2012/2013 financial year will be addressed within the 2015/16 financial year to ensure financial stability and sustainability into the coming years. These principles and policies will establish the basic framework for the responsible management of the municipality's financial resources.

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#### **4.1.2 FINANCIAL SYSTEM**

This financial plan provides an outline of the financial system, the municipal budget process, financial principles and policies, and the operating and capital budgets of the Ikwezi Municipality. Municipal finance must follow certain practices and conventions set out by the accounting profession and provincial government legislation. This includes the practice of GRAP accounting and the use of capital reserves and self-funding utilities, although in the case of the Ikwezi, the Municipality is highly dependent on grant funding coupled with a low revenue base. Therefore the municipality finds it very difficult to fund internal capital projects from its own reserves. These terms are discussed below to provide readers of the Financial Plan with a general understanding of municipal finance and the roles and responsibilities of the parties involved.

The financial plan includes a budget projection for at least the next three (3) years in line with Section 26(h) of MSA and Treasury regulations.

#### **4.2 Budget and Treasury Office**

The Budget and Treasury office was established, but due to the high staff turnover a number of posts was not filled leaving a gap within the activities and operations of the Budget and Treasury office.

The Ikwezi Municipality is currently in the process of reviewing and implementing an effective internal control system and standard operating procedures to address issues raised by the Auditor General during the 2012/2013 audit. Extensive investment will be made in Human Capital due to the total collapse of the internal Control environment as per the Dash Board in the Auditor General's Report for 2012/2013.

The Budget and Treasury Office has the following objectives:

- Implementation of MFMA
- Implementation of the Property Rates Act
- Management of the Budget Process
- Performance of the Treasury Function
- Management of Municipal Revenue
- Establishment of a Supply Chain Management Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To enhance the Financial Viability of the Municipality
- To have a Clean Audit Report by 2016

The various posts within the Financial Department are reflected in the draft reviewed organogram below, and it is anticipated that it will be adopted by council in May 2014.

The ability of the municipality to deliver quality services is dependent on its staff and the ability to provide services to the Ikwezi Municipality population at a viable level. Failure by the municipality to

invest in its staff to ensure that the capacity and skills exist to meet the challenges being faces by Ikwezi Municipality will ultimately mean a failure to deliver services.

### 4.3 Information and Communication Technology

The ICT Software used by Ikwezi Municipality is summarised in the Table below:

Company	Programme/ Software	Application / Operating
Bytes Technology	SAMRAS	Application System interfacing with the following below:
		Consolidated Billing <ol style="list-style-type: none"> <li>1. Receipting</li> <li>2. Accounts</li> <li>3. Debt Collection</li> <li>4. General Ledger.</li> <li>5. Cashbook</li> </ol>
		Consolidated Expenditure <ol style="list-style-type: none"> <li>1. Creditors</li> <li>2. Stores</li> <li>3. Assets</li> <li>4. Supply Chain Management</li> <li>5. General Ledger</li> <li>6. Main Ledger</li> <li>7. Trail Balance</li> </ol>
		Payroll <ol style="list-style-type: none"> <li>1. Payroll</li> <li>2. Cash Focus</li> <li>3. Third Parties</li> <li>4. SARS</li> <li>5. Human Resource               <ol style="list-style-type: none"> <li>2.1 Leave</li> <li>2.2 Equity</li> </ol> </li> </ol>
Bytes Technology	SAMRAS	Caseware
SYNTEL	Vending	Pre-paid Electricity
Deeds Office website	Title Deeds	Extracting Title Deed information electronically
ABSA Bank	Internet Banking Business Integrator	Electronic payment <ul style="list-style-type: none"> <li>• Creditors, Salaries</li> </ul>
SITA	eNatis	Motor Vehicle Registration
Microsoft	MS Office 2010	Word; Excel; PowerPoint; Adobe; Publisher

Nuance	PDF Converter Professional	PDF
Esat	Antivirus Protection	Internet and point security
SARS	Easy File	PAYE – IRP5's

The Ikwezi Municipality is currently busy with an audit of the ICT infrastructure through the intervention program by the Department of Local Government and Traditional Affairs.

#### 4.4 Valuation Roll

In terms of Section 49(1)(a)(i) of the Local Government Municipal Property Rates Act 2004 (Act 6 of 2004), the General Valuation Roll for the Financial years July 2012 – June 2016 was made open for public inspection at the Municipal Offices, from 30th May 2012 to 30 June 2012.

Any owner of property or other person who so desired were given the opportunity to lodge an objection with the Municipal Manager in respect of any matter reflected in, or omitted from the valuation roll within the abovementioned period. Attention was specifically drawn to the fact that, in terms of Section 50(2) of the Act an objection had to be in relation to a specific individual property and not against the valuation roll as such

Supplementary valuations will be prepared during the 2015/16 financial year and will be implemented by the end June 2016.

#### 4.5 Supply Chain Management Unit

The Ikwezi Municipality has a Supply Chain Management Unit as reflected in the Financial Services Organogram.

The Supply Chain Management (SCM) is not running smoothly within the IKWEZI MUNICIPALITY and measures are being put in place to ensure compliance and practices in accordance with the MFMA, SCM Regulations, MFMA Circulars and the IKWEZI MUNICIPALITY SCM Policy.

The following three (3) Bid Committees needs to be re- established as per MFMA and Supply Chain Regulations:

- Specification Bid Committee
- Evaluation Bid Committee
- Adjudication Bid Committee

The Supply Chain Management Policy that was adopted and implemented by the Cacadu District Municipality (CDM) has been adopted by the Ikwezi Municipality after the relevant changes was made to comply with the Ikwezi Municipality's requirements, keeping the SCM regulations in mind. The policy is reviewed annually. The municipality also developed a Contract Management system that needs to be institutionalized and implemented by the Ikwezi Municipality.

The municipality's Risk Management Register is in place, however it is outdated and must be reviewed to respond to the current risks facing the municipality.

#### 4.6 Audit Outcomes

The following table reflects the four (4) year audit outcomes for the preceding financial years.

2012/2013	2011/2012	2010/2011	2009/2010
Disclaimer Audit Report received	Disclaimer Audit Report received	Qualified Audit Report received	Unqualified Audit Report received -

*Source: Office of Auditor-General Reports*

An action plan was drawn up on the audit outcomes and the municipality is currently in the implementation phase to ensure that the shortfalls are addressed and that all relevant procedures have been put in place to improve the 2014/2015 audit. A road map has also been developed that will ensure a financial turnaround and financial recovery will be achieved within the intervention and support from the Department of Local Government and Traditional Affairs and Provincial Treasury.

#### 4.7 Document & Records Management (filing) and the Audit File

The Auditor General highlighted deficiencies in our document and records management and we are currently addressing the findings to improve the current systems. In future we will need to establish an electronic archiving process for ease of referencing.

The National Treasury guidelines for Audit File preparation and improves the lead sheet links and working papers will be strictly followed for the 2015/2016 financial year. The audit file will be presented by the Chief Accountants to the CFO and then to the MM prior to submission to the Internal Audit, Audit Committee and Auditor General.

#### 4.8 Creditors Turnover Rate

Most creditors are not paid within 30 days from receipt of invoice, with minimal disputes spilling beyond the 30 day period. We have regularised the payment process by dedicating Thursdays for payment dates as well as the 25<sup>th</sup> and month end for certain service providers that stipulate these cut-off dates. The actual creditors turnover rate is yet to be calculated.

#### 4.9 BUDGET PROCESS

The municipality's budget must be seen within the context of the policies and financial priorities of the National, Provincial and District Government. In essence, the spheres of Government are partners in meeting the service delivery challenges faced in Ikwezi Municipality. The municipality alone however, cannot meet these challenges. It requires support from the other spheres of Government through the direct allocation of resources as well as the achievement of their policies.

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*This draft budget was compiled under the context of tough operating economic conditions. As a result, the budget was prepared using the actual expenditure for 7 months (July 2014 to January 2015), and converted to 12 months as a baseline.*

*National Treasury has issued Circulars No. 74 & 75 that should be used as a guideline for the new budget cycle, which I attach for your ease of reference.*

#### **4.10 National Context**

Key focus areas for the 2015/16 budget process

##### **4.10.1 The Medium Term Budget Review 2015**

“The 2015 Budget Review notes that the global economic outlook has weakened and the pattern of slow growth is likely to persist, with consequences for all developing economies. South Africa’s gross domestic product (GDP) forecast for 2015 has also been revised down. The National Treasury projects GDP growth of 2 per cent in 2015, rising to 3 per cent by 2017. Average growth over the forecast period is 0.4 percentage points lower than at the time of the 2014 *Medium Term Budget Policy Statement*. Inadequate electricity supply, however, will impose a serious constraint on output and exports over the short term.

The slowdown in economic growth since 2012 has highlighted structural constraints in the domestic economy. Achieving faster sustainable growth and large-scale job creation will require structural shifts in the economy, stronger supply-side value chains, higher exports, moderation in wage increases and, crucially, growing private-sector investment based on confidence in the long-term business environment.

The 2015 Budget allocates resources to core social and economic priorities while containing aggregate expenditure growth. Spending plans give effect to the priorities of the NDP and the MTSF. Initiatives under way include: large public-sector infrastructure investments in electricity and transport; expanded partnerships to encourage private investment; better cooperation between government, the private sector, trade unions and civil society; incentives to attract new entrants in the economy; special economic zones to boost exports; programmes to reshape the urban spatial landscape; and programmes to improve the quality of education and skills development.

Fiscal constraints mean that transfers to municipalities will grow more slowly in the period ahead than they have in the past. Accordingly, municipalities must renew their focus on core service delivery functions and reduce costs without adversely affecting basic services. Furthermore they must ensure that efficiency gains, eradication of non-priority spending (cost containment measures) and the reprioritisation of expenditure relating to core infrastructure continue to inform the planning framework.

The state of the economy has an adverse effect on the consumers. As a result municipalities’ revenues and cash flows are expected to remain under pressure. Furthermore municipalities should carefully consider affordability of tariff increases, especially as it relates to domestic consumers while considering the level of services versus the associated cost.”



*Summary of Increases:*

	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<i>Headline Inflation Forecast</i>	4,80%	5,90%	5,60%
<i>Tariff Increase (Excluding Electricity)</i>	6.00%	6.00%	6.00%
<i>Tariff Increase Electricity as per NERSA guideline dated 25 Feb 2015:</i>			
<i>Prepaid - Domestic: Indigent Average</i>	6.30%	7,30%	7,30%
<i>Prepaid - Domestic: Standard Average</i>	8.30%	12.20%	12.20%
<i>Commercial Prepaid</i>	13.20%	12.20%	12.20%
<i>Commercial - Conventional Average</i>	13.20%	12.20%	12.20%
<i>Eskom Bulk Tariff Increase (as approved by NERSA)</i>	12.20%	12.20%	12.20%
<i>Salary Increase Cost of Living Adjustment</i>	8.00%	6.00%	6.00%

When budgeting for the 2015/2016 – 2017/2018, a strong focus on economic development is proposed by:

- Ensuring that value for money and long term impact / sustainability are key considerations
- Having an economic development / growth support strategy in place
- Pursue initiatives that:
  - Stimulate growth required to create jobs and to reduce poverty
  - Providing a competitive local business environment
  - Encouraging and support networking and collaboration between business and public / private and community partnerships
  - Supporting quality of life improvements
  - Facilitating workforce development and education
  - Focusing inward investment to support cluster growth
  - Supporting quality of life improvements

The notion of “doing more with less” can further be supported by municipal approaches that ensure:

- Spatial strategies align public spending and unlock public and private investment
- Focus on catalytic interventions that also promote inclusion and desegregation
- Provide clear signals to private sector

Municipal revenues and cash flows are expected to remain under pressure in 2015/16 and *Municipalities must adopt a conservative approach when projecting their expected revenues and cash receipts*

The following should also be taken into account:

1. Outcomes of Public Participation Meetings
2. Municipality’s IDP
3. Internal operational needs

#### 4. Budget Basis

*The municipality's performance against its budget is a very important tool when determining the status of service delivery. It is therefore crucial to properly budget for the coming year in order to ensure viable and sustainable service delivery.*

The following table shows the allocations to IKWEZI MUNICIPALITY as set out in the National Budget, Division of Revenue Bill in the MTREF period; and the Provincial allocations:

<i>Library subsidy EC Prov Govt</i>	<i>308 000</i>	<i>308 000</i>	<i>323 000</i>
<i>Equitable Share</i>	<i>20 720 000</i>	<i>21 057 000</i>	<i>20 950 000</i>
<i>Financial Management Grant</i>	<i>1 875 000</i>	<i>2 010 000</i>	<i>2 345 000</i>
<i>Municipal System Improvement Grant</i>	<i>930 000</i>	<i>957 000</i>	<i>1 033 000</i>
<i>Municipal Infrastructure Grant</i>	<i>5 874 000</i>	<i>5 965 500</i>	<i>6 103 500</i>
<i>MIG: PMU</i>	<i>391 600</i>	<i>397 700</i>	<i>406 900</i>
<i>MIG: LED</i>	<i>391 600</i>	<i>397 700</i>	<i>406 900</i>
<i>MIG: SPORT</i>	<i>1 174 800</i>	<i>1 193 100</i>	<i>1 220 700</i>
<i>Expanded Public Works Programme Incentive</i>	<i>1 000 000</i>	<i>0</i>	<i>0</i>
<i>EC Prov Govt - Mun Support and Governance/Municipal Finance</i>	<i>1 012 000</i>	<i>3 238 000</i>	<i>3 415 000</i>
<i>DWAF - WWMW ACIP1415 Sanitation</i>	<i>3 350 000</i>	<i>0</i>	<i>0</i>
<i>DWAF - WATER CONSERVATION / METERS</i>	<i>3 390 000</i>	<i>0</i>	<i>0</i>
<i>EC Dept of Public Works- Parks Jansenville &amp; Klipplaas</i>	<i>2 000 000</i>	<i>0</i>	<i>0</i>
	<i>42 417 000</i>	<i>35 524 000</i>	<i>36 204 000</i>

*Source: DoRA*

Each year, National Treasury issues a circular to municipalities advising them of the budget parameters within which municipalities should work when preparing their budgets.

The actual CPI inflation for 2012 was 5.7% and is estimated at 5.9% for 2013. The headline CPI forecast for 2015/16 is 5.6%, 2015/2016 is 5.4%, 2016/2017 and is 5.4%. However these figures can change very fast due to external factors as recently experienced.

There are no proposed material amendments to the budget related policies.

Basic services are provided to a large degree to all towns in the municipal boundaries, and there is a continuing effort in extending services.

The budget is cash funded, while at the same time, extending within financial means, service delivery and free basic services.

We need to recognise the funding role of the National and Provincial Government, with contribution from these spheres of governments through grants and subsidies being 29% of total budget.

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National, Provincial, District and local priorities for service delivery must be aligned and this is to a large degree achieved through the IDP process, whereby communities give input into service needs and which is being incorporated into the IDP. The different spheres of government then allocate resources to these requirements, but we must emphasis again that it is only to the extent that resources are available. Our infrastructure development objectives are clearly to have services to acceptable levels to all.

While we recognise the need for the extension of services through infrastructure development, we must also recognise the need for the maintenance of these infrastructures and to this end we provide in the capital program for replacement of some of our ageing vehicles and equipment. However, to provide for the capital is probably not that problematic, but to find the funds to maintain our infrastructure and other assets properly in the operating budget, without overburdening our consumers and ratepayers, is the big concern. It is common knowledge that the first place where funds are cut when other expenditure items increase to such an extent that a reduction in expenditure is necessary, is on maintenance votes. In this budget our maintenance expenditure equates to 2% of operating expenditure, which is below the national treasury minimum of 5% and the pressure on this type of expenditure is increasing every year.

The IKWEZI MUNICIPALITY has done all in their power to address service delivery requirements within our financial means and would like to thank our community for their inputs into the IDP process, the Councillors for their continued hard work and support as well as the Municipal Manager and staff for all their efforts.

### **Overview of IDP**

IDPs are required to be undertaken by all District and Local Municipalities. The IDP's set out the development vision for the municipality and allies this to dedicated projects to be undertaken over the life span of the IDP (5 years). IDPs are constructed to a five year plan but are required to be reviewed annually.

The IDP process aims to on a continuing basis address service delivery needs by identifying new needs or areas of improvement. It is however, also a known fact that the needs identified by far exceeds the resources, and in particular available resources. The Budget is informed by the IDP and the SDBIP is the implementing tool of the IDP and Budget.

The Tables SA4, SA5 and SA6 that reflects under Section 5, Operating and Capital Budget, point 5.1.11 clearly reflects the linkage between the IDP, SDBIP and Budget.

### **Overview of Budget Assumptions**

Budgets are prepared in an environment of uncertainty, to prepare meaningful budgets assumptions need to be made about internal and external factors that could influence the budget.

In January 2010, Cabinet adopted 12 outcomes within which to frame public service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities.

Ikwezi Municipality is expected to take the 12 outcomes into consideration when reviewing the IDP and developing the annual budget for the 2015/16 MTREF.

Hereunder follows the 12 outcomes:

1. Improve the quality of basic education
2. Improve health and life expectancy
3. All people in South Africa protected and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support inclusive growth
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities and food security
8. Sustainable human settlements and improved quality of household life
9. A response and, accountable, effective and efficient local government system
10. Protection and enhancement of environmental assets and natural resources
11. A better South Africa and safer Africa and world
12. A development-orientated public service and inclusive citizenship

**External factors**

There is no real growth in the municipal area, with the number of people, as well as the number of households, remaining fairly consistent.

Job opportunities are limited, and the National budget identified employment creation as a priority and suggests that municipal capital and maintenance projects should seek to assist in this manner, by implementing labour intensive projects within financial means.

**4.11 General inflation outlook and its impact on the municipal activities**

General inflation (CPI) is estimated 6.2% for the 2015/16 financial year. This of course lends to expectations that municipal tariffs should increase by more or less the same percentage, which is set at 6%.

Description	MTREF Budget 2015/16	MTREF Budget 2015/2016	MTREF Budget 2016/2017
General Inflation	5.60%	5.40%	5.40%

*Source: MFMA Circular 70 & 72*

- Rates, tariffs charges and timing for revenue collection

The Ikwezi Municipality bill the consumers on a monthly bases for services rendered as per norms and standards of revenue management.

The following table shows the assumed average percentage increases built into the MTREF for rates, tariffs and charges:

Description	MTREF Budget 2014.	MTREF Budget 2015/16	MTREF Budget 2015/2016
Rates	5.40%		
Water		7%	
Sewerage		7%	
Sanitation		7%	

Refuse	7%
Electricity – monthly consumption tariff	7%

*Source: 2015/2016 MTREF Budget*

In general terms, the timing rates, tariffs and charges are based on the following:

Description	Comments
Rates and annual charges	Annual and monthly billing July. Interim billing throughout the year as required. Revenue foregone recognized in July
Consumption	Monthly billing. Ongoing prepayment meters. Seasonal fluctuations
Service Charges	Generally steady state throughout the financial year with seasonal fluctuations

- Collection rates for each revenue source and customer type

Furthermore, its policy on indigent support and social rebates means that many households who would normally struggle to pay their accounts receive free or subsidised basic services thereby keeping them free of the burden of municipal debt.

Nevertheless, there will always be an element of the total amount billed that will remain uncollected. The municipality is the same as any other business in this regard. Adequate provision has to be made in the budget for any bad debts based on assumptions on collection rates.

The ability of the municipality to deliver quality services is dependent on its staff and the ability to provide services to the Ikwezi Municipality population at a viable level. Failure by the municipality to invest in its staff to ensure that the capacity and skills exist to meet the challenges being faces by Ikwezi Municipality will ultimately mean a failure to deliver services.

The average collection rate from July 2013 to February 2014 for all municipal debtors accounts including rates are currently %. When excluding rates, the average collection rate for the same period increases to %

- Trends in population and households (DECLINE)

When the 2011 census were held by South African Statistics it was counted that the total population with Ikwezi Municipality area (4 449.7km<sup>2</sup>) are 10 537. High levels of poverty and 76% households earn less than R1600 per month with an unemployment levels ranging from 33% to 71%.

There are a total of 2915 households within the IKWEZI MUNICIPALITY area.

- Changing demand characteristics (demand for services)

Ikwezi Municipality has to respond to changing demand for services that can occur through a number of reasons such as population migration, changing demographic profile, technologic changes, and major infrastructure development.

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The introduction of wireless technology in Ikwezi Municipality has made the internet available to many more people making on-line interaction with the municipality possible, including the payment of municipal accounts.

The municipality is currently in the process of putting magnetisms place to secure 24 hour excess to pre-payment electricity vending through the Syntel pre-payment vending system. Further a 100% audit will be undertaken to ensure that all household are registered on the electricity grid and to further ensure that all households that are illegible for free basic services have excess to the service as subsidised through the Equitable Share Allocation.

Trends in demand for free (subsidized) basic services

The Ikwezi Municipalities criteria for supporting free or subsidised basic services are set out in the Indigent Support Policy. The Government allocates revenue via the Division of Revenue Act (DoRA) in the form of the Equitable Share Grant with the primary aim of assisting municipalities with the costs of providing free or subsidised basic services.

#### **4.12 INDIGENT STEERING COMMITTEE**

The Indigent Steering Committee (ISC) was established in 2012, since the approval of the Indigent register in June 2012. The Eastern Cape Department of Local Government & Traditional Affairs (ECLGTA) convened a workshop in February 2014 with the Indigent Steering Committee and presented the draft ISC Terms of Reference and Indigent Policy.

##### **4.12.1 INDIGENT REGISTER AND FREE BASIC SERVICES EXPENDITURE / BUDGET**

There are currently 1100 indigent households out of 2915 households. This is a 43% of households benefitting from the Indigent Policy assistance. The following table depicts the budgeted funding for the 2015/16 financial year to fund the Indigent beneficiaries:

##### **FREE BASIC SERVICES UNIT**

The municipality does not have a fully-fledged Free Basic Services Unit that focuses solely on Indigent support. This is largely attributable to the small size of the municipality and the amount of work required maintaining the Free Basic Services function. We however have staff in place that exercise the various functions of free basic services as part of their daily tasks and this is executed by various levels of staff to ensure segregation of duties.

- Impact of national, provincial and local policies

Ikwezi Municipality sees itself as working in partnership with national, provincial and district municipality spheres of Government in meeting the priority services needs of the people.

- Revenue enhancement strategy

The municipality approved its Revenue Enhancement Strategy in conjunction with a service provider that successfully secured the funding from ECLGTA in 2013. Implementation will then be immediate and

also factored into the 2014/15 MTEF Budget cycle. Targets will be derived and included in the IDP, Budget and SDBIP.

▪ **Annual Financial Statements Process and Preparation Plan**

Every year an Annual Financial Statements (AFS) process and preparation plan is prepared which sets out the roles and responsibilities of the various staff and service providers in order to ensure timeous submission of AFS to the Auditor General. In addition to this, an Audit Action plan is prepared every year after the audit report is received and this action plan sets out the planned mechanisms that Management plans to implement to address all the audit findings of the previous year. Both these documents have been prepared and are now in implementation phase.

**Salary Budget of the Municipality**

National Treasury guidelines require municipalities to contain their staff expenditure under 33% and 39% of their Operational Budget. Ikwezi Municipality has not achieved this target throughout the years, but it must be noted that there are critical vacancies that have never been budgeted for and it exposes and / or restricts progress of the municipality in certain aspects. Below is a table indicating past trends and future projections of the Salary Bill percentage:

Description	Actual 2012/2013	Adjusted Budget 2013/2014	Draft Budget 2015/16
Operational Budget			
Salary Bill			
Percentage			

▪ **Ability of the municipality to spend and deliver on the programmes**

The following table shows the trend of spending against the budget for the capital programme since 2010/2011:

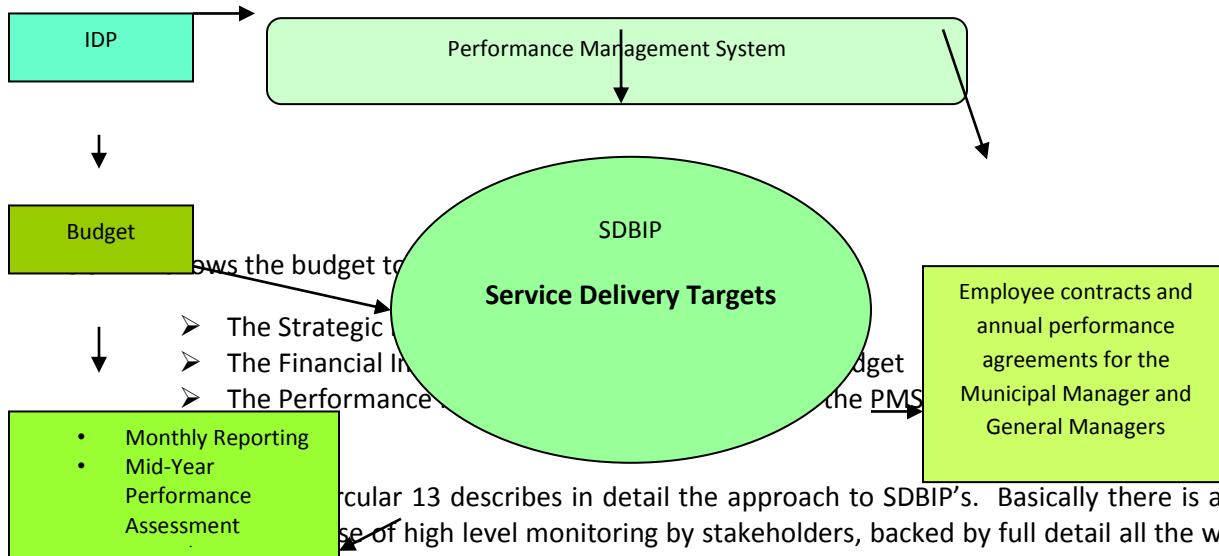
Description	MTREF Budget 2010/2011	MTREF Budget 2011/2012	MTREF Budget 2012/2013
Capital Budget (adjusted)			
Actual spending			
Percentage			

*Source: 2015/16 MTREF Budget*

Spending is monitored closely throughout the year and the Managers must ensure that capital schemes are supported by robust planning. The municipality is continually reviewing its capital planning processes.

▪ **The Service Delivery Budget Implementation Plan (SDBIP)**

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the operating and capital budgets and the IDP. Thus the strategic direction mapped out in the IDP is matched with the financial resources and delivery of services as specified in the PMS. The requirement for a SDBIP is stated in the Municipal Finance Management Act (Act No 56 of 2003), Section 69.3(a) and is the responsibility of the Municipal Manager. See the following diagram.



Paragraph 13 describes in detail the approach to SDBIP's. Basically there is a high level of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from top (the Municipal Manager) all staff operates under KPI's within the identified KPA's. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level, every vote could be aligned to an IDP strategy and some KPI's. These then form the basis of future monthly and in-year reporting.

The SDBIP talk to IDP strategic objectives and budget and there is a clear reflection of Provincial and National allocations in the IDP.

The SDBIP includes monthly cash flows of expenditure and is used as the basis for budget monitoring.

The 2015/16 SDBIP is a separate document that accompanies the 2015/2016 MTREF Budget document, while the top layer of the SDBIP is included in the Strategic Plan section of the IDP.

▪ Funding compliance

The budget is cash funded which is first indicator of a credible budget.

Funding levels are unacceptable at just below two (2) months cash – resources, which is an indication of these economic times, and is insufficient to cover all requirements of the funding and reserves policy.

There is an increase in tariffs above CPI forecast, mainly as a result of the effect of the electricity increases. Other increases set at about 6%, is in order not to reduce maintenance programs, but even these programs are affected negatively due to the increase in bulk charges and the cap on an increase in electricity tariffs set by NERSA.

Overview of Budget Funding

Sections 18 and 19 of the MFMA include the following requirements:

- An annual budget may only be funded from:
  - Realistically anticipated revenues to be collected;
  - Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and



- 
- borrowed funds, but only for the capital budget referred to in section 17(2).

Revenue projections must be realistic taking into account:

- 1) Projected revenue for the current year based on collection levels to date; and
- 2) Actual revenue collected in previous financial years.

A municipality may spend money on a capital project only if the sources of funding have been considered, are available and have not been committed for other purposes.

Achievement of this requirement in totality effectively means that a Council has “balanced” its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

- A credible budget

Amongst other things, a credible budget is a budget that:

- Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality;
- Is achievable in terms of agreed service delivery and performance targets;
- Contains revenue and expenditure projections that are consistent with current and on past performance and supported by documented evidence of future assumptions;
- Does not jeopardise the financial viability of the municipality (ensures that the financial position is maintained with generally accepted prudential limits and that obligations can be met in the short, medium and long term; and
- Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

- A budget sets out certain service delivery levels and associated financial implications. Therefore the community should realistically expect to receive these promised service delivery levels and understand the associated financial implications. Major under spending due to under collection of revenue or poor planning is a clear example of a budget that is not credible and unrealistic.

Furthermore, budgets tabled for consultation at least 90 days prior to the start of the budget year should already be credible and fairly close to the final approved budget.

- Long term financial planning

The municipality’s financial position is not sound and this budget further enhances a road map to financial recovery by 2016. Long term borrowing is limited and the cash position does not allow an environment where council will be able to maintain and service long term borrowing.

The municipality plans to continue exercising strict financial management and ensuring cash flow meets the requirements.

- Sales of assets

The municipality is in the process of reviewing its land and asset holdings as part of its long term financial strategy.

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## Borrowing

The MFMA prescribes the conditions within municipalities may borrow through either short or long term debt

The Act stipulates that short term debt can be used to meet immediate cash flow needs but that it must be fully repaid within the financial year in which it was incurred. Long term debt can only be incurred for capital expenditure or to re-finance existing long term debt. Proposals to incur long term debt must go through a public consultation process.

The cash flow projections will determine the likely need to borrow short term. It is projected that short term borrowing will be required over the MTREF period.

Based on the measures of affordability, the municipality has made no budgeted provisions for new borrowing for capital expenditure over the MTREF.

## Expenditure on Allocations and Grant Programmes

National and Provincial Government provide funding to assist the municipality to achieve its developmental and service delivery goals. In addition, the Constitution requires all spheres of government to assist each other to achieve goals set at National or Provincial level. Local economic development and employment opportunities are high on the agenda of the national government, and the municipality, again within financial means, as well as revenue from government grants, aims to assist as far as possible in achieving these goals.

### • FINANCIAL PRINCIPLES AND POLICIES

The Ikwezi Municipality have implemented the prescribed statutory policies and they are reviewed on an annually basis. The Financial Policies and By-Laws of the Ikwezi Municipality are to provide sound, secure and fraud free management of financial services.

The detailed adopted Policies and By-Laws are not included in this budget documentation. However they are available at the Council offices, for viewing as well as on the website. See underneath the Table reflecting a short description of each policy and By-Law that was adopted by Council:

- Table – List of Policies to be drafted, reviewed and adopted by council

	Policy Name	Short Description of Policy
1	Asset Management Policy( Draft)	The Asset Management Policy provides direction for the management, accounting and control of Property, Plant & Equipment (Fixed Assets) owned or controlled by municipality.
2	Budget Policy(Draft)	The aim of the policy is to set out the budgeting principles, which the municipality will follow in preparing each annual budget, as well as the responsibilities of the Chief Financial Officer in compiling such budget.
3	Cash Management and Payment of	The objective of this policy is to ensure that the

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	Creditors Policy (adopted)	Municipality has a sound cash management and payment system.
4	Cash Receipt and Banking Policy	The objectives of this policy are – to ensure that the Municipality’s bank account(s) are effectively managed and accounted for; and to ensure that receipts of revenue are adequately safeguarded and accounted for.
5	Cost Estimation Policy	The Municipality needs to have an appropriate methodology of cost estimation in order to ensure that – The cost of producing and supplying goods and services to consumers is accurately determined in order to ensure that consumer charges and tariffs reflect the cost involved in their supply; The Municipality is able to quantify savings and /or losses that it may bring about; Expenditure budgets are realistic; When it executes work for third parties the cost incurred is recovered; and; The cost of inter-departmental service provision is accurately determined and charged out.
6	Credit Control and Debt Collection (Adopted) Revenue By-Law draft	The purpose is to ensure that credit control and debt collection forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case.
7	Financial Framework Policy(Draft)	The financial framework policy of the Ikwezi Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services to the citizens within the Ikwezi Municipality Municipal area.
8	Investment Policy(adopted)	This policy deals with the investment of the Municipality’s money not needed for the immediate purposes of the Municipality.
9	Rates Policy(Adopted)	To determine or provide criteria for the determination of categories of properties for the purpose of levying different rates and categories of properties, for the purpose of granting exemptions, rebates and reductions
10	Rates By-Law(to be drafted)	Section 229(1) of the Constitution authorizes a municipality to impose rates on property and surcharges on fees for services provided by or on behalf of the municipality. In terms of section 3 of the Act, a municipal council must adopt a policy consistent with the Act on the levying of rates on ratable property in the municipality. In terms of section 6(1) of the Act, a municipality must adopt by-laws to give effect to the implementation of its rates

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		<p>policy. In terms of section 6(2) of the Act, by-laws adopted in terms of section 6(1) thereof may differentiate between different categories of properties as well as different categories of owners of properties liable for the payment of rates.</p>
11	Risk Management Policy(draft)	<p>The objectives of this policy are – To provide a framework for the effective identification, measurement, avoidance/ management, and reporting, of the Municipality’s risks; To define and assign risk management roles and responsibilities within the Municipality; and; To define a reporting framework which ensures regular communication of risk management information to the Council, portfolio committees, the audit committee and senior management and officials engaged in risk management activities.</p>
12	Roles and Responsibilities and the Delegation of Powers Policy(Draft)	<p>In this policy, the specific roles and areas of responsibility of each political office-bearer, political structure and the Municipal Manager are defined to ensure: good relationships between these bodies and persons; appropriate lines of accountability and reporting for these bodies and persons; the minimisation and prevention of unnecessary overlapping of responsibilities and duplication of powers between these bodies and persons; that disputes that may arise between these bodies and persons are resolved amicably and timely; and dynamic and productive interaction between these bodies and persons, other Councillors and officials of the Municipality.</p>
13	Standing Rules and Order(adopted)	
14	Tariff By-Law(Draft)	<p>The object of this by-law is to ensure that – Tariffs are determined in order to facilitate and ensure sustainable and affordable services.</p>
15	Rewards, Gifts and Favours Policy(Draft)	<p>To set out in clear terms the rules that apply to offers of a reward, gift or favours from persons having or proposing to have a contractual relationship with the municipality and the responsibilities of councillors and staff members in this regard. The Code of Conduct and Rewards, Gifts and Favours Policy is aimed at ensuring that councillors and staff members conduct themselves so that their good faith and integrity should not be open to question.</p>
16	Recruitment Policy(Review)	<p>To apply consistent, transparent, procedurally and substantively fair recruitment and selection procedures;</p>

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- To give effect to fair recruitment and selection processes; To ensure that the recruitment process complies with the relevant legislations; To provide an effective system to be used by line management and Corporate Services Department in filling vacant positions; To provide guidelines for the systematic process through which line managers can request the approval and filling of vacancies; To ensure that all candidates are selected objectively and on merit; To attract and retain the interests of suitable candidates and to project a positive image of the municipality to outsiders.
- 17 Supply Chain Management Policy(Adopted) The primary goal of IKWEZI MUNICIPALITY’s supply chain management system is – To ensure that the Municipality obtains the best value for money possible when it contracts for the supply of goods and services and the execution of work. The secondary objectives of the supply chain management system are – To promote local economic development by giving preference to local service providers and contractors; To promote Black economic empowerment by facilitating access by historically disadvantaged individuals to acquisitions and disposals; To combat corruption in procurement; To promote accountability for procurement decisions and contract management.
- 18 Fraud Prevention Policy(adopted) The objective of this policy is to facilitate the development of controls which will aid in the detection and prevention of fraud against IKWEZI MUNICIPALITY. It is the intent of IKWEZI MUNICIPALITY to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.
- 19 Indigent Policy(adopted) The objective of this policy will be to ensure the following: The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council; The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidization; Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy; The provision of procedures and guidelines for the subsidization of basic charges and the provision of free basic energy to indigent households; and Co-operative

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		governance with other spheres of government.
20	Accounting Policies(draft)	The basic objective of Accounting Standards is to remove variations in the treatment of several accounting aspects and to bring about standardization in the presentation. They intent to harmonize the diverse accounting policies followed in the preparation of financial statements by different reporting enterprises so as to facilitate intra-firm and inter-firm comparison.
21	Capital Infrastructure Investment Policy(draft)	This policy sets out the process and methodology for capital infrastructure investment regardless of the funding source.
22	Fruitless Wasteful Expenditure Policy(Draft)	To prevent and detect unauthorised, irregular, fruitless and wasteful expenditure, and to see to that this policy implement effective, efficient and transparent processes of financial and risk management.
23	Borrowing Policy(draft)	The purpose of this policy is to ensure that borrowing forms part of the financial management procedures of the Municipality and to ensure that prudent borrowing procedures are consistently applied in a prudent and accountable manner.
24	Funding and Reserve Policy(draft)	This policy sets outs the assumptions and methodology for estimating the following:- (a) Projected billings, collections and all direct revenues; (b) The provision for revenue that will not be collected; (c) The funds the Municipality can expect to receive from investments; (d) The proceeds the Municipality can expect to receive from the transfer or disposal (sale) of both its fixed and movable assets; (e) The Municipality's borrowing requirements; and (f) The funds to be set aside in reserves.
25	Long-Term Financial Planning Policy(draft)	The Policy on Long-Term Financial Planning is aimed at ensuring that the Municipality has sufficient and cost-effective funding in order to achieve its long term objectives through the implementation of the medium term operating and capital budgets.
26	EPWP Policy(adopted)	The objective of this Policy document is to provide a framework within which the Municipality and its departments implement the EPWP. This policy document is aimed at providing an enabling environment for the Municipality to increase the implementation of EPWP, through the re-orientation of its line budgets and

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channeling a substantial amount of the overall annual budget allocation and human resources towards the implementation of EPWP.

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*Source: Adopted Policies - Council Resolutions*

The Ikwezi Municipality has adopted and is implementing the EPWP Policy which seeks to promote initiatives focusing on job creation for the local community.

The Ikwezi Municipality does have a financial recovery plan in place as the municipality is experiencing a cash flow problem.

The Ikwezi Municipality has a GRAP compliant Asset Register in place, but has still received qualifications in the Audit Report based on challenges with full GRAP implementation. We are in the process to address the problems that was experienced with the Fixed Asset Register by addressing the specific findings raised by the Audit General during the 2012/2013.

## **OPERATING AND CAPITAL BUDGETS**

The projected forecasted expenditure and revenue for the three (3) relevant years are reflected in the following Tables A1 to A10, as well as Tables SA4 to SA6, that reflects that the consolidated IDP strategic objectives, and budget for revenue, operating and capital expenditure, are linked with the Consolidated MTREF Budget.

Table SA36 reflects the consolidated detailed capital budget.

The following charts be noted:

- 2015/16 Budget Year Capital Expenditure Program per Vote
- 2015/16 – 2015/2016 MTREF (3year total) Capital expenditure program per vote
- 2015/16 – 2016/2017 Capital funding by source
- 

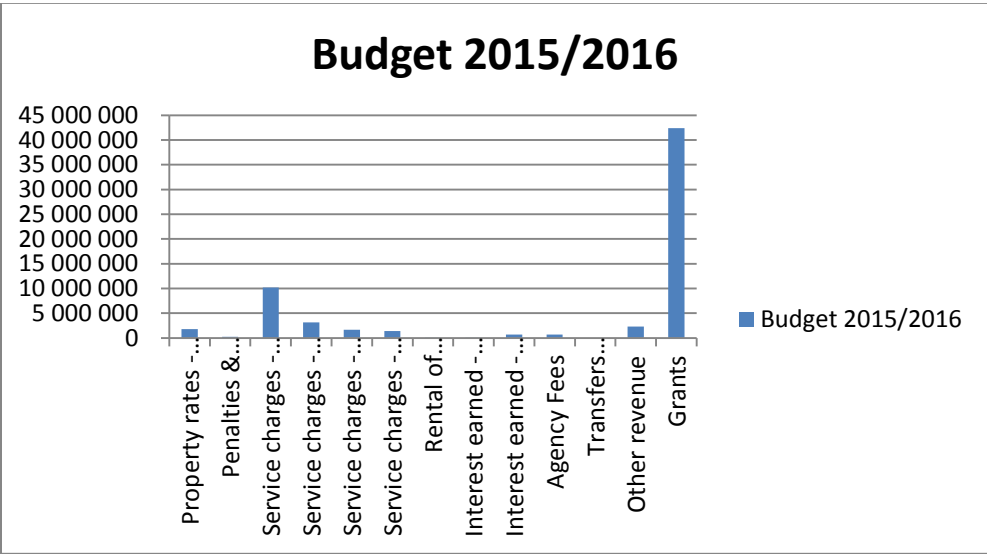
### **1.1 INCOME BUDGET**

#### **1.2**

##### **1.1.1 Income Budget by Source**

<b>Income Budget by Source</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>
Property rates - Less Revenue Forgone	1 825 945	1 936 036	2 054 460
Penalties & Interest	219 380	232 543	246 495
Service charges - electricity revenue	10 197 824	11 314 345	12 623 561
Service charges - water revenue	3 167 086	3 357 111	3 558 538
Service charges - sewerage revenue	1 690 794	1 792 241	1 899 776
Service charges - refuse revenue	1 433 421	1 519 426	1 610 591
Rental of facilities and equipment	73 225	77 618	82 275
Interest earned - external investments	48 353	51 254	54 329
Interest earned - outstanding debtors	678 353	719 055	762 198
Agency Fees	688 139	729 428	773 193
Transfers recognised - operational			
Other revenue	2 324 397	2 207 821	3 578 348
Grants	42 417 000	35 524 000	36 204 000
<b>Total Income Budget by Source</b>	<b>64 763 917</b>	<b>59 460 878</b>	<b>63 447 764</b>

1.1.2 Income Budget by Source graph

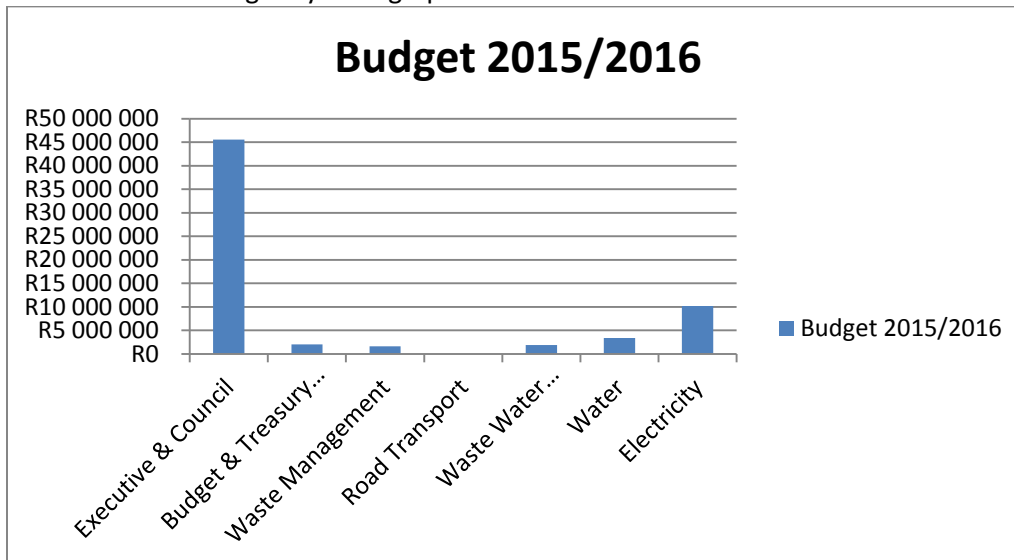


1.1.3 Income Budget by Vote



<b>Operating Income Budget by Vote</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>
Executive & Council	R 45 555 607	R 38 594 883	R 40 697 192
Budget & Treasury Office	R 2 045 325	R 2 168 579	R 2 300 955
Waste Management	R 1 640 665	R 1 739 104	R 1 843 451
Road Transport			
Waste Water Management	R 1 910 218	R 2 024 832	R 2 146 321
Water	R 3 382 691	R 3 585 653	R 3 800 792
Electricity	R 10 229 411	R 11 347 827	R 12 659 053
<b>Total Operating Income Budget by Vote</b>	<b>R 64 763 917</b>	<b>R 59 460 878</b>	<b>R 63 447 764</b>

#### 1.1.4 Income Budget by Vote graph

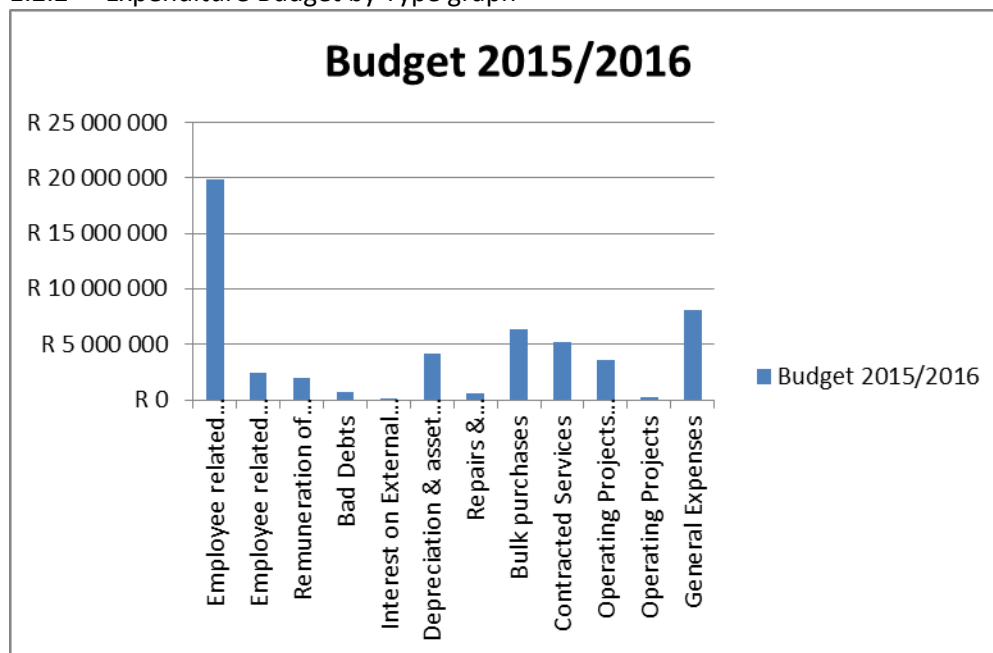


## 1.2 EXPENDITURE BUDGET

### 1.2.1 Expenditure Budget by Type

<b>Operating Expenditure Budget by Type</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>
Employee related costs: Sal & Wages	R 19 914 645	R 21 105 962	R 22 372 319
Employee related costs: Soc Contr	R 2 380 151	R 2 522 960	R 2 674 337
Remuneration of councillors	R 1 994 079	R 2 113 724	R 2 240 548
Bad Debts	R 668 457	R 708 224	R 749 277
Interest on External Borrowings	R 98 219	R 104 013	R 109 838
Depreciation & asset impairment	R 4 203 278	R 4 225 873	R 4 462 522
Repairs & Maintenance	R 537 479	R 569 191	R 601 065
Bulk purchases	R 6 320 048	R 7 091 094	R 7 956 207
Contracted Services	R 5 253 450	R 5 605 444	R 6 084 893
Operating Projects Grants & Subs	R 3 589 100	R 2 579 100	R 1 433 000
Operating Projects	R 280 000	R 291 800	R 303 661
General Expenses	R 8 125 962	R 8 575 952	R 9 028 453
<b>Total Operating Expenditure Budget by Type</b>	<b>R 53 364 868</b>	<b>R 55 493 337</b>	<b>R 58 016 120</b>

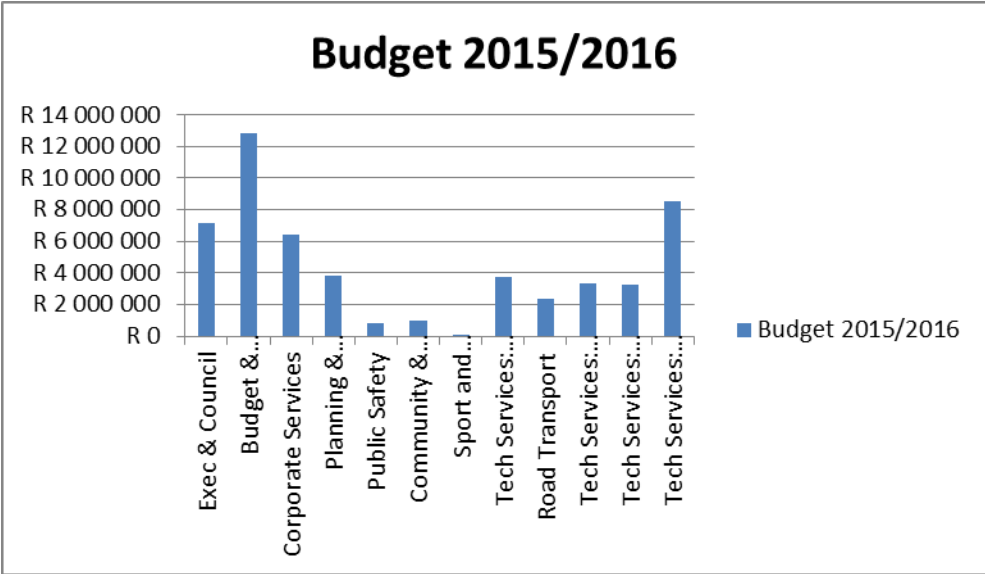
### 1.2.2 Expenditure Budget by Type graph



### 1.2.3 Expenditure Budget by Vote

<b>Operating Expenditure Budget by Vote</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>
Exec & Council	R 7 182 958	R 7 576 196	R 7 983 516
Budget & Treasury Office	R 12 826 585	R 12 439 851	R 12 050 388
Corporate Services	R 6 434 501	R 6 713 797	R 7 102 405
Planning & Development	R 3 857 735	R 4 030 762	R 4 253 503
Public Safety	R 812 542	R 802 914	R 850 861
Community & Social Services	R 1 010 030	R 1 033 452	R 1 095 261
Sport and Recreation	R 81 344	R 86 225	R 91 398
Tech Services: Waste Management	R 3 715 429	R 3 937 254	R 4 168 829
Road Transport	R 2 353 819	R 2 492 669	R 2 634 849
Tech Services: Waste Water Management	R 3 326 291	R 3 524 281	R 3 729 010
Tech Services: Water	R 3 238 239	R 3 428 208	R 3 627 430
Tech Services: Electricity	R 8 525 394	R 9 427 729	R 10 428 669
<b>Total Operating Expenditure Budget by Vote</b>	<b>R 53 364 868</b>	<b>R 55 493 337</b>	<b>R 58 016 120</b>

1.2.4 Expenditure Budget by Vote graph

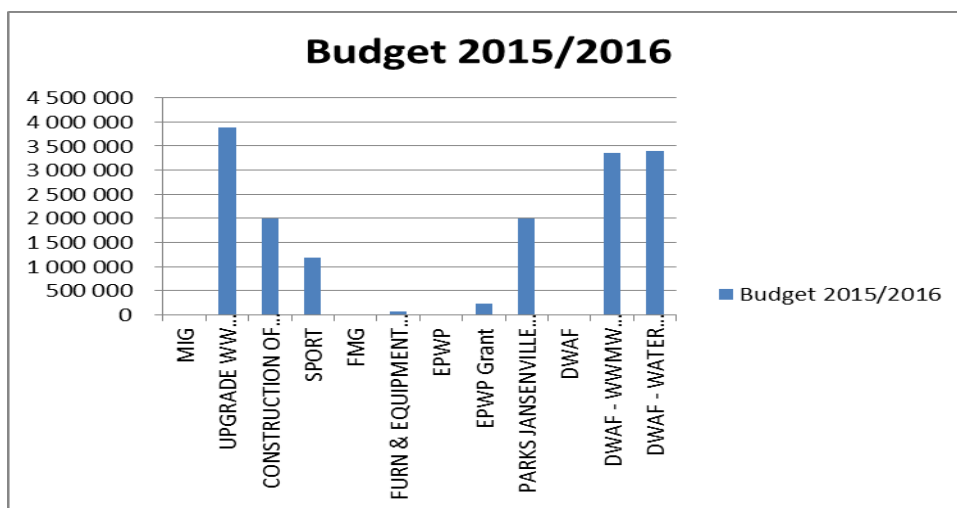


### 1.3 CAPITAL BUDGET

#### 1.3.1 Capital Budget by Project

CAPITAL	Budget 2015/2016	Budget 2016/2017	Budget 2017/2018
<b>MIG</b>			
UPGRADE WW TREATMENT WORKS KLP	3 874 000		
CONSTRUCTION OF ROADS	2 000 000	5 965 500	6 103 500
SPORT	1 174 800	1 193 100	1 220 700
<b>FMG</b>			
FURN & EQUIPMENT BTO	65 000	65 000	65 000
<b>EPWP</b>			
EPWP Grant	218 949	172 086	122 412
PARKS JANSENVILLE & KLIPPLAAT	2 000 000		
<b>DWAF</b>			
DWAF - WWMW ACIP1516 SANITATION	3 350 000	0	0
DWAF - WATER CONSERVATION / METERS	3 390 000	0	0
<b>TOTAL CAPITAL</b>	<b>16 072 749</b>	<b>7 395 686</b>	<b>7 511 612</b>

#### 1.3.2 Capital Budget by Project Graph



Source: 2015/16 MTREF Budget Draft

Table SA4 – Reconciliation of IDP strategic objectives and budget (revenue)

ALIGNMENT OF IDP AND OPERATING BUDGET

NATIONAL GOVERNMENT KPA'S	PROVINCIAL GOVERNMENT KPA'S	IKWEZI MUNICIPALITY IDP STRATEGIC OBJECTIVES	GFS FUNCTION / DEPARTMENT	GFS SUB FUNCTIONS / COST CENTRE	DIRECTOR RESPONSIBLE	PERSON RESPONSIBLE FOR COST CENTRE	2014/2015 OPEX BUDGET PER COST CENTRE	
		<b>Good governance</b> through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability	Executive & Council	Municipal Manager	Municipal Manager	Municipal Manager		
			Executive & Council	Office of Ex Mayor	Municipal Manager	Municipal Manager		
			Executive & Council	Council General	Municipal Manager	Municipal Manager		
				Corporate Services	Director Finance (CFO)	Director Finance (CFO)	Director Finance (CFO)	
				Corporate Services	Human Resources	Director Finance (CFO)	Director Finance (CFO)	
				Corporate Services	Administration	Director Finance (CFO)	Director Finance (CFO)	
				Corporate Services	Council Buildings / Property Services	Director Finance (CFO)	Director Finance (CFO)	
				Corporate Services	Information Technology	Director Finance (CFO)	Director Finance (CFO)	
				Budget & Treasury Office	Director Finance (CFO)	Director Finance (CFO)	Director Finance (CFO)	
				Budget & Treasury Office	Finance Income, Expenditure, Budget Office & SCM	Director Finance (CFO)	Director Finance (CFO)	
				Budget & Treasury Office	Finance Interns - FMG	Director Finance (CFO)	Director Finance (CFO)	
			Budget & Treasury Office	Internal Audit	Municipal Manager	Municipal Manager		
		<b>Corporate wide Strategic Planning,</b> develop appropriate municipal-wide corporate plans that ensures shared prosperity and sustainability. Sustain Ikwezi Mun through resource conservation, good land use practices and people centred planning	Planning & Development	IDP	Director Strategic Services	Director Strategic Services		
			Planning & Development	LED	Director Strategic Services	Director Strategic Services		
			Planning & Development	Planning	Director Strategic Services	Director Strategic Services		
			Planning & Development	Tourism	Director Strategic Services	Director Strategic Services		
				Planning & Development	Project Management Unit	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv	
		Create an enabling <b>social environment</b> that ensures safe, healthy and vibrant communities that participate actively in Ikwezi Mun.	Public Safety	Director Infrastructure & Comm Services	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Public Safety	Fire Fighting	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		

		Develop <b>human &amp; social capital</b> by investing in women and youth development	Community & Social Services	Director Infrastructure & Comm Services	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Community & Social Services	Community Services: Admin	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Community & Social Services	Community Halls	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Community & Social Services	Libraries	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Community & Social Services	Cemetaries	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Sport & Recreation	Sports, Arts & Culture	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
		Ensure an effective and affordable service and bulk infrastructure delivery in Ikwezi Mun to meet the needs of the people	Waste Management	Director Infrastructure & Comm Services	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Waste Management	Refuse	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Road Transport	Director Infrastructure & Comm Services	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Road Transport	Public Transport	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Road Transport	Streets	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Road Transport	Motor Vehicles Licensing - Enatis	Director Finance (CFO)	Director Finance (CFO)		
			Waste Water Management	Director Infrastructure & Comm Services	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Waste Water Management	Sewerage	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Water	Director Infrastructure & Comm Services	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Water	Water	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Electricity	Director Infrastructure & Comm Services	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Electricity	Electricity	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		

Source: 2015/16 MTREF Budget Draft

Table SA6 - Reconciliation of IDP strategic objectives and budget (capital expenditure)

ALIGNMENT OF IDP AND CAPITAL

NATIONAL GOVERNMENT KPAS	PROVINCIAL GOVERNMENT KPAS	IKWEZI MUNICIPALITY IDP STRATEGIC OBJECTIVES	GFS FUNCTION / DEPARTMENT	GFS SUB FUNCTIONS / COST CENTRE	DIRECTOR RESPONSIBLE	PERSON REPOSIBLE FOR COST CENTRE	2014/2015 CAPEX BUDGET PER COST CENTRE	PROJECT MANAGER	
		Good governance through transformation, intergovernmental cooperation and consultation to ensure accountability	Executive & Council	Municipal Manager	Municipal Manager	Municipal Manager			
			Executive & Council	Office of Ex Mayor	Municipal Manager	Municipal Manager			
			Executive & Council	Council General	Municipal Manager	Municipal Manager			
				Corporate Services	Director Finance (CFO)	Director Finance (CFO)	Director Finance (CFO)		
				Corporate Services	Human Resources	Director Finance (CFO)	Director Finance (CFO)		
				Corporate Services	Administration	Director Finance (CFO)	Director Finance (CFO)		
				Corporate Services	Council Buildings / Property	Director Finance (CFO)	Director Finance (CFO)		
				Corporate Services	Information Technology	Director Finance (CFO)	Director Finance (CFO)		
				Budget & Treasury Office	Director Finance (CFO)	Director Finance (CFO)	Director Finance (CFO)		
				Budget & Treasury Office	Finance Income, Expenditure, Budget Office & SCM	Director Finance (CFO)	Director Finance (CFO)		
				Budget & Treasury Office	Finance Interns - FMG	Director Finance (CFO)	Director Finance (CFO)		
			Budget & Treasury Office	Internal Audit	Municipal Manager	Municipal Manager			
		Corporate wide Strategic Planning, develop appropriate municipal-wide corporate plans that ensures shared prosperity and sustainability. Sustain Ikwezi Mun through resource conservation, good land use practices and people centred planning	Planning & Development	IDP	Director Strategic	Director Strategic Services			
			Planning & Development	LED	Director Strategic Services	Director Strategic Services			
			Planning & Development	Planning	Director Strategic Services	Director Strategic Services			
			Planning & Development	Tourism	Director Strategic Services	Director Strategic Services			
				Planning & Development	Project Management Unit	Director Infrastr & Comm	Director Infrastr & Comm Serv		
		Create an enabling social environment that ensures safe, healthy and vibrant communities that participate actively in Ikwezi Mun.	Public Safety	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv			
			Public Safety	Fire Fighting	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv			

		Develop <b>human &amp; social capital</b> by investing in women and youth	Community & Social Services	Director Infrastr & Comm Serv	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Community & Social Services	Community Services: Admin	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Community & Social Services	Community Halls	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Community & Social Services	Libraries	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Community & Social Services	Cemetaries	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Sport & Recreation	Sports, Arts & Culture	Director Infrastr & Comm	Director Infrastr & Comm Serv		
		Ensure an effective and affordable service and bulk infrastructure delivery in Ikwezi Mun to meet the needs of the people	Waste Management	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Waste Management	Refuse	Director Infrastr & Comm Serv	Director Infrastr & Comm Serv		
			Road Transport	Director Infrastr & Comm Serv	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Road Transport	Public Transport	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Road Transport	Streets	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Road Transport	Motor Vehicles Licensing - Enatis	Director Finance (CFO)	Director Finance (CFO)		
			Waste Water Management	Director Infrastr & Comm Serv	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Waste Water Management	Sewerage	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Water	Director Infrastr & Comm Serv	Director Infrastr & Comm	Director Infrastr & Comm Serv		
			Water	Water	Director Infrastr & Comm	Director Infrastr & Comm Serv		
		Electricity	Director Infrastr & Comm Serv	Director Infrastr & Comm	Director Infrastr & Comm Serv			
		Electricity	Electricity	Director Infrastr & Comm	Director Infrastr & Comm Serv			

Source: 2015/16 MTREF Budget Draft



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## Chapter Five

### 5 KPA 4: LOCAL ECONOMIC DEVELOPMENT ANALYSIS

#### 5.1 STRATEGIC ALIGNMENT

##### 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

##### 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 is aligned 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>Pillar 3 - Business Support Initiatives</i> <i>Pillar 4 - Skills Development</i>

Developing the skills base  
Improving connectivity and utility infrastructure  
Regenerating core towns  
Building local and Regional networks

### 5.1.3 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 and was work shopped extensively 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, Small Towns Revitalisation Programme, Sakhisizwe EPWP, Fish Harvesting Project and Paving of internal roads.

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.

SWOT ANALYSIS	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> <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 Tranquillity).</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 Partnership Agreement with NYDA has lapsed and was not renewed.

#### *Pillar 4 - Skills Development*

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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:

- 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.
- Encourage reinvestment by current businesses to expand and maintain their current operations.
- Provide specific incentives for market participants seeking to use local resources and those engaging in skills development.

#### **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 8 posts, of which 7 are filled. All of the critical posts are filled namely the Director: Strategic Support; LED Assistant; Agricultural Specialist, SMME Practitioner and LED Officer. Only the LED Manager, Administrative Officer and the Tourism Officer posts are vacant.

Areas of prioritized intervention

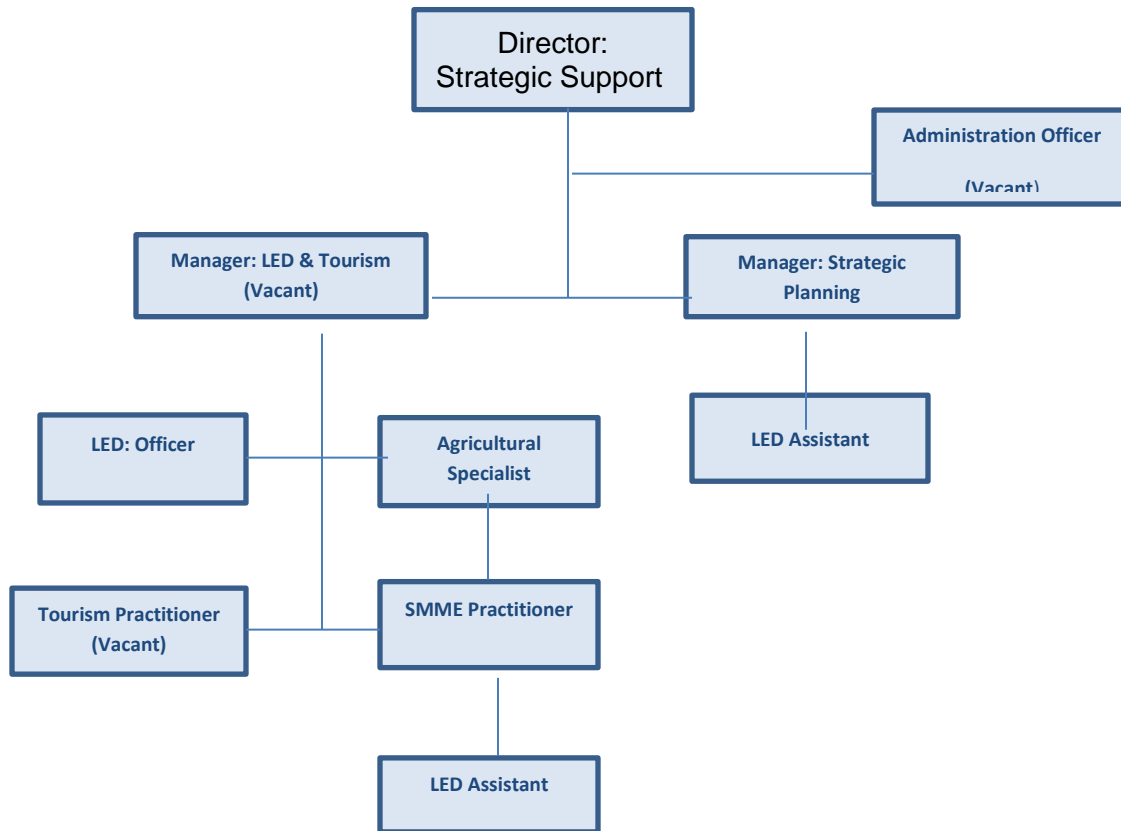
- Strengthen SMME's;
- Create heritage site awareness
- Facilitate and support tourism development.

Creation of Sustainable jobs through Industrial Development

IKWEZI LOCAL MUNICIPALITY (EC103)

Department: Municipal Manager

Section: Strategic Support



**5.1.5 IKWEZI LED PARTNERSHIP**

LED activity is dominated by the public sector without systematic engagement with the local business sector. The fact that Ikwezi does not have a Business Chamber hinders closer cooperation and interaction with the local business sector. There is municipal support for 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.

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### 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.

### SMALL TOWNS REVITALISATION

Jansenville in Ikwezi Municipality is one of the pilots for Small Towns Revitalisation.

## 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

### 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).

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Existing LED projects in the agricultural sector include:

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

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

Rainfall	Soils	Irrigation	Land Cover	Suitability / Potential
<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 summer (Oct – Mar).</p> <p>A drop in rainfall occurs in midsummer (Dec – Jan).</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 deeper soil areas.</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> <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>

### 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.

### 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.

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These potential crop products will require irrigation, which limits the area's potential. The Darlington Dam, located in SE Ikwezi is connected to Gariiep-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.

#### **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.

#### **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.

#### **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.

### **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.

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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

### **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 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.

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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 Jansenville – 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

### **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.

### **5.2.2.3 IKWEZI INTERNATIONAL MOHAIR SUMMIT**

Ikwezi municipality has built up a partnership with Mohair SA, DRDAR, DEDEA and Cacadu DM. These are the principal funders that supported the success of the Ikwezi International Mohair Summit on the 30<sup>th</sup> to 02 November 2013. The next Summit is planned for 2016.

#### 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.

### 5.3 SMALL MEDIUM AND MICRO-ENTERPRISE DEVELOPMENT

Thina Sinako assisted the municipality to develop an SMME Strategy, which was tabled to Council during 2011. 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	Status
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 center 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	Status
Hold regular monthly meetings	Ongoing	Ikwezi	Ongoing
Depending on outcome of evaluation – constitute the forum and invite key implementing agencies.	Monthly	Ikwezi, Khanya	Ongoing
Develop internet based project tracking system	In place	Ikwezi	Ongoing

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	Completed	Ikwezi, NYDA, COMSEC	Ongoing
Develop Campaign budget, and seek funding and partners	Funding secured and partners identified	Ikwezi	Ongoing
Develop monitoring process to evaluate impact, potentially through research partners	Ongoing	Ikwezi,	Ongoing

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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.

#### **5.3.1 Actions and Strategies for implementing the Development Trust**

*Table 67: Implementation Plan: Development Trust*

Action	Time	Responsible	Status
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



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### 5.3.2 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.

### 5.3.3 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.

## 5.4 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: Ikhala shoe factory (Jansenville) supplying leather uppers to Grasshopper Shop

Other projects under consideration include:

- A solar energy farm
- Manufacturing concrete pavers

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*Priority:Local Economic Development*

The communities identified Local Economic Development as the highest priority issue

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
- Skin Tannery and Craft

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## Chapter Six

### 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 in Chapter 1 of the Local Government: Municipal Structures Act No. 117 of 1998. The Political and Administrative seat is situated in Jansenville.

#### 6.1 POLITICAL GOVERNANCE

The Ikwezi Municipal Council consist of 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 Sarah Baartman 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 prioritises 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 three 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	Clr Hendricks
⇒ Strategic Planning	Clr Ntame
⇒ Infrastructure and Community Services	Clr Mboneni

Ordinary meetings of Council 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 on the implementation of the IDP through the Service Delivery and Budget Implementation Plan (SDBIP) and budget.

#### 6.2 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 this issue remains a challenge.

Successful implementation of the IDP relies upon effective IGR, procurement and execution processes to deliver projects within set timeframes 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 participates in District IGR structures and is improving integration 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.

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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 formalizes matters of mutual interest and have been entered into between Ikwezi Municipality, DSRAC, Department of Roads and Public Works and Sarah Baartman DM respectively

Areas of prioritized intervention

- Find a way to ensure that funding allocated to projects in the APP of Sector Departments located in a municipal space must be conveyed to the municipal in question when the APP is approved. (MFMA adherence).

### **6.3 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 provides 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 “Sarah Baartman – 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) and the promotion of Youth.
- GTZ
- 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 – Sarah Baartman 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

#### **6.3.1 TRADITIONAL LEADERSHIP - PARTNERSHIPS**

Traditional Authorities do not exist in the Sarah Baartman area and therefore not represented on the Ikwezi Council.

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## **6.4 MAINSTREAMING OF SPECIAL GROUPS AND CROSS CUTTING ISSUES**

### **6.4.1 MAINSTREAMING**

Although the SPU is responsible for the coordination of the development dimensions of the special programmes it does not have sufficient funding nor human resources to accomplish mainstreaming outputs on its own. Mainstreaming efforts are therefore aimed at establishing a more integrative mind-set in each municipal department to make this approach effective. Departmental work-stream processes are required to orientate their planning toward municipal performance targets of achieving SPU outcomes, especially to measure: SDBIP must set institutional targets in this respect.

- Number of jobs created.
- Number of initiative undertaken to ensure youth development
- Number of activities developed to assist vulnerable groups.
- Number of activities embarked upon to assist poor households
- No of collaborative efforts supported to deal with challenge of HIV/ AIDS.
- No of opportunities created to contribute to spatial integration.
- Number of opportunities or financial contributions to enhance social cohesion.

Municipal Departments are aware how and to what their respective Department's projects/programmes and operations can contribute to mainstreaming, therefore each municipal Department is responsible to contribute to the following issues:-

- Job creation;
- Youth development;
- Promoting social security / safelynet for vulnerable groups i.e. women; people with special needs; elderly and poor households.
- Mainstreaming of people affected by HIV/Aids; and
- Promoting social cohesion.

Area of intervention

Lobby for funding in support of SPU Programme

Each Department to set targets with regard to the above.

### **COMMUNITY WORKS PROGRAMME**

Successes have been achieved through the EPWP and Community Works Programme as special groups are targeted.

In the month of March 2014, 802 people were employed in the Community Works Programme, of which 518 were woman and 17 people with special needs. More than 50% of the employed workers in March 2014 are made up of people under the age of 34.

### **6.4.2 PROMOTION OF SPECIAL GROUPS**

Together 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) considering that there is a dedicated SPU officer to drive these programmes . In most cases the Forums' mentioned hereunder are operating and the SPU Office is currently concentrating on strengthen those that need support.

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The following structures have been established and are being coordinated in the Office of the Mayor:-

- Ikwezi Youth Council
- Ikwezi Women Forum
- Ikwezi Elderly Person Forum
- Local AIDS Council
- Ikwezi Sport Council
- Ikwezi Religious Forum

The Department of Recreation, Sport, Art and Culture, in collaboration with Ikwezi municipality, has budgeted R68 000.00 in the 2015/16 financial year to host the Ezakwantu Cultural Festival, which embraces all of the special groups.

DBSA has appointed a disabled intern, for a year term, to gain work experience and the appointee is currently assisting the library.

### **6.4.3 YOUTH**

Population under the age of 20 make up 39.5% of the population of Ikwezi, which emphasizes the need to develop social infrastructure like recreation and sport amenities. Youth under the age of 35 years of age, equates to 61% of the population

The Youth Development Forum 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, editing and identification / collection of newsworthy items). To gain practical exposure the participants send their input to the *Sarah Baartman News* to be considered for publication. 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 through this initiative. To gain experience and public exposure the participants also send their input to *Sarah Baartman NEWS*.

Companies like PPC have invested in the economic future of the Ikwezi area and through their social responsibility programme are planning to construct a Youth Centre in Klipplaat. Construction is likely to start in the 2015/16 financial year and the Youth Centre will be equipped with computers and also serve as a Skills Outlet.

#### **6.4.3.1 IKWEZI YOUTH POLICY AND YOUTH COUNCIL**

The Ikwezi Draft Youth Policy was adopted by Council in January 2013. A process of engagement and interaction was undertaken to stimulate debate around the Draft Policy before considering adoption. As proposed in the Youth Policy a Youth Development Forum was established which serves as a broad consultative structure to monitor the implementation of the Ikwezi Youth Policy.

The Chairperson of the Youth Council has recently taken up employment in Port Elizabeth, which permits less time to apply to Council affairs. The Forum has therefore lost some momentum and plans are in place to look at options to strengthen the Council.

The Policy aims to integrate youth development into the mainstream of local government policies, programmes and budgets.

**COPORATE SOCIAL INVESTMENT –**

- Aiding old age home
- Feeding scheme
- SMME partnership with big contractors

**6.4.5 HIV/Aids and Local Aids Council**

The SBDM 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
Sarah Baartman	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 Ikamva Support Group
- Hospice

Currently the municipality interacts with these CBOs through the Local Aids Council, which is made up of different stakeholders and interest groups. The Local Aids Council is chaired by the Mayor of Ikwezi and the SPU Officer also coordinates activities to ensure proper functionality of the Council, which meets quarterly to discuss progress in terms of its programmes. The Council must be strengthened and a Plan of Action is being developed to heighten the momentum.

Currently (2013/14) a Non-Governmental Organization is, in consultation with Ikwezi Municipality, running a soup kitchen to provide HIV/Aids patients with something to eat prior to taking their medication.

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 14: HIV/AIDS by Age Group (Source: National HIV/AIDS Survey – 2005)*

**Areas of prioritised intervention**

- Development of a Plan of Action to improve the functionality of the Local AIDS Council
- Support Local AIDS Council
- LAC to facilitate an integrated support approach

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#### **6.4.6 WOMAN GROUP**

A number of organisations, including Department of Social Development and DSRAC, have invested in the woman living in the Ikwezi area. A sewing women's group were supported by DSRAC in Jansenville and Klipplaat. There are also chicken and community garden projects that women are actively engaged in. It is necessary to monitor implemented projects more regularly to render guidance and put corrective measures in place timeously to enable sustainable projects.

The Woman's Forum have identified a weaving and spinning project. Ikwezi is world renowned for its high quality Mohair. Due to the lack of a manufacturing plant the raw mohair is exported to bigger cities like Port Elizabeth and transformed into scarves; blankets; carpets, socks and the like, resulting in the loss of home grown jobs.

The benefits of a niche market could create employment for woman and supply the tourism trade. With the provision of equipment and the necessary training this initiative could develop into sustainable employment with growth potential.

#### **6.4.7 RELIGIOUS FORUM**

The Ikwezi Religious Forum was launched on the 9<sup>th</sup> December 2011 is still active. The municipality is assisting the forum with a meeting venue in Klipplaat, but it lacks adequate furniture. The members of the Forum contribute to the welfare of the community, particularly with visits to the sick and elderly in Ikwezi

#### **6.4.8 IKWEZI ELDERLY PERSON FORUM**

Approximately 7% of the inhabitants in Ikwezi are older than years 64 of age. Training them in sport. Strong partnerships have been forged with the Department of Social Development and DSRAC. The elderly are trained in sport and one of the elderly ladies in Ikwezi is the Provincial champion in running.

There is an Old Age Home and two Day-Care Centres in Jansenville and two Day-Care Centres in Klipplaat. The Day-care Centre's provides the elderly with the opportunity to socialise with their peers, exposes them to stimulation and a light meal. The Department of Social Develop is playing and important role in the management of these facilities.

One of the biggest challenges is the unavailability of funding to take the elderly on day trips to Port Elizabeth and or Graaff Reinet. The SPU office is endeavouring to lobby for funding to action this initiative and efforts in this regard will continue.

### **6.5 AUDIT AND REPORTING**

Ikwezi Municipality has a functional Audit Committee and internal audit unit.

#### **6.5.1 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 and 2012/13.



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A detailed Audit Action Plan was developed to deal with the 2012/13 outcomes and progress is monitored by Management and the Oversight Committee, on a monthly basis to ensure that improvement measures are effective.

### **6.5.2 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 appointed an Internal Auditor with effect from 01 July 2011.

The internal audit function was outsourced to KPMG but this appointment has since lapsed. The municipality is putting in place a plan to reinforce the Internal Audit Unit.

Areas of prioritised intervention

Operationalize the Internal Audit Unit by 2015/16

### **6.5.3 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.

Portfolio	Member
Cllr Ntame	Chairperson
Cllr J Lewis	Member
Cllr Mboneni	Member

### **6.6 PROMOTION OF GOOD GOVERNANCE POLICIES**

The following plans have been developed to promote accountability and transparency.

- Fraud Prevention Plan
- Supply Chain Management Policy

#### **6.6.1 Fraud Prevention Plan**

The anti-Fraud and Corruption Strategy was approved by Council during 2009 and is being reviewed on an annual basis. The Fraud Prevention Committee is being established to review the Plan in 2015/16.

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.

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## Chapter 7

### 7 KPA 6: INSTITUTIONAL ANALYSIS

For any future planning to be realistic in 2015/16, it is firstly necessary to consider the institutional environment within the prevailing context impacting on the municipality. The municipality has faced many challenges over the past two years, both internally and externally, which has adversely affected the stability of the institution and slowed down service delivery. In general there is sense of discontent and staff morale is low, possibly as a result of the uncertainty brought about by the turmoil that the institution has and is undergoing.

The administrative structure (organogram adopted in 2011) of the institution consists of three Departments, namely the Office of the Municipal Manager, Finance and Administration and lastly Technical and Community Services. The Head for Strategic Support is currently (February 2014) carrying out the duties of the Municipal Manager in an acting capacity and the post of the Director for Technical and Community Services is vacant. The administrative leadership is operating with only 33% of their potential decision making workforce and this is placing enormous pressure on the remaining leadership. The DLGTA is supporting the municipality in areas where capacity is limited.

The various institutional functions dealt with by the municipality's Financial and Administrative Department is often strictly time-lined and highly regulated. The Administrative component is responsible for the overall administration, council support and human resource management, which combined is the pivot on which the organisation depends to create an enabling work environment for the service delivery components to perform the municipality's mandatory powers and functions.

Priority areas.

- Vacant Top Management positions must be filled
- Staff Team Building to lift the morale of the personnel.
- Development of a Turn-around Strategy in consultation with DLGTA

#### 7.1 POWER AND FUNCTIONS

An important objective imposed on the municipality by the Constitution, is the promotion of democratic and accountable government for local communities

Functions / powers are assigned to municipalities in terms of sections 156 and 229 of the Constitution and may be 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 gives a reflection of powers and function assigned to Ikwezi Municipality in terms of the Constitution and those devolution and / or adjusted by the Minister and/or MEC for Local Government in terms of the Structures Act.

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### 7.1.1 BY-LAWS

Section 12 of the Local Government Municipal System Act, 2002 outlines the legislative procedures to be followed to introduce a draft by-law in the Council. The municipality main administrative centre must compile a compilation of all its by-laws in the Municipal Code.

The following by-laws have been promulgated including developed Draft by-laws, as listed hereunder.

IKWEZI ADOPTED BY-LAWS	IKWEZI ADOPTED BY-LAWS	IKWEZI DRAFT BY-LAWS
Outdoor Advertising & Signage	Liquor Trading Hours	Draft By-laws relating to Standing Rules and Order of Council.
Community Fire Services	Outdoor advertising and signage	DRAFT Funeral Parlours, Cemeteries and Crematoria By-law.
Electricity Supply	Public Amenities	
Fences and Fencing by-laws	Solid Waste Disposal	
Impoundment of Animals	Street Trading	
Storm water Management	Water Supply and Sanitation Services	

- Municipal Code to be updated for legal compliance.

## 7.2 IKWEZI INSTITUTIONAL DEVELOPMENT

### 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. The Strategic Planning Directorate has recently been re-located to new office accommodation.

The municipality has upgraded and refurbished the Jansenville Town Hall and this development will go a long way to facilitate the establishment of a more centralised administrative centre, in the short-term, and address some of the existing fragmentation challenges.

#### Priority areas

- Repair construction defects.
- Upgrade municipal offices
- Upgrade security of KPlaat municipal office
- Upgrade security of KPlaat & Jville Stores
- Furniture & equipment municipal offices

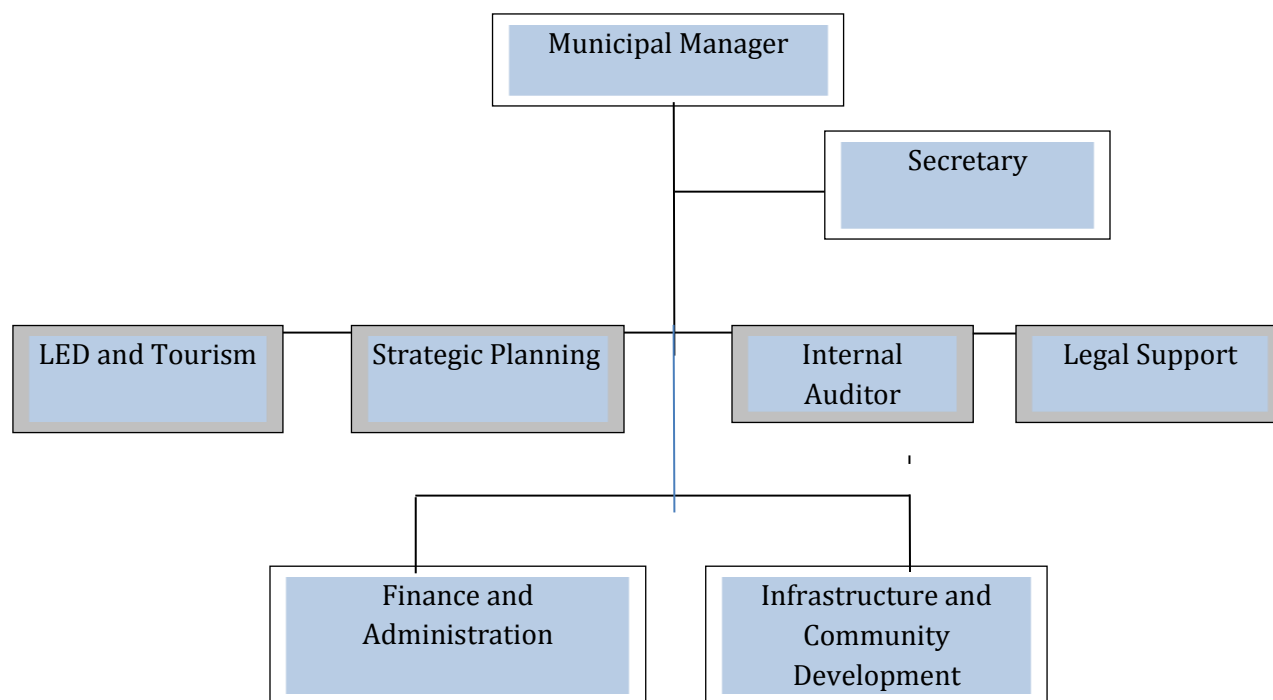
## 7.3 IKWEZI ORGANISATIONAL OVERVIEW

### 7.3.1 ORGANISATIONAL STRUCTURE

The Local Government Municipal Planning and Performance Management Regulation, 2001 directs that the municipality's integrated development plan must identify the institutional framework, which must include an organogram, required for the implementation of the integrated development plan and to address internal transformation needs, informed by the strategies and programmes set out in the IDP. The Organogram for Ikwezi Municipality was adopted by Council on 01 March 2011 and is being reviewed.

A broad outline of the organizational structure of the municipality is reflected below

Figure 16: Organizational Structure



In addition to the Office of the Mayor, the Municipality's organizational structure comprises 127 positions, which are divided into the following Departments, with sub-directorates.

- ⇒ Office of the Municipal Manager
  - Municipal Manager
  - Secretary
  - LED and Tourism
  - Strategic Planning
  - Legal Support
  - Internal audit
- ⇒ Infrastructure and Community Development Department
  - Infrastructure Jansenville
  - Infrastructure Klipplaat
  - Infrastructure (Electricity and PMU)
  - Community Development
- ⇒ Financial and Administration Department

- Municipal Treasury
- Corporate Services

The summary below reflects the total number of posts on the organogram, those filled with incumbents and positions which remain vacant, per department

Department	No. of posts	Filled posts	Vacant posts
OFFICE OF THE MAYOR	01 (SPU Officer)	01	00
OFFICE OF THE MUNICIPAL MANAGER	13	08	05
Municipal Manager and PA	02	02	00
LED & Tourism Sub-directorate	06	03	03
Strategic Planning Sub-directorate	03	01	02
Legal Services Sub-directorate	01	01	00
Internal Audit Services Sub-directorate	01	01	00
INFRASTRUCTURE & COMMUNITY DEVELOPMENT DEPARTMENT	84	45	39
Jansenville Infrastructure	34	26	08
Klipplaat Infrastructure	30	13	17
Electrical and PMU Sub-directorate	10	04	06
Community Development Sub-directorate	10	02	08
FINANCE AND ADMINISTRATION	29	19	10
Municipal Treasury	16 or 15??	11	05
Corporate Services	13	08	05
TOTAL	127	73	54

Table no. 72: Staffing position as at June 2013. (EEP submitted January 2014)

Number of approved position	Total number currently employed	Number of vacant positions	% posts filled
127	91	36	72%

Source Ikwezi Local Municipality – EEP 2012/13

Based on a proposed benchmark of 1 municipal official for every 146 residents, Ikwezi Municipality has a staff per capita ratio of 1:116. The staff to resident ratio is acceptable and should on its own not have an adverse effect on the provision of municipal services. The Municipality has a relatively low vacancy rate, as 91 of the 127 approved positions are filled, which translates into a vacancy rate of only 28%.

One of the key 2014 targets linked to Outcome 9 is that the municipality's top management posts must be filled with competent and qualified incumbents. The current position reflects the status of senior and middle management and in the table hereunder.

Top Management	Appointment Status	Comments
Municipal Manager	Vacant (suspended)	Director for Strategic Support nominated as Acting Municipal Manager
Director for CFO	Filled	
Director for Infrastructure & Community Development	Vacant	Advertised
Director Strategic Planning	filled	
Middle Management	Appointment Status	Comments
IDP Manager (IDP)	Filled	
Community Development Manager	Filled	
Corporate Services Manager	Filled	

In terms of the Ikwezi HR Action Plan, candidates for the Infrastructure and Community Development Director's post will be interviewed early in April 2014. This post is considered to be one of the most crucial key positions in the municipality as it directly impact on service delivery. Additional critical posts that must be filled are the PMU Technician; IDP Manager and Revenue Clerk.

Implement the Action Plan to fast track the filling of critical key posts.

- Finalise and adopt the reviewed draft

#### 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 Draft HRP underwent several amendments and has now been work-shopped with the staff. The reviewed HRP Strategy will be tabled to council for consideration and adoption in 2015/16.

Human Resource Policies are developed to create a regulatory framework that standardises personnel issues, not prescribed through legislation or which supports or complies with a legal imperative. The following policies will be reviewed in 2014 to check their relevance to address current issues. The Department of Local Government has undertaken to assist the municipality in reviewing the policies listed below.

POLICIES TO BE REVIEWED	POLICIES TO BE REVIEWED	POLICIES TO BE REVIEWED
Employee Wellness Programme	Recruitment and Selection Policy	Culture & Religion Policy
HIV/Aids Policy	Succession Policy	Language Policy
Occupational Health and Safety	Performance Management	Disability Policy
Leave Policy	Pauper Burial Policy	Gender Equality Policy
Communication Policy	Absenteeism Policy	Bursary Policy
Induction & Staff Orientation Policy	Remuneration Policy	Anti-Fraud & Corruption Policy
Internet Policy	Cellular Phone Policy	Archive Management Policy
Website Maintenance Policy	Telephone Usage Policy	
Retention Policy	Substance Abuse Policy	
Employment of Contractual / temporary employees and Renewal of Employment Contract Policy		

The following policies must be crafted to formalise the implementation of issues identified hereunder.

POLICIES TO BE DEVELOPED	POLICIES TO BE DEVELOPED	POLICIES TO BE DEVELOPED
Performance Appraisal Policy	Dress Code Policy	Customer Care Policy
Risk Management Policy	Staff Development Policy	Acting Allowance Policy
Public Participation Workshop in all By-laws		

A list of Finance and Good Governance Policies drafted, reviewed and or to be drafted or reviewed and adopted by Council can also be found under KPA 4 Finance (Paragraph 2.1.1)

Areas of prioritized intervention

- Address the uncertainty around the status quo of policies and the adoption dates.

#### 7.4.1 RECRUITMENT AND SELECTION POLICY

The municipality invests capital and time to build the capacity of recruited personnel only to find that these now trained and experienced staff members resign and get appointed at larger better paying municipalities. In a small, rural 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.

The Recruitment and Selection Policy was adopted by Council on 30 July 2009 and it is one of the policies that that has been identified to be reviewed with the assistance of DLGTA during the support phase in 2015/16. The aim of the Policy is to guide management and the Human Resource Department to recruit and choose the best candidate for the job.

#### 7.4.2 RETENTION POLICY

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 skills development. (Career-pathing)
- Conduct exit interviews and analyze reasons to inform evolving retention interventions

#### 7.4.3 SUCCESSION POLICY

The policy is outdated and has also been identified to be reviewed with the assistance of DLGTA during the support phase. 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. The current policy further aims to create a well-trained cadre that are experienced and motivated to step up to the plate when needed.

#### 7.5 EMPLOYMENT EQUITY PLAN

A five-year Employment Equity Plan was developed for the period 1<sup>st</sup> of November 2012 to the 30<sup>th</sup> of October 2017, as prescribed by the Employment Equity Act, No. 55 of 1998. The Municipality's Employment Equity Plan is reviewed annually and was submitted to the Department of Labour in January 2014.

The table below depicts the Equity profile in Ikwezi municipality as at 30 June 2013.

Table 73: Ikwezi Equity Profile

Occupational levels	Male			Female			Total
	A	C	W	A	C	W	
Top management	1	0	0	0	0	0	1
Senior management	3	0	0	4	1	0	8
Prof. qualified & experienced specialist & mid-management	2	1	1	4	3	0	11
Skilled technical & academically qualified workers, junior management, supervisors, foremen & superintendents	3	4	1	1	0	0	9
Semi-skilled and discretionary decision making	3	3	0	9	2	0	17
Unskilled and defined decision making	25	20	0	0	0	0	45



TOTAL PERMANENT	37	28	2	18	6	0	91
Temp employees	3	1	0	7	4	0	15
GRAND TOTAL	40	29	2	25	10	0	106

Areas of prioritized intervention

The annual review for the 2013/14 Employment Equity Plan, for the period 1 July 2013 to 30 June 2014 to be submitted prior to

## 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 Annual Workplace Skills Plan was submitted by April 2014, which included training milestones achievements in 2013/14 and the training programme for 2015/16.

During the 2013/14 financial year an amount of R160 000.00 was allocated for training of which R35,559.57 was received from LGSETA with a top-up of R44 440.00 from own funding. The remaining R80 000.00 was allocated through FMG and just over R30 025.15 has been spent on training. Forty Ward Committee Members were trained during the 2013/14 financial year.

Areas of p/rioritized intervention

Develop and submit the annual WSP for 2015/16 before the end of April 2014.

### 7.6.1 SKILLS ENHANCEMENT

Ikwezi municipality is supporting the utilization of interns to enhance their internal human resource capacity, as outlined below:-

- Two FET Learners working in Human Resource.
- One is assisting in the Infrastructure Department.
- One is assisting in the LED Department.
- One in helping with General Administration.
- Five interns have been diploid in the Finance Department.

## 7.7 PERFORMANCE MANAGEMENT

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 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 legal framework for Performance Management is prescribed in the legislation mentioned below:

- The Municipal Systems Act (Section 38 of Act no. 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).

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The Municipality developed a Performance Management System/Framework in 2012/13. The Cacadu District Municipality has undertaken to assist Ikwezi with PMS related activities. Currently the PMS function resort under the Office of the Municipal Manager but it lacks a dedicated official to drive the process.

#### Challenge

- Operational implementation through the electronic PMS of Cacadu District Municipality.
- Consider the appointment of a PMS Practitioner or alternatively combine this function with another post.
- Managers reporting to the Municipal Manager do not have signed Performance Agreements (2013/14) and an Employment Contract has not been finalised for the CFO post.
- Performance Management has not been cascaded below the levels of Section 56 manager.
- The development of Job descriptions for all employees must be planned for.
- Institutionalizing of performance management.
- High staff turnover at Municipal Manager and Section 56 managers impact negatively on the functionality of the PMS (too few assessments, lack of portfolio of evidence)
- Lack of PMS administrative capacity
- Most employees are functioning without job descriptions
- E-system is not functioning effectively
- Municipal officials and the political leadership do not fully understand the PMS
- No clear alignment between IDP, SDBIP, Budget and PMS
- Linkages between individual performance and the achievement of the institution's objectives are unclear.

KPA 4: LOCAL ECONOMIC DEVELOPMENT									
Institutional Objective	1. Create decent employment through inclusive economic growth 2. Support the development of active, equitable and sustainable rural communities contributing towards food security for all						BUDGET PROJECTIONS		
Priority	Rural Economic Development and Investment								
KPA Objectives	KPA strategy	Base line	Project	Ward	Key Performance Indicator (KPI)	Target p.a.	14/15	15/16	16/17
To enhance the Local economic Development	Implementation of Ikwezi LED Strategy	0	Review LED Strategy		No of projects implemented.	2	R195 000	0	0
		0	One Stop Shop	1&2	No. value chain projects Implemented.	1	R1.6m		
	Implement labour intensive construction programs as per the extended public works program guidelines	1	Reviatalisation of Small Towns	1	Report on available projects complying with EPWP principles	1	R350 000	R350 000	R350 000
		-			No of employments created through project implementation	6 applications	Opex	Opex	Opex
	Promote and coordinate integration of local economic development interdepartmental programs	0	0	All	No of LED sectorial stakeholders forum meetings	1	Opex	Opex	Opex
	Facilitate Mohair Festival and Mohair Summit	0	0		No. of Festivals and Mohair Summits held	3 assisted	Opex	Opex	Opex
	Maximise the potential of informal economy	0	Develop Informal Trading	All	Develop an Informal	1	Opex	Opex	Opex

	through creation of opportunities		Policy		Trading Policy				
	Facilitate access to Finance for the cooperatives	0	Develop Business Plans	All	Number of applications submitted for funding for cooperatives	1	Opex	Opex	Opex
	Facilitate the reviewing of Ikwezi Supply Chain Management Policy to cater for SMME's.	1	Conduct a workshop	All	Supply Chain Policy reviewed	2	Opex	Opex	Opex
KPA Objectives	KPA strategy	Base line	Project	Ward	Key Performance Indicator (KPI)	Target p.a.	14/15	15/16	16/17
	Facilitate the development of skills and capacity building plan for SMMEs to address both soft and hard skills shortages.	0	Develop a training Plan	All	Assisted SMMEs on capacity building	30%	Opex	Opex	Opex
	Compile and maintain database of SMMEs and Coops	1	Establish an electronic database system	All	Database of SMMEs and Cooperatives	20	Opex	Opex	Opex
	Facilitate partnership in the SMME arena	0	Identify best practice in other LMS within the EC and other provinces	-	No. of partnerships established and agreements signed.	5	Opex	Opex	Opex
	Facilitate information sharing with funding agencies	0	Conduct a workshop	-	No. of information days held with funding agencies	2 projects	Opex	Opex	Opex

					including banks				
	Empowerment of SMMEs	0	Develop a training plan for SMMEs	All	% SMMEs Appointments	2 programmes undertaken	Opex	Opex	Opex
	Utilize municipal LED offices as SMME help desks	0		All	No. of SMMEs assisted	15 programmes supported	Opex	Opex	Opex
	Provide project management support to SMMEs and Cooperatives	3	Develop an action plan for SMME development and support	All	No. of SMMEs & Cooperatives supported	20 supported	Opex	Opex	Opex
	Implementation of the Agricultural Mentorship Strategy/ Programme	0	Identify emerging farmers in need of	All	No of emerging farmers participating in the Agricultural Mentorship Programme	2 supported	Opex	Opex	Opex
		2			No. of farmers allocated land for farming	20 farmers allocated land for farming	Opex	Opex	Opex
		0			No of Mohair Production programme supported	2000 hectares	Opex	Opex	Opex
		1	One Stop Shop		No of Improved mohair production project supported	2 supported	Opex	Opex	Opex

		4	Redistribution of land		No. of farmers allocated land for farming	20 farmers	R706 026	R500 000	R600 000
		2	<i>Klipplaat Hydroponics</i> <i>Abafazi Phambili</i>		No. of Poverty Alleviation projects /Programmes implemented	2	R500 000 R300 000	0	0
		0	<i>Upgarde of Hardwood infrastructure</i>	4	No. of hectares of land allocated to emerging farmers	5000 hactares	R706 026	R500 000	R600 00
	Implementation of Tourism Master Plan	0	Feasibility Study on Craetion of Sustainable Tourism Initiatives and Revitalisation of Railway Station in Klipplaat.	All	Feasibility Study Report	1	R500 000	0	0
	Promoting and marketing Ikwezi as a tourism destination. Development of brochures	20	Development of brochures	All	No of advertorials/brochures distributed	4 meetings	Opex	Opex	Opex
	Identify tourism infrastructure for funding	0	Develop Business Plans for funding	All	No. of tourism business plans submitted for funding.	5 business plans	Opex	Opex	Opex

	Implement destination marketing campaign	1		All	No. of campaigns conducted. Branding of the area	3 campaigns	Opex	Opex	Opex
	Facilitate Tourism Partnerships	0	Facilitate meetings with relevant stakeholders	All	No. of Tourism Partnerships established/ signed	3	Opex	Opex	Opex
	Support to LTOs	0	Develop Database of tourism stakeholders	All	Revived LTO	1	Opex	Opex	Opex
	Implementation of Projects in line with the EPWP	-	Paving of internal roads	All	No of Capital projects complying with EPWP	2	R1m	R1m	R1m
	Revitalisation of Rail in Klipplaat								

