PIXLEY KA SEME DISTRICT

DRAFT

INTEGRATED DEVELOPMENT PLAN (IDP) 2022-2027 (2026/27 4th REVIEW)

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FOREWORD BY THE EXECUTIVE MAYOR

The Integrated Development Plan review of the Pixley ka Seme District Municipality covers the 2025 – 2026 financial year. Realizing the objective of developmental local government is a challenging task for municipalities. Integrated development planning is a key instrument which focuses on local issues rather than being a sector or development

dimension driven approach. The notion of integration, central to integrated development planning, suggests that both sectors and dimensions need to be approached not in and for them.

Alternatively, the key consideration in the integrated development planning process that drives decision making is the priority issues that are identified and defined by every citizen. These priority issues are derived from a process of analyzing the existing local situation and focusing on challenges facing the communities living in the municipal area, as well as the municipality's development potential.

As this council we are mindful of the economic conditions and their impact on our people, the triple challenges of poverty, unemployment and inequality remain in our communities. Many families still rely on government grants to put food on their table. Despite all of this I am happy to inform all of you that this document is a product of our public participation as this PKSDM and our sector departments, among the areas we visited during this period to source inputs are Victoria West, Keurtjieskloof.

Challenges that are facing our communities are unique and yet different ranging from area to area and among issues that were raised ranges from infrastructural backlogs, development in general, unemployment rate, Social Security e.t.c

A key concern among role-players in the Integrated Development and planning process is how to achieve alignment between the different developmental sectors to support municipal development. For municipal planning and delivery to be integrated vertical and horizontal alignment needs to take place between and within other spheres of government.I am therefore confident that this Integrated Development plan will be useful in providing sustainable services to our communities and will be a source of inspiration for all who were involved in the IDP process in our endeavor to make this document a tool to address the social and economic needs of our communities more effectively.

EXECUTIVE MAYOR

Cllr U. R Itumeleng

OVERVIEW BY THE MUNICIPAL MANAGER

As we navigate the complexities of municipal governance and financial sustainability, it is essential to adopt proactive measures that reinforce accountability, enhance revenue streams, and strengthen service delivery. The challenges we face, including **grant dependency, rising personnel expenditures**, and **shared service collection inefficiencies** demand innovative and strategic interventions. the **going concern issue, the ageing fleet, and ever-increasing Auditor General account** requires bold yet practical interventions. To this end, the repackaging of Shared Services Addressing will ensure optimized resource utilization, while the **institutionalization of the Revenue Enhancement Strategy** making it everybody's business will embed a collective commitment to financial sustainability. **Personnel expenditure** continues to exceed expected norms, requiring a balanced approach to workforce optimization and cost containment. The reduction in **capacity funding** threatens our ability to maintain **Level 2 housing accreditation**, impeding efforts to meet critical housing demands. The municipality requires a structured approach to addressing these pressing concerns, with the focus on revenue enhancement, consequence management, and technical support mechanisms.

Councillors play a critical role in ensuring accountability, hence their role within the governance ecosystem remains paramount and needs to be elevated to enhance consequence management. Similarly, achieving a **clean audit** is not just a financial objective it is a testament to our commitment to **transparency, efficiency, and responsible administration**. Furthermore, the **enforcement of building regulations** and the strategic positioning of our municipality along **national roads** will contribute to regional development and economic sustainability. Through continuous **collaboration**, **data-driven decision-making**, and steadfast commitment, we can transform challenges into opportunities that drive long-term progress.

Furthermore, policy reforms and reviews will focus on capacity building for public representatives, equipping them with the necessary tools to navigate governance complexities. The institutionalization of the **District Development Model (DDM)** across daily operations, staffing, and financing will foster better alignment between strategic priorities and execution. A critical financial control measure is the **freezing of all non-core vacancies** and fusing of certain posts as and when they become upon vacant. Meanwhile, cost containment remains a priority, guiding financial prudence without compromising service delivery.

As we adapt to an ever-changing environment, innovation and strategic responsiveness will drive our approach to municipal development. This preface outlines key interventions to ensure continued progress while reinforcing our commitment to governance excellence, sustainable fiscal management, and improved service delivery for all.

Thank You

MR I VISSER
MUNICIPAL MANAGER

GLOSSARY OF ACRONYMS

AC	Audit Committee
AFS	Annual Financial Statements
AG	Auditor-General
DALRRD	Department of Agriculture, Land Reform and Rural Development
DM	District Municipality
ECD	Early Childhood Development
IA	Internal Audit
ICT	Information and Communication Technology
IDP	Integrated Development Plan
LED	Local Economic Development
IGR	Inter-Governmental Relations
IHSP	Integrated Human Settlements Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
mSCOA	Municipal Standard Chart of Accounts
MPA	Municipal Public Accounts Committee
MFMA	Municipal Finance Management Act
MSA	Municipal Systems Act
MTSTF	Medium Term Strategic Framework
MTREF	Medium Term Revenue and Expenditure Framework
NDP	National Development Plan
NKPA	National Key Performance Area
PMS	Performance Management System
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework

SDG	Sustainable Development Goals
SMME	Small, Medium and Micro Enterprise
SO	Strategic Objectives
STATSSA	Statistics South Africa
AU Agenda 2063	African Union Agenda 2063

CHAPTER 1: INTRODUCTION AND CONTEXT

The Municipal Systems Act, No. 32 of 2000 (Systems Act or MSA) requires that municipalities prepare five-year Integrated Development Plans (IDPs) and review it annually in accordance with an assessment of its performance measurements. The IDP serves as a tool for the facilitation and management of development within the area of jurisdiction. In order to meet the requirements of the Systems Act, Pixley Ka seme District Municipality's Council has delegated the responsibility to prepare the IDP to the Municipal Manager. Local government is faced with increased demands for quality basic services and the need to align to the concept of 'developmental local government'. At the centre of service provision is also the need to achieve sustainable development. Realising the objective of developmental local governance and provision of sustainable services is a challenging task for municipalities. That is why PKSDM has embarked on the annual review of its five (5) strategic plan that guides and informs all planning, budgeting management and decision- making processes in the PKSDM municipality.

Integrated Development Planning is a key instrument which municipalities can adopt to provide vision, leadership and direction for all those that have a role to play in the development of a municipal area. Today, municipalities must play a role in ensuring integration and co-ordination between the various sectors and cross-sectoral dimensions of development, to achieve social, economic and ecological sustainability. The municipality's commitment to be "A Sustainably Developed District for Future Generations" is a focal point of the IDP, with specific emphasis on translating the municipality's strategy into firm action. In order to do so it is important to link, integrate and co-ordinate all strategic and implementation plans for the municipality, as well as align them with national, provincial and district and neighbouring municipal development plans and planning requirements. Developmental local government is enhanced through focused and robust interaction with other spheres of government.

1.1. BACKGROUND

Stakeholder and community engagements to determine and undertake development priorities, form the cornerstone of the IDP. Community needs are dynamic and ever- changing; thus, they have to be reviewed frequently. Engagements with our communities assist with enhancement of service delivery targets, outputs and outcomes and through the Performance Management System, which is implemented by the municipality. These engagements ensure that the DM remains accountable to the local community, the various sectors and business alike. The Municipal Council ensures that its oversight role is sufficiently mandated by the populace voice of its local community, through fully embracing the principles of participatory democracy. This is achieved through a well- functioning Ward Committee System; robust public participation through various development planning processes; and regular communication with the community using public meetings, community newsletters, open day stakeholder participation engagements, radio and various other print media and electronic media including the Municipal Website. Pixley Ka Seme District Municipality (PKSDM) takes particular pride in its efforts to ensure that members of the community participate in the planning and development of their wards as well as the broader community. This truly fosters a culture of partnership in development and is enabling the Pixley Kaseme District Municipality to deliver comprehensively on the priorities as identified in the IDP.

1.2. EXECUTIVE SUMMARY

This IDP review consists of 5 chapters, including the Foreword by the Mayor and Overview by the Municipal Manager. The process followed in the drafting of the IDP document is in line with the legislative requirements of both the Municipal Systems Act and the Municipal Finance Management Act. Further, the development of the IDP has taken place within the framework which has been set by the District Municipality's (DM's) leadership. The continuation on the focus of the Municipal Strategic Planning Session held from 23 – 24 November 2024 informed the drafting of the IDP Review as well as the preparation of the budget.

The five chapters comprise of the following:

Chapter 1: Introduction and Context

Chapter 1 is the introduction and provides the legislative foundation of the IDP including the South African Constitution, the Sustainable Development Goals, the Integrated Urban

Development Framework, the National Development Plan, the Provincial Strategic Plan. This chapter elaborates on the h and implementation process of the IDP, as well as the strategic alignment between the local, provincial and national planning objectives.

Chapter 2: The Situational Overview
Chapter 2 deals with the status quo of PKSDM in relation to its demographic trends. An analysis of the DM within the context of the 5 (five) KPAs gives a structured overview and indication of the current state of the municipality.

Chapter 3: Pixley Ka Seme District Municipality's Development Plan
Chapter 3 presents the programme of action to be followed by the DM which is informed by the vision. The strategic framework is drawn out on the district's developmental thrust. Followed by a programme of action addressing the issues and challenges identified in Chapter 2.

Chapter 4: Financial Plan and Sector Contributions
Chapter 4 deals with the medium- and long-term financial plan. It elaborates on financial planning, funding, expenditure, budget projections and long-term sustainability of the municipality. The chapter provides detail into how the strategic plans of the DM will be funded.

Chapter 5: Performance Management and Monitoring and Evaluation
Chapter 5 takes the strategic framework and financial plan into implementation mode and clarifies the roles and responsibilities of stakeholders while ensuring accountable and improved service delivery. It elaborates on the performance management process, which is a comprehensive implementation plan with measurable performance objectives.

1.3. LEGISLATIVE CONTEXT

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. In this regard, all municipalities must align their budget and programmes with national developmental and institutional policy directives that are mainly being guided by the constitution. A myriad of legislation and policies are guiding the integrated development planning for the municipality;

however, the overarching legislation and policy that guides integrated development planning principles are the Constitution, Municipal Systems Act and the White Paper on Local Government.

This includes:

1.3.1. The South African Constitution 1996

Chapter 7 of the Constitution of South Africa is focused on Local Government including the establishment thereof, the executive and legislative authority, as well as the right of local government to govern on its own initiative, which should be in line with national and provincial legislation. The right of the municipality to exercise its own powers in order to perform its functions is the basis on which this IDP is drawn up. It is meant to give strategic guidance to PKSDM at large, by giving structure to the administrative, budgeting and planning processes. A municipality must strive, within its financial and administrative capacity, to achieve its key objectives and developmental duties.

Section 152 of the Constitution sets out the following as key objectives for the municipality

a) to provide democratic and accountable government for local communities;
b) to ensure the provision of services to communities in a sustainable manner;
c) to promote social and economic development;
d) to promote a safe and healthy environment; and
e) to encourage the involvement of communities and community organisations in the matters of local government.

Section 153 of the Constitution sets out the following as the key developmental duties of the municipality

a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
b) participate in national and provincial development programs.

1.3.2. Municipal Systems Act, No 32 of 2000 (MSA):

Sections 28 and 29 of the MSA specifies that (i) each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP; and (ii) that the process must be in accordance with a predetermined programme specifying timeframes for the different steps.

1.3.3. Municipal Finance Management Act, No 56 of 2003

Chapter 4 and Section 21(1) of the Municipal Finance Management Act, No 56 of 2003 (MFMA) stipulates that the Mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act. The elected Council is the ultimate IDP decision-making authority.

1.4. ALIGNMENT OF PLAN

1.4.1. Introduction

In order to maximise the benefit of investments, strategic interventions and actions of all spheres of government, it is critical that there is Policy alignment between national, provincial, district and local government in order to collaboratively achieve development goals. Whilst the IDP is developed by local government it must represent an integrated inter-governmental plan based upon the involvement of all three spheres of government. This IDP was drafted, taking the various plans listed below into consideration, in order to ensure alignment, inclusivity and involvement by all spheres of government. These plans include:

- Sustainable Development Goals (SDGs);
- National Key Performance Areas (NKPAs);
- National Outcomes (NOs);
- Sector Plans
- Northern Cape Provincial Development Growth Development Strategy; and
- Local Municipalities' Integrated Development Plan.

1.4.2. Sustainable development Goals

The SDGs, otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These seventeen goals include areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected and often one success will involve tackling issues more commonly associated with another.

The 17 SDGs are as follows:

- SDG 1: End poverty in all its everywhere forms;
- SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
- SDG 3: Ensure healthy lives and promote well-being for all at all ages;
- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- SDG 5: Achieve gender equality and empower all women and girls;
- SDG 6: Ensure availability and sustainable management of water and sanitation for all;
- SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all;
- SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- SDG 10: Reduce inequality within and among countries;
- SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable;
- SDG 12: Ensure sustainable consumption and production patterns;
- SDG 13:Take urgent action to combat climate change and its impacts;
- SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;
- SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and

1.4.3. AU Agenda 2063

Africa's blueprint and master plan for becoming the continent's future global powerhouse is called AGENDA 2063. A tangible representation of the pan-African movement for unity, self-determination, freedom, progress, and shared prosperity, it is the continent's strategic framework that seeks to achieve its objective for inclusive and sustainable development under the auspices of Pan-Africanism and the African Renaissance. African leaders realized that Agenda 2063 needed to shift the continent's agenda away from the fight against apartheid and achieving political independence, which had been the main goals of The Organization of African Unity (OAU), the organization that preceded the African Union. Instead, inclusive social and economic development, continental and regional integration, democratic governance, peace and security, and other issues needed to be given priority.

1.4.4. MTSF 2019-2024 outcomes - Role of Local Government

The MTSF 2019-2024 is built on three foundational pillars: a strong and inclusive economy, capable South Africans and a capable developmental state. The focus of government is on the need to rebuild and restore public confidence in South Africa through catalysing development opportunities and removing structural impediments to equality, opportunity and freedom. The MTSF 2019-2024, covers the five-year period from 2019 to 2024, and it outlines the implementation priorities across South Africa’s national development priorities for the sixth administration. The MTSF 2019–2024 translates the government’s mandate into government’s priorities over a five-year period. The three pillars set out above underpin the seven priorities of this strategic framework.

These priorities, which will be achieved through the joint efforts of government, the private sector and civil society, are as follows:

- Priority 1: A capable, ethical and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills and health
- Priority 4: Consolidating the social wage through reliable and quality basic services
- Priority 5: Spatial integration, human settlements and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and world

1.4.5. District Development Model (DDM)

Traditionally all spheres of government have had the criticism of operating in silos. This had led to incoherent planning and implementation of transversal programmes, which has made service delivery sub-optimal and diminished the ability of Government to tackle the challenges of poverty, inequality and unemployment.

The President's Coordinating Council at a meeting in August 2019 therefore adopted the District Development Model, which envisages "a new integrated district-based approach to addressing service delivery challenges and localised procurement and job creation, that promotes and supports local businesses, and which involves communities." The District Development Model has been piloted in three municipalities in South Africa and PKSDM is one of those municipalities that has taken a major step in setting up structures for the implementation of DDM. In February 2020, the President's Coordinating Council identified that consideration would be given to the further implementation of the District Development Model in South Africa. The Model presents a number of opportunities to ensure coordinated service delivery through all agencies and government spheres, which in turn will lead to efficiencies and better service delivery

1.5. IDP PROCESS PLAN

1.5.1. Five-year cycle of IDP

Drafting of an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to be properly organised and prepared. This preparation is the duty of the Municipal Manager together with Senior Management and is set out in the Process Plan which ensures the institutional readiness of the DM to draft or review the IDP over a five-year period. This plan is approved by Council. An inherent part of the IDP process is the annual and medium-term revenue and capital expenditure framework (MTREF) which is based upon the key performance areas set out in the IDP. The annual Service Delivery and Budget Implementation Plan (SDBIP) ensures that the municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the municipality is reported in Quarterly and Mid- yearly Performance Assessment Reports, as well as in the Annual Report.

1.5.2. Annual Planning and Drafting Process

Annually the IDP Process Plan must be adopted by Council in August, in accordance with the Systems Act and the MFMA. To prepare a credible IDP, several stakeholders have to be engaged to provide inputs and guide the final IDP. The Process plan is an organized activity plan that outlines the process of development of the IDP and Budget. This process plan outlines the manner in which the IDP development and Budget process will be undertaken. It has been prepared in line with the District Framework Plan. Section 153 of the Constitution of the Republic of South Africa provides that a Municipality must “structure and manage its administration and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community”. This constitutional provision illustrates the need for integrating the planning, budgeting, implementation and reporting processes of all public institutions. The IDP of a Municipality is developed for a five-year period and is reviewed annually. Section 25 of the Municipal Systems Act, no 32 of 2000 states that: “Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality”. The IDP, as a Municipality’s strategic plan, informs Municipal decision-making as well as all the business processes of the Municipality. The IDP informs the Municipality’s financial and institutional planning and most importantly, the drafting of the annual budget. The 2025/2026 budget will be developed from the Pixley ka Seme District Priorities, emanating from the analysis phase of the Integrated Development Plan. Strategies will be developed in the context of the identified policy priorities. Out of these strategies will emerge MTREF Operational Plans that will contain departmental performance indicators over the 3 years, with targets and resource allocation estimates. The IDP and the budget processes are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible. Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001 and 2006.

This plan includes the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- Clear roles and responsibilities for all
- An indication of the organisational arrangements for the IDP process;
- Binding plans and planning requirements, i.e., policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

1.5.3. Adoption of integrated development plans

Section 25 of the Municipal Systems Act states that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which covers the following:

- links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- aligns the resources and capacity of the municipality with the implementation of the plan;
- forms the policy framework and general basis on which annual budgets must be based; complies with the provisions of Chapter 5 of the Municipal Systems Act; and
- is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

Key stakeholder interventions (timeframes, resources, etc.) are outlined in Table 1 below:

Table 1. Approved IDP Process Plan

ACTIVITY TABLE – PER PHASE		
TIME FRAMES	**PROCESS OF IDP**	**OUTPUT**
July – Aug 2024	▪ Consultation with the LM's on the District Framework and Process Plan ▪ Invite interested stakeholders to be part of the IDP Steering Committee ▪ Develop and submission of the District Framework and IDP/Budget Process Plan to Council for approval ▪ Develop an IDP/Budget Schedule	▪ Advertise the IDP Process Plan for interested and affected parties to comment ▪ submitted to MEC and post on website the District Framework and IDP/Budget Process Plan adopted by Council ▪ IDP/Budget Activity Schedule adopted
Sep - Nov 2024	▪ Review of the status quo on the developmental sectors ▪ Needs identification through: ○ Public meetings by sectors ○ Inputs from LM's ○ Speakers Offices ▪ Review Budget Process (Review budget process, content and compliance with legislative requirement) ▪ Departmental Strategic Planning Sessions – assess status qou, SWOT analysis, key issues for consideration	▪ Departmental SWOT analysis and status quo reports ▪ Undertake assessment of 2025/2026 budget process and identify gaps & where improvement can be made with suggested solution. ▪ Budget estimates (All income source, MTEF & Implementing agents & Council)

Dec 2024	▪ Technical Strategic Planning session ▪ Departments submit Draft Operational budgets	▪ Technical Strategic Plan Report ▪ Draft Departmental Budgets

Jan 2025	▪ Institutional Strategic Planning Session
	▪ Review and align Municipal Vision (What does the Municipality want to achieve?)
	    ○ Align Vision, Objectives and Strategies, Project (phase two) Identification/ prioritisation per Municipality
	    ○ Review of the organogram
		▪ Institutional Strategic Planning Report
		▪ Reviewed Vision and Strategies
		▪ Reviewed Organogram

Feb 2025	▪ First Draft IDP and Budget ▪ Prepare business plans for projects ▪ Finalise MTEF Projects ▪ Finalise project list ▪ Reviewed Sector Plans and alignment	▪ Draft IDP and Budget ▪ Final list of projects with business plans
March 2025	▪ Executive Mayor table the draft IDP and Budget with Sector Plans to Council	▪ Draft IDP and Budget approved by Council
		▪ Submission of Draft IDP and Budget to COGHSTA, Treasury and post on Website
April 2025	▪ Public Consultation on the Draft IDP and Budget ▪ Integration of comments	▪ IDP/ Budget Road show Report ▪ Final Draft IDP/ Budget

May 2025	▪ Submission of the Final IDP/ Budget to Council for adoption	▪ Final IDP/ Budget approved by Council ▪ Submission of Final IDP/ Budget to COGHSTA, Treasury and post on Website

Table 2. Detailed IDP process schedule

PHASE	Activities	Timeframe	Responsible Department
A	**Preparation phase**		
	Council approval of District Framework and Process Plan IDP/Budget	30/08/2024	IDH&P, Corporate Services and Council
	Advertise IDP/Budget Process and resuscitate Stakeholders	04/09/2024	IDH&P
	Submit adopted Framework and Process Plans with Council resolution to MEC CoGHSTA and NT	09/09/2024	IDH&P and Finance
	Arrange for Steering committee Meeting to review Implementation progress and prepare for the 2025/26 IDP	15/08/2024	IDH&P
	Strategic Planning	October 2024	Corporate Services and Council
	Senior Managers to assess accuracy of staff allocation versus current budget	October 2024	All Departments
B+C	**Analysis Phase / Monitoring and evaluation**		

	▪ Prepare analysis information on existing services, current backlogs and identification of development priorities ▪ Collect data from other sources, analyze impact of new information and unexpected events ▪ Evaluate achievement of objectives and strategies ▪ Get inputs from Sector Plan information ▪ Assess implementation progress, overview of funding available per department (both from savings as well as internal budget and external funds)	02/09/2024 – 29/11/2024	All Departments
	Strategic Planning	October 2024	Corporate Services and Council
	Steering Committee Meeting	13/02/2025	IDH&P
	IDP Rep Forum meeting	14/11/2024	IDH&P
	Alignment of Organogram	January 2025	IDH&P and Corporate Services
D	**Strategies Phase / Refined objectives, strategies, programmes and projects phase**		
	Refine strategies, programmes and draft projects as necessary for MTREF period, with key performance indicators and targets (as per strategic plan outcome)	02/12/2024 – 31/01/2025	All Departments
	IDP Steering Committee Meeting	13/02/2025	IDH&P
	IDP Representative Forum	20/02/2025	IDH&P
	Consolidate all inputs including sector plan information and prepare draft IDP and Budget	03/03/2025 – 14/03/2025	IDH&P
	Finalise Parameters for MTREF using guidelines from Treasury and outer year budgets	February 2025	Finance
	Council approval of the draft IDP & Budget	28/03/2025	IDH&P, Corporate Services, Finance and Council
E	**Reviewed IDP document (Integration/programme implementation and operational plan)**		
	IDP/Budget public consultation	13 & 14 March 2025	IDH&P, Finance and Council
	Incorporate relevant comments to the Draft IDP	March - May 2025	IDH&P
F	**Approval phase**		

	Council Approval of IDP & Budget	30 May 2025	IDH&P, Corporate Services, Finance and Council
	Final IDP and Budget published	09/06/2025	IDH&P and Finance
	Submit IDP and Budget MEC -CoGHSTA, Provincial and National Treasury & publicize on website	09/06/2026	IDH&P and Finance

1.5.4. Implementation of the IDP

The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the DM implements programmes and projects based on the IDP targets and the approved budget. The performance of the municipality is reported on, in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report. Two key internal combined assurance tools are internal performance audit and risk management. These ensure that all activities undertaken, adequately address significant risks and put in place control mechanisms to mitigate said risks in order to attain set performance targets. The linkage between the IDP and the SDBIP will be elaborated on in Chapter 5 of the IDP.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1. INTRODUCTION

This chapter focuses on the political and administrative leadership of the DM. It furthermore focuses on the key statistics of the municipality, including the geographical location within the Northern Cape province. In addition, it also provides an analysis of the status quo of the municipality in terms of PDOs as listed in the Strategic Framework in Chapter 1. This IDP was developed in accordance with the requirements of the Municipal Systems Act for developing an IDP. ***This chapter provides a comprehensive overview of the current status quo of Pixley ka Seme District Municipality (PKSDM), focusing on socio-economic conditions, infrastructure, environmental factors, and service delivery realities.***

The analysis is aligned with the Municipal Systems Act and incorporates updated sector information, including:

- ***Infrastructure condition assessments (RAMP)***
- ***Public health and mortality trends***
- ***Community inputs from IDP participation processes***

The purpose of this chapter is to inform planning, prioritisation, and resource allocation for the 2026/2027 financial year.

2.1.1. Key information about Pixley ka Seme District Municipality

The following table provides a high-level glance at the composition of Pixley Ka Seme District Municipality:

Table 3. Pixley Ka Seme District Municipality's High-Level composition

Total municipal area	103 410 km²	**Demographics (Stats SA 2022)**			
		Population	216 591	Households	53 732
Selected statistics					
Total population intercensal growth rate (2011-2022)	1.5%	Population density(persons/km²)		1,9	

Matric pass rate 2023		75.84% (Northern Cape) 74.2% (District)		Proportion of households earning less than R4500 per annum in 2016		11%		
Access to basic services- minimum service level*								
Water	99%	Sanitation	89%	Electricity	92.5%	Refuse removal	77%	
Education								
Persons aged 20 years+ who have completed grade 12 (2022)		35 539		Higher education		6.6%		
Economy				**Labour Market in 2023**				
GDP to Northern Cape in 2023		15%%		Unemployment rate PKSD		24.6%		
GDP to South Africa in 2023		0.3%		Unemployment rate Northern Cape		25%		
Largest sectors (using the relative size of the provincial economy by industry)								
Community Services	**Agriculture**	**Finance**	**Trade**	**Transport**	**Electricity**	**Manufacturing**	**Mining**	**Construction**
36%	15%	14%	12%	11%	5%	3%	2%	2%
Health in Pixley Ka Seme District								
Health care facilities (hospitals/clinics /hospice)		Immunisation rate%		HIV prevalence rate		Teenage pregnancies - delivery rate to women U/18%		
44		73,4%		2.9%		19.9%		
Top Crimes in the District								
Assault (GBH and Common)		Drug-related crimes		Burglaries (Residential and business)		Theft (General)		Stock theft
Sources: Census 2022 & -South Africa Regional eXplorer v 2473 Statistical Release								

Key characteristics:

- *Predominantly rural district*
- *High poverty and inequality levels*
- *Limited economic diversification*
- *Significant service delivery challenges due to spatial spread*

2.2. THE INSTITUTIONAL OVERVIEW

The Municipal Structures Act, No.117 of 1998, assigns powers and functions to local government and the various structures within local government.

Vision:

“Sustainably Developed District for future Generations”

Mission:

- **Supporting our local municipalities to create a home for all in our towns, settlements and rural areas to render dedicated services;**
- **Providing political and administrative leadership and direction in the development planning process; Promoting economic growth that is shared across and within communities;**
- **Promoting and enhancing integrated development planning in the operations of our municipalities; and Aligning development initiatives in the district to the National Development Plan.**

2.2.1. Political Governance

Section 53 of the Systems Act stipulates that the respective roles and areas of responsibility of each political structure and each Political Office Bearer of the municipality and of the Municipal Manager must be clearly defined. Such definition is important in order to ensure a well-functioning organisation. The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

2.2.2. The Council

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

Table 4. Composition of Council

FULL NAMES	CAPACITY	POLITICAL PARTY
Mr. UR Itumeleng	Executive Mayor/Chairperson Mayoral Committee	ANC
Mrs. AT Sintu	Speaker	ANC
Mr. K Gous	Chairperson: Infrastructure, Development, Housing and Planning/ Mayoral Committee Member	ANC
Mr. NS Van Wyk	Chairperson: Finance/ Mayoral Committee Member	ANC
Mr. B Viviers	Councillor	DA
Mr. H Marais	Councillor	DA
Mr. S.W Makhandula	Councillor/ Mayoral Committee Member	EFF
Mr. AS Bibi	Councillor	Siyathemba Community Movement
Ms. S Swartling	Chairperson: Corporate and Council Matters Services/ Mayoral Committee Member	ANC
Ms. MN Mac Kay	Representative: EMTHANJENI (NC073)	ANC
Mr. PP Mhlauli	Representative: EMTHANJENI (NC073)	ANC
Mr. B Swanepoel	Representative: EMTHANJENI (NC073)	DA
Mr. P Charlies	Representative: KAREEBERG (NC074)	ANC
Ms. NB Booysen	Representative: RENOSTERBERG (NC075)	ANC
Ms. M.J Kolberg	Representative: SIYANCUMA (NC078)	ANC
Ms. EK Louw	Representative: SIYANCUMA (NC078)	DA
Mr. LM Zenani	Representative: SIYATHEMBA (NC077)	ANC
Mr. MA Maloi	Representative: UBUNTU (NC071)	ANC
Mr. VP Harmse (ANC)	MPAC Chairperson	ANC

Mr. AP Poyo	Representative: UMSOBOMVU (NC072)	Umsobomvu Residents Association
Ms B Mpamba	Representative: THEMBELIHLE (NC076)	EFF

2.2.3. Administrative governance structure

The Municipal Manager is the Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. In order for the accounting officer to execute the mandate of council, there ought to be a staff establishment headed by managers directly accountable to the accounting officer. In line with Section 56 and 57 of the Municipal Systems Act as amended, a municipal council, after consultation with the municipal manager, must appoint a manager directly accountable to the municipal manager. The managers become direct accountable to the accounting officer and they constitute the Senior Management Team, whose structure is outlined in the table below:

Table 5. Senior Management team

NAME OF OFFICIAL	DEPARTMENT
Mr. I Visser	Municipal Manager
Mr. BF James	Financial Services
Mr. TA Loko	Corporate Services
Mr. H Greeff	Infrastructure, Planning, Development & Housing
Ms. R Sors	Internal Audit

2.2.4. Intergovernmental relation structure

The Constitution states that in the Republic, government is constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated. It further states that all spheres of government must observe and adhere to the principles of co-operative government and intergovernmental relations and that the three spheres must conduct their activities within the co-operative government parameters as outlined in Chapter 3 of the Constitution. To adhere to the principles of the Constitution as mentioned above the municipality actively participates in the following intergovernmental structure

Table 6. Intergovernmental Relations Structure

NAME OF STRUCTURE	PARTICIPATING STAKEHOLDERS	MATTERS OF ENGAGEMENT
District IGR Forum	All Mayors	General service delivery challenges affecting local communities, sharing of best-practice, etc. Seeks to improve on local service delivery.
District Aids and Health Forum	All Mayors, sector departments led by Department of Health, Civil Society, Office of the Premier	District health report, e.g. NHI, HIV\AIDS, status of health-facilities, etc. Seeks to enhance the delivery of health services in the district, comprehensive approach in dealing with HIV\AIDS, impact of poor health of communities on municipal service delivery. Provides report to Provincial Council on Aids
District Communication Forum	Pixley ka Seme DM, GCIS, sector departments, state-owned enterprises etc.	Improvement and coordination of government communication and messaging, alignment of government programmes in the district
Technical IGR Forum	All MM's, CFO's, Pixley Ka Seme DM senior managers, regional heads of sector departments, private sector service providers, SOE's, SALGA	Government service delivery challenges, including local government challenges, sharing best practice, presentations by private sector service providers, etc. Provides technical advice and report to DIGRF
MM\CFO Forum	All MM's and CFO's	Technical financial matters and related challenges, e.g. mSCOA, budgeting, ESKOM, shared services, audit outcomes by AG

2.2.5. Community participation

One of the PKSDM's commitments is to promote public participation and consultation is based on constitutional and legal obligations including the governance model. To bring effect to this, the district municipality has and will continue to promote participatory engagements with the communities in all its processes, including the development of the IDP. Public participation is not only being done as a compliance exercise but also as an honest engagement with communities in order for the municipality to outline all programmes that will be implemented within the 5-year cycle of the IDP that is informed by the priorities of the community. It also gives community members a clear understanding of the process that have been put in place by the municipality.

In developing the IDP Review, the municipality followed a participatory governance approach guided by the local government legislative framework that provides clear guidelines for community participation as well as community outreach processes.

2.2.5.1. Legislative requirements regarding public participation process on IDP

The development of the Municipal Integrated Development Plan is guided by Chapter 5 of the Municipal Systems Act, 2000 (Act 32 of 2000) (MSA). The Municipal Systems Act is founded on the constitutional principles of participatory democracy and cooperation.

The following are some of the legislative requirements that guide municipal planning, including the IDP.

- **The Constitution of RSA of 1996:** {Sec 152 (e)} states that Local government must encourage the involvement of communities and community organisation in its matters – In this instance the involvement of communities and stakeholders in the general affairs and processes of Council such as the drafting and review of the Integrated Development Plan, functioning of ward committees, dealing with petitions as well as section 79 oversight processes and feedback mechanisms to allow participation is key to the process of involving communities in the City's processes.
- **Municipal Structures Act 117 of 1998:** Section 72 states that it is the responsibility of a ward committee member to enhance participatory democracy in local government.
- **White Paper in Local Government (1998)** emphasises that political leaders remain accountable and should work within their mandates and allow consumers to have input

on the way services are being rendered.

- **Section 4 of the Traditional Leadership and Governance Act (Act 41 of 2003) states** that “A traditional council has the responsibility to facilitate the involvement of the traditional community in the development or amendment of the integrated development plan of a municipality in whose area that community lives

It is also important that communities’ own development taking place within its municipal space. The municipality should encourage members of the community to identify strategic projects that they would like the municipality to implement in their respective areas. In compliance with the legislative requirements mentioned above, PKSDM has developed the Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework (MTREF) Process Plan which was approved by Council, and it provided a clear-cut processes that were followed during stakeholder engagements.

2.2.5.2. Participatory framework for the 2024/2025 IDP review

The context of participatory local governance in South Africa, is bound to the core objectives of section 152 of the South African Constitution, which is to provide a democratic and accountable local government for local communities, to promote social and economic development, to encourage involvement of communities and community- based organizations in matters of local government and to ensure that the provision of services to the community way within the policy and legislative framework.

The 1998 local government white paper and the Municipal Structures Act of 2000 explored four (3) key elements of participation which are:

- **to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote**
- **consumer as end users who expect value for their money,**
- **organized partners involved in resource mobilization for development.**

The public participation processes for the 2025/26 IDP Review were much easier as compared to those of the previous years that were affected by the declaration of the National State of Disaster by the President following the COVID-19 pandemic. The National State of Disaster had various restrictions on the number of people who could gather and at some other levels, no gatherings were allowed. This posed a challenge to PKSDM’s method of public consultations, such as community hall public meetings. The lifting of restrictions and the use of modern technology led to an inclusive community participatory process for the 2025/26 IDP Review preparation.

At the end of March 2025, a Draft IDP was tabled in Council and also provided to various stakeholders for inputs. The tabling of draft IDP and Budget was done in line with the requirements of the Municipal Finance management Act, that requires that, a municipality must table draft IDP and Budget 90 days before the start of the new financial year (i.e., end of March). Upon approval the draft IDP and Budget must be communicated to stakeholders to enable them to submit inputs and comments within a legislated 21 days after the day of its approval. Engagement with communities and stakeholders on the proposals for comments and input on the draft IDP and Budget was done in terms of the MFMA Section 22 and 23 and MSA Chapter 4, Section 21.

Figure 1 public consultation

The consultation included IDP Representative Forums where the Draft IDP was presented to stakeholders and were given ample opportunity to engage on issues regarding the IDP. There were also contact meetings that happened at various Community halls in various areas within the district. A summation of all comments received is presented to the Council prior to the approval of the IDP and Budget. Approval of IDP and Budget must be done 30 days before the start of the financial year (i.e. by end of May 2024) as per MFMA section 16,19,24,26 and 87 and 53 and the MSA Section 38 to 45. The approval of the IDP and SDBIP must be completed by the end of May 2024 after consideration of public inputs and revision of the budget.

2.2.5.3. Public participation tools that were used for public consultations

1. **Pixley Ka Seme District Municipality Website:**

   The municipality placed the Draft IDP and Budget documents on its official website (https://www.pksdm.gov.za) for communities and other stakeholders to have access to the reports to read and comment.

2. **Newspaper Notices:**

   Notices of the draft 2025/26 Pixley Ka Seme District Municipality's IDP Review and Budget reports was published in April 2024 in local newspapers and media informing the Citizens about the reports being available on the PKSDM's website for them to view and provide comments.

3. Facebook and Twitter:

The Pixley Ka Seme District Municipality's Communication division, utilised the official Pixley Ka Seme District Municipality's Facebook account, to share all the relevant information regarding the availability of the draft IDP and Budget documents thus requesting all stakeholders and community members to provide inputs and comments.

4. IDP Representative Forum for Stakeholders:

The IDP forum is usually a platform where PKSDM meets and engages with strategic stakeholders on the IDP and captures their inputs and comments. Planning and IDP office facilitated a process to host an IDP Stakeholder Representative Forum through a combined meeting with Emthanjeni Local Municipality. A presentation of the Draft IDP was done to the various stakeholders who attended. The meeting was attended by mostly sector departments.

5. Face to Face Community meetings:

Communities have a role to play in the participatory governance approach that PKSDM utilises for the purposes of IDP and Budget preparations. In light of that, face to face community meetings were held at Victoria West and Vanderkloof. Both areas fall under the UBUNTU and Renosterberg Local Municipalities respectively.

2.2.5.4. Summary of community and stakeholder issues raised:

The Office of the Speaker provided a schedule of meetings regarding the date and time when the Draft IDP and Budget meetings were held. This was advertised on newspapers and on social media platforms in March 2025. This section provides an overview of the issues that were raised in relation to the 2025/26 IDP Review.

COUNCIL MEETS THE PEOPLE: Renosterberg Local Municipality, Keurtjieskloof

KEURTJIESKLOOF - Council of Pixley ka Seme District Municipality, under the leadership of Executive Mayor, Cllr U.R Itumeleng, met with Renosterberg Local Municipality residents at United Mission Church in Keurtjieskloof, today.

The meeting was directed by Chief Whip, Cllr. Koos Gous, joined by Department of Social Development, Transport, Safety and Liaison, SASSA, SAPS, PKSDM councillors, Local councillors,senior manager, Mr. Greef and officials.
The meeting was aimed at gaining inputs from residents and stakeholders into the Municipality IDP Review.

Below are amongst concerns raised by the residents;
*Lack of Ambulance services
*No Church Buildings; Only one church building
*Trucks damaging the public roads
*No ATMs

2.3. GEOGRAPHICAL LOCATION AND HISTORICAL OVERVIEW

2.3.1. Location – Global, National and regional perspective

Pixley Ka Seme District lies in the south-east of the Northern Cape Province and shares its borders with three other provinces, namely, the Free State province to the east, the Eastern Cape to the south-east and Western Cape to the south –west. It is one of the five Districts in the Northern Cape Province and it is the second largest covering a total surface of 103

4 1 0 k m ^{2}
kilometres. The Pixley ka Seme District is a district located in the Northern Cape. It consists of 8 category B municipalities, highlighted by bold letters in figure 1 below. There are 7 main towns within these municipalities, viz. Douglas, Prieska, Carnarvon, Victoria West, Colesberg, Hopetown and De Aar (with De Aar being the largest of these towns).

The total population and area of the district is 196 000 and 103 410 km^2 respectively. The district contributes 16,4% to the total population of the Northern Cape province. The district is characterized by low income, a low percentage of populates with matric education as well as high levels of unemployment. The district also faces high levels of unemployment and has faced a systematic problem of mismanagement of funds over the years. The district is ideally placed, as rivers such as the orange river pass through certain sections of the district as well as well as various national routes. These provide a potential source of income into the area via different avenues.

The Pixley ka Seme District Municipality covers an area of 103 410 km^2 , which is also 27,7% of the total area that constitutes the Northern Cape province. The district is the second largest in the country in terms of land size, following Namakwa which is the largest. The district has a population of 220 830, which is 16.4 % of the total population

of the Northern Cape Province. The annual population growth rate for 2019 was 1.5 percent. The district had a total number of 61 296 households and a population density of 2.14 people per square kilometers. There are 244 child headed households and 20 721 (36.8%) women headed households. 35.3% (77 953) of the population lived below the lower poverty line in 2019. 30.5% of the population older than 20 years had matric or higher qualification. 25.2% of the population older than 15 years have not completed grade 7 and is regarded as not functionally literate.

2.3.2. Historical overview of the district

The District is named after Pixley ka Seme, one of the founders of the African National Congress. The seat of the district is Emthanjeni and the main town De Aar. "De Aar", was so named because of the many water-bearing arteries that occur underground. The town developed because of the railway line between Cape Town and Kimberley. In Siyancuma, Griekwastad, the first town to be established north of the Orange River, or Griquatown as it is sometimes known in English, is one of the country’s most important foundation towns. It was a stopover on the trade route and important for commerce throughout the history of the country. The town, 168 kilometres north of Kimberley, is also known for its abundance of semi-precious stones. The Griqua currency became the first South African currency in 1815, according to the Reserve Bank. It also became the country’s first decimal coinage and the world’s first Christian Missionary coinage. The town is considered an important missionary town, and was the home of Scottish minister Robert Moffat, who wrote the first Sesotho translation of the bible.

2.3.3. Local municipalities and spatial status

Emthanjeni Local Municipality

Emthanjeni Local Municipality derives its name from isiXhosa meaning a "vein". The people of the area receive water from underground. This underground water serves as a life - supporting system, or vein, to the people of the area. It is the main economic hub of the district with the three main towns of De Aar, Britstown and Hanover. De Aar is best known for its central location as a railway gateway which joins Johannesburg, Cape Town, Port Elizabeth and Namibia

Kareeberg Local Municipality

Kareeberg Local Municipality derives its name from “Karee” which originates from the tribe ‘A’ of the Khoi-Khoi. Berg is an Afrikaans name meaning a mountain. The name also originates from a well - known mountain range in the region, known as the Kareeberg (Karee Mountains). The municipality comprises of three towns, that is, Carnarvon, Van Wyksvlei and Vosburg. This Municipality is mainly agriculture driven and is an entry point to the Western Cape Province from the Northern parts of the country. It is the second- largest municipality of the eight that make up the district, accounting for 17% of its geographical area. The name originates from a mountain range in the region, the Karee Mountains.

Renosterberg Local Municipality

Renosterberg Local Municipality derives its name from Afrikaans meaning 'rhinoceros mountain". The municipality is named after the mountain range found in the area. It was formed through the amalgamation of three towns, that is, Petrusville, Vander Kloof and Philipstown. It is the smallest of eight municipalities in the district, making up only 5% of its geographical area. Petrusville is a typical upper Karoo semi-desert suburb with flat hilltops. The region is also rich with history and culture. The Dutch Reformed Church Museum exhibits century-old clothing and a horse-drawn hooded cart. The Pillar Fountain was erected to honour King Edward VII. Most of the original town dwellings are simple structures with a prominent, covered veranda as protection against the sun. The more elaborate homes have traces of Victorian style, but still maintain a Karoo- like integrity. In the Karoo Battlefields, the bitter conflict brought about by the Anglo- Boer War (1899- 1902) has left its mark in world history. The best-marked and most accessible sights form part of the N12 Battlefields Route, which links the Karoo to the Diamond Fields. National Monuments include the old prison museum, the magistrate's offices, the Reformed Church, and Teichhouse.

Vanderkloof Dam attracts tourists for angling and water-related sports. It is regarded as one of the most beautiful regions in the province. It enjoys warm winter days, cool evening temperatures and rainfall during the winter season. The summers are hot to very hot and dry.

Siyancuma Local Municipality

Siyancuma Local Municipality, which derives its name from isiXhosa meaning “we are smiling”. The original inhabitants of the area were Batswana, the Griquas at a later stage, and the coloureds also settled in the area. A lot of inter-marriages took place until the apartheid government created the unwanted 'class' status between the different ethnic groups. The removal of the apartheid laws brought the smiles back onto the faces of the community since they can now live happily as before without the 'class' status. The name "Siyancuma" celebrates this achievement.

The municipality comprises in the main of three towns, that is, Campbell, Douglas and Griekwastad and has densely populated rural settlement called Smitchdrift. It accounts for 16% of the district’s geographical area and is mainly driven by agriculture and mining.

Siyathemba Local Municipality

Siyathemba Local Municipality, was initially established as ‘Primanday’ which was a combination of the names Prieska, Marydale and Niekerkhoop. Its name was changed in 2001 and is derived from Nguni “we hope” or “we trust”. Because Prieska was a mine dump, the people in the area developed an illness known as asbestosis. Certain mine heaps have been rehabilitated in the area, although the people have already lost hope. By naming the municipality Siyathemba, the community trusts that their living conditions will get better.

It comprises of three towns, that is, Marydale, Prieska and Niekerkshoop. Prieska was originally named Prieschap, a Koranna word meaning ‘place of the lost she-goat', and used to be a fording place for travellers over the Orange River. Known to the locals as ‘the gem of the Northern Cape', Prieska is the seat of the municipality and is located on the hills of the Doring Mountains on the southern banks of the Orange River. Prieska's infrastructure is impressive – it has Eskom power; an abundant water supply from the Orange River, with the Gariep and the Vanderkloof Dams on the upstream side of the river; easy access to the main railway line to Namibia; good tarred road linkage with Kimberley, Upington and De Aar; two landing strips for light aircraft; and complete and reasonably inexpensive industrial stands, with or without siding facilities. Industrial activities include: grain silos; a cotton mill; a bakery; manufacture of furniture, built-in cupboards; cattle fodder pellets; and a tiger’s eye processing plant. Niekerkshoop is attractively placed between hills, and large trees shade the streets. There is no domestic water supply but irrigation water is supplied by a spring to the north of the town. On the north-west side of Marydale is a rich underground water source, and the main means of water supply is by borehole and wind pumps. It depends mainly on sheep farming.

Thembelihle Local Municipality

The Thembelihle Local Municipality derives its name from Nguni ‘beautiful hope’ or ‘place of hope’. It was formed through the amalgamation of three towns, that is, Hopetown, Strydenburg and Orania. The outcome of the dispute regarding Orania has not yet been decided upon and the uncertainty still exists as to where Orania is demarcated. The municipality is in the heart of the Karoo and accounts for only 8% of the district’s geographic area. This mostly agricultural landscape is rich in natural resources. The first diamond was discovered in Hopetown and a great part of the Anglo-Boer War was fought in these parts. The new emblem depicts the diversity of Thembelihle inhabitants and its surroundings.

Ubuntu Local Municipality

Ubuntu Local Municipality derives its name from Nguni ‘humanity’. The name was decided upon because the municipality's main priority is to serve the public in a humane ad friendly manner. The municipality comprises of the three towns of Victoria West, Loxton and Richmond. It is the largest of the eight municipalities that make up the district, accounting for almost a quarter of its geographical area. Its seat is Victoria West. It is mainly agriculture driven.

Umsobomvu Local Municipality

Umsobomvu Local Municipality derives its name from Nguni ‘a rising dawn’ it is also an isiXhosa name for a star that usually appears at the crack of dawn. This star symbolises the new era for the municipality. The municipality comprises of three towns, Colesberg, Norvalspond and Noupoort. It is the second smallest of the eight municipalities in the district. Colesberg is a town located on the main road from Cape Town to Johannesburg. In a sheep-farming area spread over 500 000 hectares, greater Colesberg breeds many of the country’s top merinos. It is also renowned for producing high-quality racehorses and many stud farms, including one owned by legendary golfer, Gary Player. Towerberg or Coleskop is a prominent hill near the town and a landmark easily seen from a distance

by travellers. Colesberg saw a large number of battles and skirmishes during the second

Anglo-Boer War and the Colesberg Garden of Remembrance is located just outside the town.

The town boasts many buildings that were built in a blend of Cape Dutch and Georgian architecture, with ceilings of reed and yellowwood timbers, and others that display a range of designs reflecting the changes of 19th century building. Originally, plots were pegged out and sold on the site of the town to fund the building of the Dutch Reformed Church. Noupoort is a town in the eastern Karoo region that principally revolved around the railways and is still used as a traction change-over facility from diesel to electric locomotives on the Noupoort-Bloemfontein line. It links up with the electric line to De Aar, part of the main artery for iron ore and manganese exports from the Northern Cape through Port Elizabeth Harbour on the south coast. The main sectors here are agriculture, services industry, tourism, and hospitality. Prieska (Siyathemba) and Carnarvon (Kareeberg) have in recent years changed character from small rural towns to potentially regional hubs as a result of investments in renewable energy generation and the Square Kilometre Array radio telescope project, respectively.

2.3.4. Provincial priorities

The Northern Provincial Growth and Development Strategy (2019) aims to place the Northern Cape Province on a new development trajectory of sustainable development which forms part of its long-term strategic approach. The document mainly relies heavily on the 2015 Sustainable Development Goals (SDGs'), the blue print of global development agenda to achieve a better and more sustainable future for all. The NC PGDS recognises that social wellbeing is a complex concept, and refers to several aspects relating to human life, such as happiness, material fulfilment and personal needs. Although many aspects of social well-being can only be achieved by an individual and his/her subjective feelings and experiences, access to basic infrastructure and economic opportunities acts as a catalyst for achieving various levels of human well-being.

In terms of the Economy, the NC PGDS alludes that Northern Cape is correctly placed to once again lead another industrial revolution as it led during the diamond mining era where Kimberley became the first town to be installed with street lights. Innovation in term of industries, sectors and entrepreneurial opportunities must be approached by embracing the Fourth Industrial Revolution. This will be crucial not only to advance opportunities and new sectors, and diversify the economy but also to overcome the numerous challenges we face. The sun, wind, vast open spaces, the ocean, the various minerals and semi-precious stones, amongst others provides the province with competitive and comparative advantages. Environmental sustainability can only be achieved if the province's environmental assets and natural resources are protected and enhanced. The Northern Cape Province is endowed with rich natural resources and mineral deposits which offers the opportunity to fund the transition to a low-carbon future and a more diverse and inclusive green economy if used responsibly.

2.3.5. Assessment of Spatial Development Frameworks (SDFs)

The Draft National Spatial Development Framework places Pixley ka Seme as one of the Arid-Innovation Region which is sparsely populated and set to be affected by future climate change trends. These could be in a form of higher temperatures and less rainfall. The NSDF proposes the following actions and proposals:

- Pursue regional adaptation, economic diversification and agri-innovation at scale, to ensure greater resilience of livelihoods in the region;
- Carefully consider expansion and development of new settlements in very arid areas, and instead pursue and support compact settlement development (1) around social service nodes and public transport facilities and (2) along taxi routes in existing regional development anchors, rural service towns and/or hamlets;
- Enhance regional, cross-provincial and cross-municipal boundary collaborative spatial development planning and governance;
- Establish strong regional growth and development compacts, including all role-players, i.e., the three spheres of government, traditional leaders, communities (notably youth), the private sector, CBOs, NGOs and organised labour;
- Encourage and support the inhabitants of such towns to become self-sufficient and 'go off the gird' with regards to (1) water, electricity and sanitation services, and (2) food production; and
- Enhance ICT linkages, to support distance-learning and provide access to other social and services and economic opportunities

Spatial planning is guided by various guidelines and frameworks eg. Land Use Schemes and Spatial Development Frameworks, SPLUMA Bylaw, Municipal Scheme Regulations etc.
The next table summarise the current situation in the district. The lack of these guidelines

may delay further developments in the district.

Table 7. SPLUMA compliance within the district

LOCAL MUNICIPALITY	SPLUMA BY LAW	LAND USE SCHEMES	SPATIAL DEVELOPMENT FRAMEWORK (SPLUMA COMLIANT)	MUNICIPAL SCHEME REGULATIONS	PLANNING TRIBUNAL
Emthanjeni	Yes	Yes	Yes	Yes	District Municipal Planning Tribunal
Kareeberg	Yes	Yes	Yes	Yes	
Renosterberg	Yes	Yes	Yes	Yes	
Siyancuma	Yes	Yes	Yes	Yes	
Siyathemba	Yes	Yes	Yes	Yes	
Thembelihle	Yes	Yes	Yes	Yes	
Ubuntu	Yes	Yes	Yes	Yes	
Umsobomvu	Yes	Yes	Yes	Yes	

2.3.6. Corridors and nodes

It is strategically located in terms of transport corridors considering the fact that the N1, N8, N10 and N12 pass through the region, however development is still slow. The development corridors constitute a clustering of nodes. The following are some of the corridors impacting the Emthanjeni Local municipality region, which is seated in De Aar.

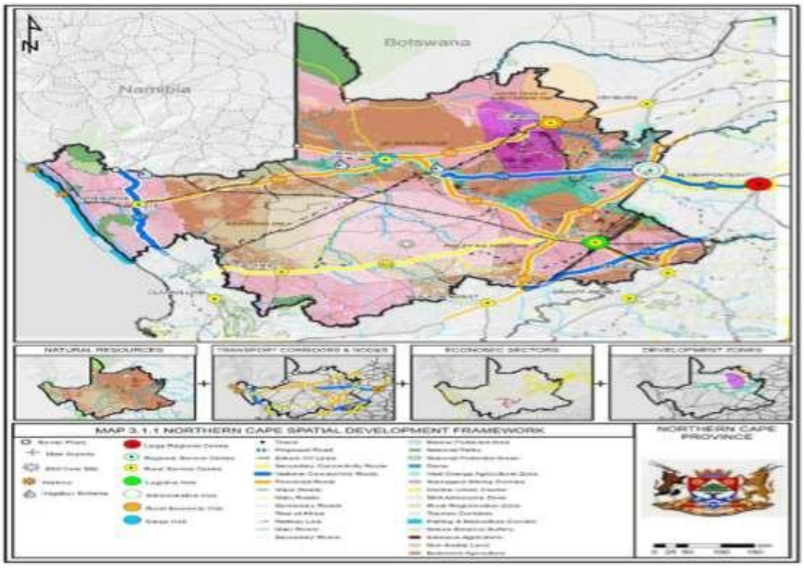


Figure 2 Corridors and nodes

Table 8. Developmental Corridors

CORRIDORS /REGION	DESCRIPTION
Solar Corridor	The NC solar corridor extends from Emthanjeni Local municipality to the Dawid Kruiper Local municipality with solar PV and wind projects.
SKA Corridor	The Square Kilometer Array Telescope is an initiative which seeks to build the most sensitive Radio Telescope in the Southern Hemisphere located in Kareeberg with economic spill offs in Emthanjeni LM.
Pixley Ka Seme Agri Park	The Pixley ka Seme agri-park is a networked innovation system of agro-production, processing, logistics, marketing, training and extension services located in Petrusville. As a network it enables the growth of market-driven commodity value chains and contributes to the achievement of rural economic transformation.

2.3.7. Functionality of settlements and integration

According to the Pixley ka Seme SDF (2013:128), there were three main settlements structures identified in the Pixley ka Seme which are:

- Urban Centres;
- Urban Satellite Towns, and
- Urban Service Stations.

2.3.8. Urban Centres

These towns are administrative centres within the respective eight municipalities in the district. These centers' administrative functions should be further enhanced and it is recommended that programs for urban rehabilitation of these centres should focus on the stimulation of economic growth in these areas. The following Urban Centres were identified in Pixley Ka Seme District:

- De Aar (Emthanjeni Municipality);
- Colesberg (Umsobomvu Municipality);
- Victoria West (Ubuntu Municipality);
- Hopetown (Thembelihle Municipality);
- Carnarvon (Kareeberg Municipality);
- Prieska (Siyathemba Municipality);
- Douglas (Siyancuma Municipality);
- Petrusville (Renosterberg Municipality).

2.3.9. Urban satellite towns

These are towns that already have some services and infrastructure and have the potential to grow. Towns identified as Urban Satellite towns within the Pixley Ka Seme District are:

- Britstown;
- Hanover;
- Phillipstown;
- Strydenberg;
- Richmond;
- Vanderkloof.

It is proposed that growth in these areas should be properly managed through efficient spatial planning that leads to the stimulation of economic growth.

2.3.10. Rural service centres

These are centres that will complement the satellite towns in the remote areas for the purpose of the even distribution of services and to promote the creation of employment opportunities. The proposed local centres in Pixley Ka Seme District are:

- Noupoort;
- Vanwyksvlei;
- Vosburg;
- Loxton;
- Marydale;
- Norvalspont;
- Griekwastad;
- Schmidtsdrift;
- Campbell;
- Hutchinson;
- Niekerkshoop.

2.3.11. Availability of services in each settlement.

Small settlements will only provide low-order services such as a post offices, doctors and newsagents. Large towns, cities and conurbations will provide low and high-order services such as leisure centres, chain stores and hospitals

2.3.12. Population and household dynamics

With a population of over 216 591 people, the Pixley ka Seme District Municipality as of 2022 housed 0.4% of South Africa's total population. Between 2011 and 2022 the population growth averaged 1.5% per annum which is almost similar to the growth rate of South Africa as a whole (1.8%). Compared to Northern Cape's average annual growth rate (1.6%), the average annual growth rate in Pixley ka Seme's population at 1.5% was almost similar with that of the province. As indicted in by the table below, Pixley ka Seme District experienced a positive growth of 1,5 percent from 2011 to 2022. The Municipalities that have experienced most growth is Thembelihle Local Municipality (3.5%) followed by Siyancuma (3.5%) and Siyathemba (2.2%). Renosterberg, Ubuntu and Kareeberg experienced a negative growth -0.1, -1.6 and -0.6 respectively. This disproved the initial projection of Kareeberg as the future fastest growing town within the district. Renosterberg also showed a decline from their previous positive growth.

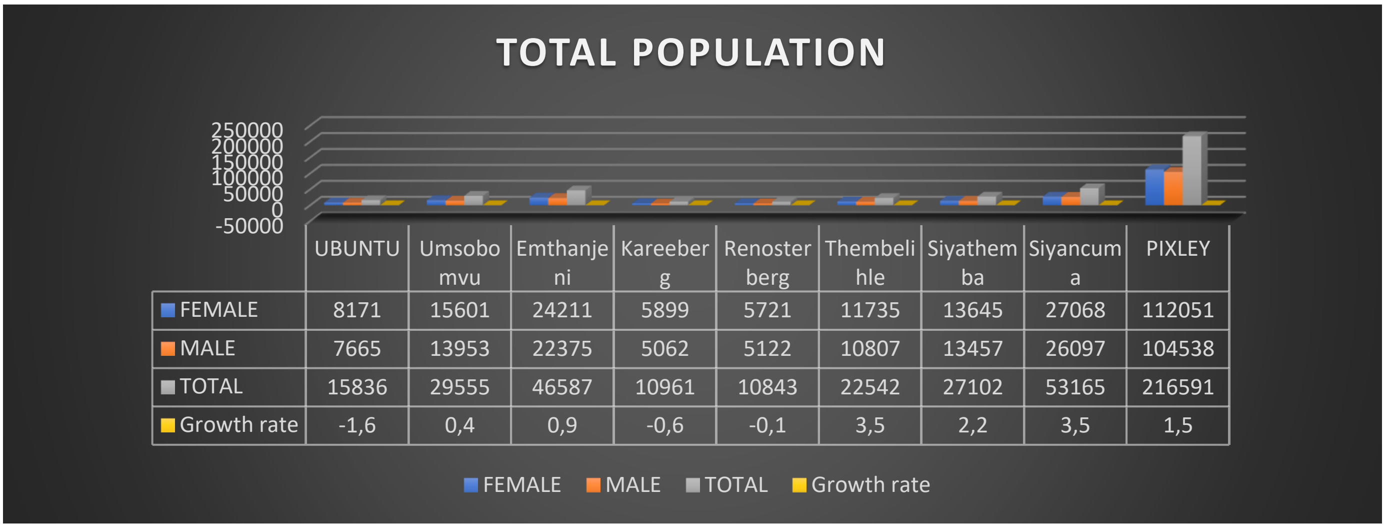


Figure 3 Total Population of PKSDM

2.3.13. Population Group

The Figures below depicts population group as school attendance. Coloured population is depicted as the dominant population group in the district with Black African on second followed by white. UBUNTU, Renosterberg and Kareeberg experienced a decline in school attendance in pupil between 05 to 24 years of age between 2011 and 2022. This decline is also evident in population downswing. This population (05 to 24) contributes 26% of the total population of Pixley ka Seme District. Only 28% of the population form 20 years above have completed matric and only 6.6% obtained higher education. The rest of the population never rich or finish matric with 36% only obtained a secondary education. These population categories: 05 to 14 years and 15-34 combined, contributes 52% of total population of PKSDM.

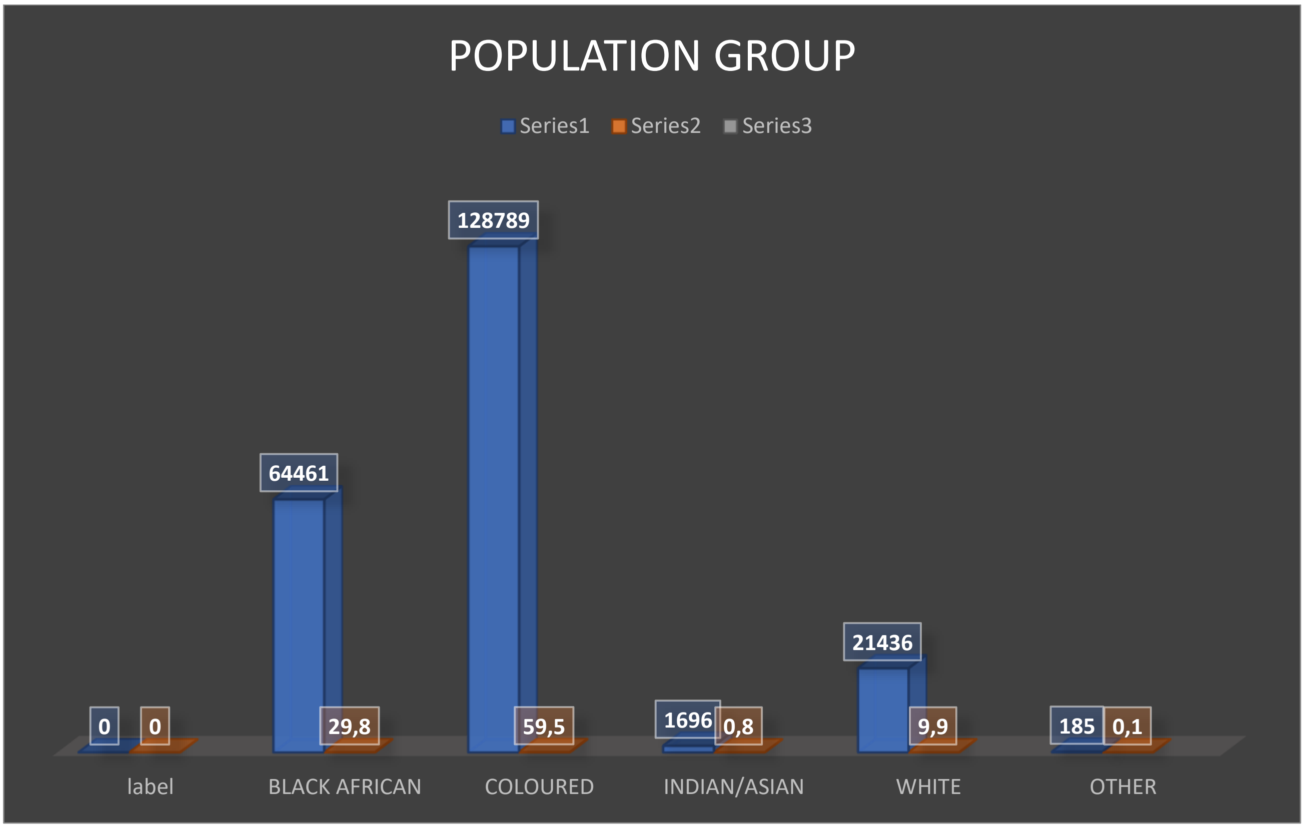


Figure 4. Population group stats

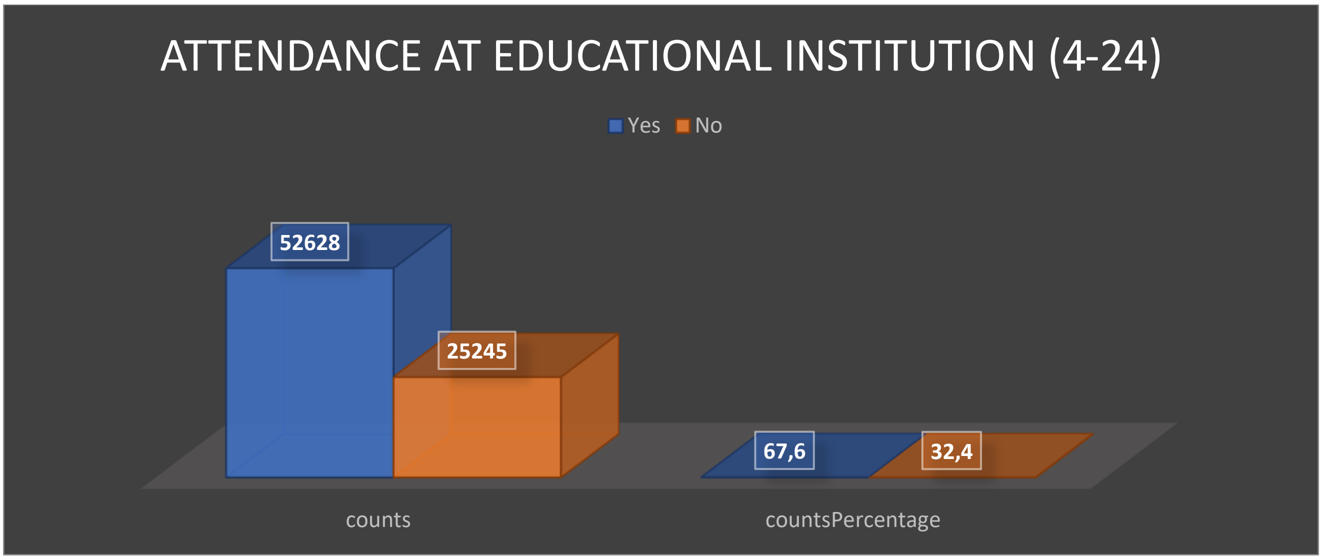


Figure 5. Attendance at educational institution (4-24)

UBUNTU and Kareeberg experience and decrease in number of households, however they average size of household increased which poses lots of questions as to what happened. Renosterberg experienced an increase in number of households with a decrease in average size.

Table 9. Household Population

2011			2022		
Municipality	Total household	Average size	Municipality	Total household	Average size
UBUNTU	5129	3.6	UBUNTU	3990	4
Umsobomvu	7841	3.6	Umsobomvu	8057	3.7
Emthanjeni	10457	4.1	Emthanjeni	10622	4.4
Kareeberg	3222	3.6	Kareeberg	2677	4.1
Renosterberg	2995	3.7	Renosterberg	3017	3.6
Thembelihle	4138	3.8	Thembelihle	5211	4.3
Siyathemba	5831	3.7	Siyathemba	6739	4
Siyancuma	9578	3.9	Siyancuma	13422	4
PIXLEY	**49191**	3.8	**PIXLEY**	**53735**	4

2.4. TOURISM POTENTIAL AND BIOPHYSICAL ENVIRONMENT

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism. The growth of national economies has been significantly influenced by tourism, which is the foundation of financial centres all over the world. Numerous economic advantages result from the growth of tourism, including increased employment prospects, support for other sectors of the economy, and contributions to the national GDP. Due to the expansion of the tourism industry, innovation is now necessary to manage the destination's attractiveness, competitiveness, and reputation while maintaining a competitive edge.

The biophysical environment pertains to the natural resources located within the municipal boundaries. The analysis of the natural resources allows for a greater understanding of the status of the resources, current trends regarding the exploitation of these resources, and identifying opportunities and interventions to improve the efficacy and sustainability of the use and exploitation of the natural resource base. Pixley Ka Seme District Municipality comprises of areas classified as Critical Biodiversity Areas (CBA) 1 (7.1%), which are ecosystems intact, and CBA 2 (19.2%), which are ecosystems that are near natural.

2.4.1. Tourism potential

The district is home to the central Karoo which is characterized by desolate valleys between flat tops hills. The district contains three of South Africa’s major dams and is also the largest producer of wool in the country. It offers hunting, hiking, game watching and as well as water sport. Recreational activities and the Khoisan rock art engraving are worth exploring and experiencing. Die District contributes towards the Northern Cape Karoo Skies and Culture and Oasis Tourism clusters.

Nature reserves

Conservation of the unique Karoo landscape and fauna and flora is important to maintain the environmental quality and resources in the Pixley Ka Seme District. These resources might be physical, biological, or cultural. The conservation of an area must be seen as a form of land use, as it is an action taken to dedicate specific areas for a specific use which might include the use for a monument, or sustainable breeding of animals or as a habitat of animals and plants. These land areas dedicated to conservation use needs to be carefully managed to ensure it remains a viable resource for the future. Key Provincial/National Nature Reserves in the Pixley Ka Seme District are:

Mokala National Park

Mokala National Park is one of South Africa's newest National Parks, proclaimed only in 2007. It is also informally known as the park where endangered species roam, because of its breeding and re-allocation of animals for use in other national parks and game reserves. Mokala comes from 'kameeldoring' or camel thorn tree (Acacia erioloba), a tree common to this semi-desert region. You will find it throughout the Northern Cape – where it grows in a variety of guises - anything from an insignificant two-meter shrub to a sixteen-meter-high tree.

Rolfontein Nature Reserve

Rolfontein Nature Reserve has been in existence since 1970 – 8 000 hectares of mountainous terrain, Karoo plains, little dolerite koppies and densely wooded mountain kloofs. Rolfontein borders on the Vanderkloof Dam.

Doornkloof Nature Reserve

Doornkloof Nature Reserve is positioned at the top end of the southern shore of the Vanderkloof Dam – South Africa’s second largest water reservoir. It shares this privilege with the Rolfontein Nature Reserve, which lies just north of Petrusville, a little further north of Colesberg. The Doornkloof Nature Reserve is a 9 388-hectare area that also incorporates a section of the Seekoei River, regarded as an important tributary of the Orange River.

Karoo Gariep Conservancy

The Karoo Gariep Conservancy is found on the Karoo "dry and hard" side of the Gariep "big river." Like its name describes this is a very natural diverse part of South Africa. Karoo Gariep covers 12 000 ha, and the main concern is to bring big game back to the Karoo and stimulate tourism.

Platberg–Karoo Conservancy

Platberg–Karoo Conservancy (Important Birding Area). Birdlife South Africa conserves IBAs by prioritising sites for conservation action, obtaining formal protection, developing management plans for IBAs and biomes, defending priority sites that are under threat and implementing monitoring pro-grammes. The major threats to the birds of the more arid ecosystems are habitat degradation, poisoning, collisions with transmission power lines and electrocutions on reticulation and distribution power lines, water quality and quantity, renewable energy developments (wind and concentrated solar plants) and climate chang

Witsand Nature reserve

The 3,500-hectare Witsand Nature Reserve is situated in the Northern Cape's Siyancuma Local Municipality, which also includes Tsantsabane Local Municipality. The reserve is located 59 miles northeast of Groblershoop and 80 km southwest of Postmansburg. Sand dunes on a plateau around 1,200 meters above sea level make up the majority of the reserve. This is the location of "singing sand," a phenomena where a roar may be heard while strolling over the dunes in the dry summer months.
Postmansburg, situated 70 km north of Witsand, is mostly recognized as a hub for mining diamonds, asbestos, and manganese. Five kilometers north of Postmansburg is the famous archaeological site Gatkoppies Mine. The Khoisan were mining here as early as 700 C.E., according to excavations. They used hematite, sometimes known as blinkklip, a red powder made from iron ore to their bodies and faces.

2.4.1.1 Cultural and historical sites

Hopetown and the Orange River Wagon Bridge

Hopetown, is a beautiful place of interest situated on the southern bank of the Orange River, and was founded in 1850. The site of the town was chosen by the Cape Colonial authorities because a ford (drift) crossing the river was in close proximity. The town was named after the Auditor General (and Secretary) of the Cape Colonial Government, one William Hope. William Hope, born in 1807, died in Cape Town in December 1858, aged 51 years, and was buried in the Wynberg cemetery on 7 December. Apart from being the Auditor General (and Secretary) of the Cape Colonial Government, he was on the board of the University of South Africa from formation until the board ceased to exist the year of his death.

Hopetown existed sixteen (16) years before diamonds were discovered in December 1866 on the banks of the orange river on the farm De Kalk. Hopetown was a quiet farming area until several large diamonds, most notable the Eureka Diamond and the Star of South Africa, were discovered there between 1867 and 1869.The Cape Government Railways were founded in 1872, and the Cape government decided to run the main western line, between the Kimberley diamond fields and Cape Town on the coast, directly through Hopetown.

- **Hopetown wagon bridge:**

Up until the construction of the wagon bridge, a Pont was utilised at Hopetown. The Pont was launched on 12 December 1870. The N12 road bridge over the Orange River was built in 1958, thus ensuring that the wagon bridge became a secondary bridge for use by the local farmers more than travellers. In February 1875 a Mr. Berkley submitted preliminary drawings of the Hopetown Bridge to the Crown Agents. All material was delivered on site using wagons and carts. Most of the piers were completed and four spans were already hoisted and fixed in place during 1881.The bridge was officially opened to traffic on 9 April 1882. Present at the opening was Mr. Charles Campbell, Civil Commissioner/Magistrate at the time. Prior to the official opening of the bridge on 9 April 1882 many transport riders had gathered on the northern bank together with their wagons. They had heard that on the opening day there would be no charge for using the bridge. The Resident Magistrate, Charles Campbell, ruled that all transport would have to pay although pedestrians could cross free of charge for that day only.

When crossing the bridge there were several controls for traffic and travellers. There was tollhouse was on the southern bank, while on the northern bank was a corrugated iron (zinc) hut for the night watchman. During the day control of traffic was all done from the tollhouse, but at night was controlled from both sides. A Stop-Go situation. On the stoep of the Tollhouse was a strong lamp, likewise at the night watchman's hut was also a strong lamp. A ticket would be given to the person/cart/wagon at night, their lamp extinguished, and when transport reached the other side said ticket would be handed over and their lamp extinguished. The other side would then light their lamp. This was to signal the other side that the transport/person had passed through safely. The system was only used at night. A certain span of the bridge was destroyed shortly after the Anglo-Boer War began on 11 October 1899. The main and only reason for the British army blowing the wagon bridge was logistical there was not enough manpower to defend the bridge. It was easier and more cost effective to destroy the bridge and leave a small detachment to watch Boer activity on the northern bank of the orange river. The British did not want the Boers to gain access to the southern bank via this bridge with their artillery and attack their main camp at Orange River Station where Lord Methuen's army was gathering. One of the long sections of the bridge was blown up on 17 October 1899 and plunged into the river where it still remains to this day. The river is extremely deep in this section. The destruction of this section rendered the bridge unusable, which it remained until it was repaired by 1903. This bridge was made redundant when the N12 bridge at Hopetown proper opened in 1958.

Key Tourism assets include:
o Colesberg Towerberg (Magic Mountain).
o Heritage buildings.
o Historic battlefields.
o Anglo Boer war sites and graves.
o Museums.
o Concentration camp and Fort.
o Vanderkloof and Gariep Dam.
o Adventure tourism.
o Township tourism and historical tourism; and
o Carnarvon Astronomy & Stargazing.
o Colesberg Kemper Museum
o Hunting Farms around Doornkloof Nature Reserve

2.4.1.2 Tourism corridor

Key Corridors observed in the National Spatial Development Framework (NSDF), Northern Cape PSDF, 2019 and Karoo Regional SDF include:

Movement/Mobility corridors

- N12 bridge at Hopetown proper opened in 1958.
- N1: Cape Town – Worcester – Beaufort West – Colesberg – Bloemfontein – Kroonstad – Johannesburg – Roodepoort – Pretoria – Polokwane – Musina – Beit Bridge (– Bulawayo, Zimbabwe) - Lusaka) -Zambia);
- N8: Groblershoop – Kimberley – Bloemfontein – Ladybrand – Maseru Bridge (– Maseru, Lesotho);
- N10: Port Elizabeth – Cradock – Middelburg (EC) – De Aar – Prieska – Upington – Nakop (– Keetmanshoop, Namibia);
- N12: George – Beaufort West – Kimberley – Klerksdorp – Potchefstroom – Johannesburg – eMalahleni. o Inter Regional Rail Corridors via De Aar

In addition to the national routes previously stated Three tourism roads in the Pixley ka Seme District are designed to promote economic development. These roads are: **Karoo Oasis route, Karoo highlands route** and the **Forgotten highway**

➢ KAROO OASIS ROUTE

Small, and isolated, but ever-welcoming. The various towns and villages of the Karoo Oasis Route have fascinating and differing histories. Each town, with its distinct Karoo architecture, rests in valleys between seemingly desolate plains with flat-topped “koppies” (rocky ridges). But don’t be fooled. The plains of the Karoo are filled with amazing wildlife and people.

The Karoo Oasis Route includes the towns of:

- Colesberg and Norvalspont
- Vanderkloof, Oriana and Hopetown
- De Aar, Britstown and Strydenberg
- Petrusville, Philipstown and Hanover
- Belmont, Modder river, Ritchie and Kimberley

This route offers the traveller an attractive balance of history, adventure, nature, culture and traditional Karoo “slow food”.

Take the N12 arterial heading away from the Western Cape to reach the heart of the Karoo. The Karoo Oasis Route begins in Victoria West and stretches northwards along the N12, passing through Britstown, Hopetown, Kimberley and Warrenton.

Things to do on the Karoo Oasis Route

The Karoo is typified by arid, semi-desert terrain dotted with flat-topped “koppies” (small hills) where some seven million sheep find grazing. It is also a biodiversity hotspot that is home to 6 000 plant species (2 400 of which are endemic) and the critically endangered riverine rabbit. Solar and wind farms are becoming a familiar feature on the Karoo landscape.

Natural Splendour

Dominated by the beautiful and distinct camel-thorn trees from which the park derives its name, the Mokala National Park is situated approximately 70km south-west of Kimberley near the N12 highway. Visitors to the park can expect to see species such as roan and sable antelope, and tsessebe. The park also makes for a perfect stop for people travelling between Cape Town and Johannesburg.

Culture and leisure

Stop at Kambro Accommodation and Farm Stall, 21km north of Britstown, with its scenic walks, children's playground and swimming dam, and explore the many sites of historical interest in the area. Visit private farms sporting excellent examples of Khoisan art (by appointment only), and immerse yourself in the Karoo's history at the Indraf Kafee informal museum and the Methodist Church Museum. Beautiful old buildings such as the library, old police station and magistrate's office are also worth stopping at.

Eat and sleep

Britstown may be small, but there's plenty to do – such as experiencing bona fide Karoo "slow food" and hospitality at the Transkaroo Country Lodge. This boutique hotel, which has been in operation for more than a century, has made a name for itself as a preferred stopover in the vast expanses of the Karoo between Cape Town (via Three Sisters) and Johannesburg (via Kimberley). Why not stay a night and book a stargazing experience to witness the majesty of the almost pollution-free Northern Cape skies by night?

Highlights on the Karoo Oasis Route

Wildeklawer Schools Rugby and Netball Tournament

The annual Wildeklawer Schools Rugby and Netball Tournament takes place every April in Kimberley. Each year, thousands of visitors and participants converge on the City of Diamonds to take part in this tournament.

Apollo Theatre

Acclaimed as the last art deco cinema in the country, the Apollo Theatre in Victoria West has an illustrious history. The theatre was built in 1928 by Andrew Aristides Bassil, a Greek immigrant who had set up home in the town in 1923. It was renovated in 1950 to its current form, imitating the then fashionable art deco style, and has been declared a heritage site by the National Monuments Council. These days, the Apollo Theatre entertains the locals as a cinema and hosts international film festivals.

The Vaalharts Valley

This beautiful yet little-known Vaalharts Valley is only one hour's drive north of Kimberley, in Warrenton. The surrounds are like a breath of fresh air, with the lush green farmlands contrasting with the usual yellows and browns of the nearby countryside. Visitors can cool off in the canals (or even ride down them), enjoy breathtaking views of the valley in a microlight, or simply take a peaceful morning horse ride while watching water birds on a shallow lake

- **KAROO HIGHLANDS ROUTE**

The Namakwa District towns of Williston and Fraserburg mark the western edge of the Karoo Highlands Route, which stretches into the southern section of the Pixley ka Seme District to encompass the towns of Carnarvon, Loxton, Vosburg and Victoria West. This is the heart of the Great Karoo

The Karoo Highlands Route is where you can see the stars so clearly you feel that you touch them. The area is renowned for the hospitality of its farming community. Whether you admire the corbelled houses or look back in time at the Gansfontein palaeo-surface, your heart will surely be touched by this region as never before.

The Karoo is the home of peace and tranquillity where you can recharge your batteries while exploring the wide-open plains dotted with koppies (hills). This is a place where a huge telescope allows you to look back to the beginnings of our universe 13-billion years ago, and where pre-dinosaurs roamed the earth and the first people gazed up to the heavens. People have lived on this massive plateau, the largest of its kind outside Asia, for about 500 000 years. The Khoi and San people who left their legacy as art on the rocks gave the Karoo its name. The area's name comes from "karusa", a Khoi word that means dry, barren, thirstland. This aptly describes this region, where water is scarce. It is an ancient, fossil-rich land, with some important archaeological sites, as well as the largest variety of succulents found anywhere on earth: there are more than 9 000 plant species in the Great Karoo.

The route offers plenty of interesting attractions, such as Karoo architecture and corbelled houses, Anglo-Boer War sites, rock art, ancient palaeo-surfaces, farm stays and medicinal plants.

Things to do

There is a lot to do on this small but unique route. The area is famous for its successful sheep farming, and it is one of the best stargazing destinations in the world. In the Karoo there is something for every traveller – there are quiet and scenic vast landscapes, friendly local people, traditional food and a whole lot of adventure. The various small towns, including Carnarvon, Loxton, Victoria West, Vosburg and Williston each offer something different from the other.

Natural splendour

A self-drive excursion through the Appie van Heerden Nature Reserve is a sight for sore eyes in this arid part of the Northern Cape. The 860ha nature reserve is located just outside Carnarvon, and here you will see spectacular Karoo veld vegetation that forms part of the Karee mountains. Spot various wild animals, including blesbok, black wildebeest, zebra, springbok and gemsbok, all of which used to roam this part of the country freely before the commencement of sheep farming in the region.

- **THE FORGOTTEN HIGHWAY**

The Forgotten Highway Route retraces the steps of ancient forbears and explorers, missionaries, and diamond prospectors.

The 1 000km route stretches from Tulbagh and Ceres in the Western Cape to Kuruman in the north. In between, the route mostly comprises the territory of the Pixley ka Seme District. It is the route that was used by the! Xam, Khoekhoe, Tswana and missionaries. From there, travellers would venture into central Africa.

The project to recover and restore the route was undertaken by the Karoo Development Foundation, which achieved its first landmark success in 2015 when Karoo lamb was registered as a Geographic Indicator. The towns of the Pixley ka Seme District that travellers visit along the route include Carnarvon, Vanwyksvlei, Prieska, Niekerkshoop and Griekwastad.

The first town encountered when travelling from the south is Carnarvon, originally established as a mission station and now world-famous as the site of the SKA radio astronomy project. The domed stone roofs of corbelled houses are a feature of the area and one of them is preserved in the grounds of the Dutch Reformed Church. The

Carnarvon Museum offers glimpses into the past and a fort from the days of the Anglo-Boer War has been repurposed as a water tank.

The town of Prieska is located on the south bank of the Orange River. This is the point where travellers would ford the river in days gone by and the river naturally makes this a good spot to stop for tourists. The discovery of semi-precious stones was a reason not to travel any further north, and the fort built by the British in Anglo-Boer War was constructed using tiger's eye. War graves from that conflict are in the town's Memorial Garden and the Schumann Rock Collection is a reminder of that part of the town's history.

Vanwyksvlei is the site of the nation's first state-funded dam. The Vanwyksvlei Dam was built in 1882. Salt pans surround the village and San rock art can be viewed nearby. Griekwastad is famous as a founding location of the Griqua nation, and the grave of Andries Waterboer can be visited. The Mary Moffat Museum is named for the daughter of the famous missionary Robert. The nearby Witsand Nature Reserve is a popular destination.

Each section of the route is called a "stage". This route is divided into 11 stages.
Stage 1: Nuwekloof Pass – Tulbagh – Michell's Pass – Ceres
Stage 2: Ceres to Sutherland
Stage 3: Sutherland to Fraserburg
Stage 4: Fraserburg to Loxton
Stage 5: Loxton to Carnarvon
Stage 6: Carnarvon to Prieska
Stage 7: Prieska to Griquatown
Stage 8: Griquatown to Danielskuil via Campbell and Lime Acres
Stage 9: Danielskuil to Kuruman
Stage 10: North of Kuruman and Kathu: Deben, Waterzel and Vanzylsrus
Stage 11: From Danielskuil or Campbell to Kimberley … and beyo

The Stages that are in Pixley ka Seme are the following:
Stage 5: Loxton to Carnarvon
DIRECT ROUTE: Distance from Loxton to Carnarvon: 66km along the R63 (tar road)
• Karoo guest farms, including Osfontein Guest Farm, with old stone buildings and a glamping tree house
• Carnarvon Museum contains local artefacts

• Guest farms with corbelled houses in the vicinity
• Carnarvon is located on the edge of the Square Kilometer Array astronomy site, but access to the telescope is not possible.
• Drive east to Pampoenpoort – a remote farm with a Karoo cemetery.
Loxton to Carnarvon via Pampoenpoort

ALTERNATIVE ROUTE: 106 km on dirt road
• Some guest farms along the way
• Pampoenpoort is a Karoo sheep farm with a typical farm cemetery
• Karoo mountains with dramatic scenery.

Westerly detour: Fraserburg to Williston to Carnarvon
DETOUR: Distance from Fraserburg to Williston: 93 km, largely tarred, R353 and R63
• Remote and attractive Karoo town
• Karoo guest farms en route
• Several accommodation options, including Williston Mall with quirky artifacts
• Beautiful sandstone church and Rhenish church
• Anglo-Boer War fort and nearby museum
• Well-stocked Manna Restaurant and Gift Shop
• The Tombstone Route in the vicinity
• Corbelled houses en route to Carnarvon.

Easterly detour: Loxton to Victoria West, Vosburg and Carnarvon
DETOUR: 200km; Tar from Loxton to Victoria West, dirt road to Vosburg, then tar to Carnarvon
• Visit the beautiful Melton Wold Guest Farm
• Victoria West has lovely Karoo architecture
• Many guest houses and restaurants, including Merino Junction Hotel, Merino Restaurant, Kingwill's Coffee Shop and Moonlight Manor
• See the art deco Apollo Theatre in Victoria West
• Vosburg is a serene and charming little village, with pleasant accommodation

Stage 6: Carnarvon to Prieska
DIRECT ROUTE: 166 km on a dirt road
• Remote and historic farms, including Karelsgraf, Buffelsbout and Jonkerwater
• Prieska hosts the impressive bridge across the Orange River – the original "drift" of the

Route

• Several accommodation options, including some along the river, such as the Riverview Guest House and Restaurant

• Dramatic Anglo-Boer War blockhouse on a hill overlooking the town.

Carnarvon to Vanwyksvlei and Prieska

INDIRECT ROUTE: 150 km on a dirt road

• Remote Karoo farms

• Vanwyksvlei is a very isolated settlement, with one or two little shops – a true taste of the upper Karoo in its original desolation

• The town dam is noteworthy as an early irrigation project.

Stage 7: Prieska to Griquatown

DIRECT ROUTE: 130 km on a dirt road, via Niekerkshoop, R386

• Pass the remote little village of Niekerkshoop

• North of Niekerkshoop is Rietfontein (not accessible to tourists), but this was the first mission station north of the Orange River (1800)

• The road ascends the Ghaap Escarpment – an ancient geological structure from about 3 billion years ago, with rich iron, manganese and lime deposits

• This road is very historic because the missionaries travelled to Griquatown (then called "Klaarwater").

• Visit the important Mary Moffat Museum in Griquatown – built around 1815

• Several accommodation options, including the nearby Koekais Guest Farm

• The Proviand Restaurant is a pleasant eatery in tranquil garden. ("Proviand" means "provisions").

.2.4.1.3. Trips by purpose of trips

As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. S&P Global likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday

- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

Table 10. Number of trips by purpose of trip. PKSDM 2013-2023- Number and percentage

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2013	43,100	16,600	152,000	26,800	239,000
2014	42,000	15,600	151,000	25,900	235,000
2015	40,200	14,000	147,000	25,500	227,000
2016	41,600	14,400	153,000	27,900	237,000
2017	44,400	14,600	162,000	31,300	253,000
2018	47,300	15,400	172,000	33,200	268,000
2019	49,200	16,500	172,000	35,800	273,000
2020	37,400	14,800	158,000	32,600	243,000
2021	39,300	18,900	138,000	32,100	229,000
2022	63,000	27,100	146,000	38,400	274,000
2023	88,500	32,200	165,000	45,100	331,000
Average Annual growth					
2013-2023	***7.46%***	***6.89%***	***0.80%***	***5.32%***	***3.31%***

In Pixley ka Seme District Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2013 (43 100) to 2023 (88 500) at 7.46%. Visits to friends and relatives recorded the highest number of visits in 2023 at 165 000, with an average annual growth rate of 0.80%. The tourism type that recorded the lowest growth was Visits to friends and relatives' tourism with an average annual growth rate of 0.80% from 2013 (152 000) to 2023 (165 000).

2.4.1.4. Origin of tourists

In the following table, the number of tourists that visited Pixley ka Seme District Municipality from both domestic origins, as well as those coming from international places, are listed.

Table 11. Total number of trips by origin of tourist. PKSDM 2013-2023

	Domestic tourists	International tourists	Total tourists
2013	212,000	26,500	239,000
2014	208,000	26,800	235,000
2015	203,000	23,900	227,000
2016	211,000	25,500	237,000
2017	227,000	25,100	253,000
2018	242,000	26,200	268,000
2019	245,000	28,400	273,000
2020	232,000	10,800	243,000
2021	220,000	8,570	229,000
2022	255,000	19,800	274,000
2023	303,000	27,700	331,000
Average Annual growth			
2013-2023	***3.62%***	***0.45%***	***3.31%***

The number of trips by tourists visiting Pixley ka Seme District Municipality from other regions in South Africa has increased at an average annual rate of 3.62% from 2013 (212 000) to 2023 (303 000). The tourists visiting from other countries increased at an average annual growth rate of 0.45% (from 26 500 in 2013 to 27 700). International tourists constitute 8.38% of the total number of trips, with domestic tourism representing the balance of 91.62%.

2.4.1.5. Bed nights by origin of tourist

A bed night is the tourism industry measurement of one night away from home on a single person trip. The following is a summary of the number of bed nights spent by domestic and international tourist within Pixley ka Seme District Municipality between 2013 and 2023.

Table 12. Bednights by origin of tourists. PKSDM 2013-2023

	Domestic tourists	International tourists	Total tourists
2013	886,000	161,000	1,050,000
2014	825,000	189,000	1,010,000
2015	780,000	200,000	980,000
2016	816,000	244,000	1,060,000
2017	868,000	259,000	1,130,000
2018	911,000	241,000	1,150,000
2019	892,000	209,000	1,100,000
2020	756,000	63,200	819,000
2021	679,000	47,500	727,000
2022	845,000	117,000	962,000
2023	1,080,000	183,000	1,270,000
Average Annual growth			
2013-2023	***2.02%***	***1.30%***	***1.91%***

From 2013 to 2023, the number of bed nights spent by domestic tourists has increased at an average annual rate of 2.02%, in the same period the international tourists had an average annual increase of 1.30%. The total number of bed nights spent by tourists increased at an average annual growth rate of 1.91% from 1.05 million in 2013 to 1.27 million in 2023.

2.4.1.6. Tourism Spending

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

Table 13. Total tourism spending- PKSDM, NC and SA total, 2013-2023 (R Billions Current Prices)

	Pixley ka Seme	Northern Cape	National Total
2013	0.8	4.7	253.3
2014	0.9	5.1	275.4
2015	0.8	4.6	253.9
2016	0.9	5	277.6
2017	0.8	4.6	264
2018	1	5.3	293.2
2019	1.8	8.4	411.3
2020	1.2	5.1	241.5
2021	1.6	6.4	290.8
2022	2.5	10.2	452.9
2023	2.6	10.6	477.7
Average Annual growth			
2013-2023	***12.62%***	***8.54%***	***6.55%***

Pixley ka Seme District Municipality had a total tourism spending of R 2.61 billion in 2023 with an average annual growth rate of 12.6% since 2013 (R 796 million). Northern Cape Province had a total tourism spending of R 10.6 billion in 2023 and an average annual growth rate of 8.5% over the period. Total tourism spending in South Africa increased from R 253 billion in 2013 to R 478 billion in 2023 at an average annual rate of 6.5%.

2.4.1.7. Tourism spending per resident capita

This looks at tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

Table 14. Tourism spends per resident capita- PKSDM and the rest of the province. 2013, 2018 and 2023 (R Thousands)

	2013	2018	2023
Pixley ka Seme	R 4,038	R 4,701	R 11,667
Namakwa	R 5,678	R 6,515	R 12,476
ZF Mgcawu	R 5,041	R 5,183	R 8,410
Frances Baard	R 4,056	R 4,067	R 6,677
John Taolo Gaetsewe	R 1,676	R 1,683	R 3,076

In 2023, Pixley ka Seme District Municipality had a tourism spend per capita of R 11,700 and an average annual growth rate of 11.19%, Pixley ka Seme District Municipality ranked second amongst all the regions within Northern Cape in terms of tourism spend per capita. The region within Northern Cape Province that ranked first in terms of tourism spend per capita is Namakwa District Municipality with a total per capita spending of R 12,500 which reflects an average annual increase of 8.19% from 2013. The district municipality that ranked lowest in terms of tourism spend per capita is John Taolo Gaetsewe with a total of R 3,080 which reflects an increase at an average annual rate of 6.26% from 2013.

2.4.1.8. Tourism spends as share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

Table 15.Total spending as % share of GDP-PKSDM, NC and SA total, 2013 to 2023 (Percentages)

	Pixley ka Seme	Northern Cape	National Total
2013	7.20%	5.60%	6.50%
2014	7.20%	5.70%	6.70%
2015	6.00%	4.80%	5.70%
2016	6.20%	5.00%	5.80%
2017	5.50%	4.40%	5.20%
2018	6.20%	4.70%	5.50%
2019	10.50%	7.10%	7.30%
2020	6.60%	4.20%	4.30%
2021	7.90%	4.60%	4.70%
2022	11.70%	6.90%	6.80%
2023	11.70%	7.00%	6.90%

In Pixley ka Seme District Municipality the tourism spending as a percentage of GDP in 2023 was 11.71%. Tourism spending as a percentage of GDP for 2023 was 6.97% in Northern Cape Province, 6.85% in South Africa.

2.4.2. BIOPHYSICAL ENVIROMENT

The Pixley Ka Seme District Municipality is in a unique biodiversity area of South Africa, with a typical Karoo type veld. Most of the rural areas are dominated by natural vegetation that, although classified as hardy due to the limited rainfall that supports it, can be sensitive and slow to recover and rehabilitate if not managed suitably. Three biomes occur in the Pixley Ka Seme District.

- The Grassland biome can be subdivided into savanna, temperate grasslands (prairie) and tundra. Savannas are the wooded grasslands of the tropics and subtropics that account for 46% of the South African landscape. Savannas are found mostly in the areas north of the Orange River and cover 11% of the area in the Pixley Ka Seme District. They are second only to tropical forests in terms of their contribution to terrestrial primary production. They are the basis of the livestock industry and the wildlife that forms part of this biome in these areas is a key tourist draw card.

- The Nama-Karoo covers most of the vast central plateau region of the Western and Northern Cape Provinces. Nama-Karoo covers 87% of the area in the Pixley Ka Seme District. The area forms the transition area between the Cape flora area to the south and the tropical savanna areas in the north. Many of the plant species of the Nama-Karoo also occur in the savanna, grassland, succulent Karoo, and fynbos biomes.

- Grasslands cover the high central plateau of South Africa, inland areas of Kwazulu-Natal and the mountain areas of the Eastern Cape Province. Grasslands cover only 1% of the area in the Pixley Ka Seme District and are mostly found on the south-eastern boundary of the district. Grasslands are defined as those areas where grasses dominate the vegetation and where woody plants are absent or are. The grassland biome is regarded as the third-richest area in terms of plant species diversity, with a total number of 3788 species.

The Pixley Ka Seme District Environmental Management Framework found the many Adcock Veld types in the Pixley region. Within these veld types of areas, different sensitivities were identified as part of the Environmental Framework. The different management guidelines for these areas were also included in the Framework. The Environmental Management Framework for the Pixley region provides the guidelines for development in these areas with these guidelines to be included in the rural guidelines for the Pixley Ka Seme District SDF. The veld types and vegetation in the Pixley Ka Seme District are most suitable for livestock and game farming. In the Nama Karoo biome areas to the south-east of the region and irrigation along the Orange River remain an important economic use.

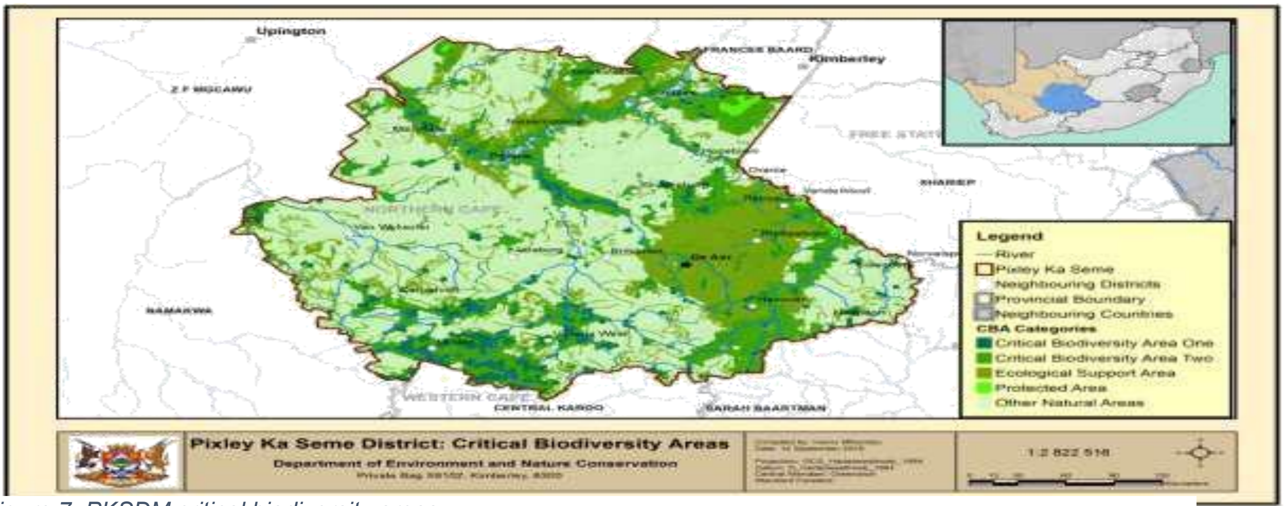


Figure 7. PKSDM critical biodiversity areas

The map indicating the sensitivity of areas in the Pixley Ka Seme District Municipal areas as well as the Pixley Ka Seme District Environmental Management Plan and programme provides guidelines for the effective management and conservation of the highly sensitive areas. Care should always be taken to adhere to environmentally sustainable use of these areas to ensure the biodiversity of the areas. The Karoo landscape also provides various other qualities, such as:

- clean Karoo air and environment;
- certain birds of prey; and
- typical Karoo fauna and flora,

All these qualities support a unique environment within South Africa and the necessary care should be taken to protect and use these resources in a sustainable manner. South Africa has nine biomes of which three are found within the Pixley Ka Seme District Municipality; namely Nama Karoo (80.96%), Savannah (12.9%) and grassland (4%). Azonal vegetation (2.14%) makes up the remaining vegetation type. Pixley Ka Seme District Municipality is still struggling with funding for their Bioregional Plans.

The Giant Bullfrog, an amphibian that occurs in the region, is listed as being Threatened and funds are also needed to conserve this Endemic Species in the District. The Riverine Rabbit is found within the riverine areas of the district and is Critically Endangered; at present, none of the Riverine Rabbit habitat is protected and the species only occurs on private farmland and a call has gone out to all the surrounding farmers to fund the conservation efforts of this Endemic Species in the Region.

Immediate support and funding of the District Biodiversity Sector Plan. Identify river and wetland Freshwater Ecosystems Priority Areas (FEPA) including a generic buffer of 100m. Maintain the necessary buffers along rivers to limit the potential impact of urban and rural development on the water resources. Draft business plans have been developed to ask for financial assistance from the Provincial Government and National Government from the two affected local municipalities, namely; Siyancuma and Ubuntu Local Municipalities Tourism Offices, respectively. However, landowners within the Pixley Ka Seme District Municipality, have established Riverine Rabbit conservancies, covering an area of approximately 350 000ha of private farmland.

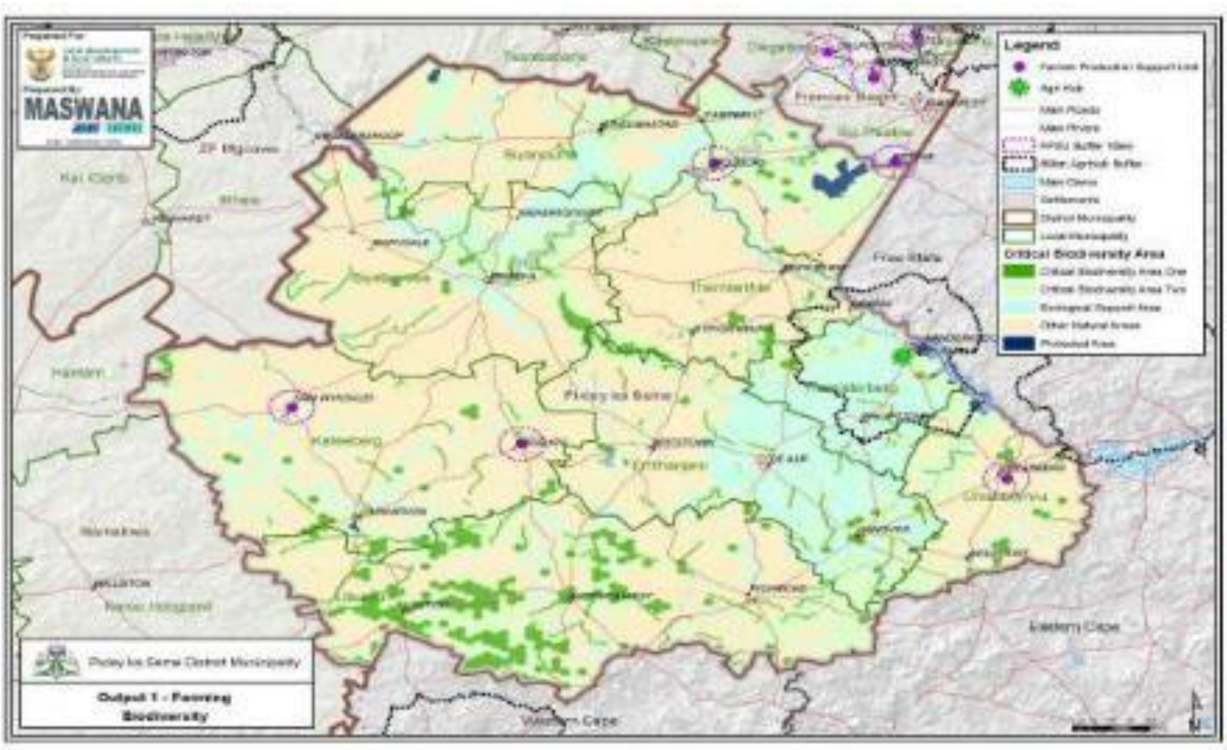


Figure 8. Farming and biodiversity (Source: Rural Development Plan PKSD)

2.4.2.1. High Value Agricultural Land

The Pixley Ka Seme District is divided into two main agricultural types e.g. Livestock and Irrigation farming.

- Two thirds of the area, southern section of the district is characterised by wool sheep. The area towards the north is characterised by predominantly sheep, for red meat;

- Isolated irrigation land is present, limited to the three main rivers, the Orange, the Vaal and the Riet Rivers;

- The Vanderkloof dam within the Orange River provides an abundance of cultivated (irrigated Pivot) land for farmers to produce crops on rich fertile land for both in the Pixley Ka Seme District as well as cross border to wards to the Free State.

- Rich agricultural land is located within the Agri-Park prescribed radius of 60km, towards the north of Petrusville, which provides the opportunity for investment within the district to enable the rural communities to acquire land through the Rural Development Programme initiatives to uplift the quality of life of rural communities;

- Agricultural activities towards the north and south of the three rivers are largely dependent on ground water through boreholes. Distances from the rivers and high electrical costs limits the construction of water pipelines. Scattered areas of degraded land are also present in the areas towards the south;

- The areas with limited water resources area mainly focused on Sheep farming, (for wool and meat), and game farming;

2.4.2.2. Biodiversity Management

As per Critical Biodiversity Areas of the Northern Cape, key identified biodiversity priority areas include: **Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs).** Together with protected areas, they are important for the persistence of a viable representative sample of all ecosystem types and species as well as the long-term ecological functioning of the landscape. The Northern Cape's biological diversity and vast natural resources are facing challenges of biodiversity loss because of the transformation and degradation of natural habitat. Changes of land use, development of natural habitat types into cultivation, urban and mining areas. The dominant vegetation is grassy and dwarf shrubland. Grasses tend to be more common in depressions and on sandy soils, and less abundant on clayey soils. Grazing rapidly increases the relative abundance of shrubs. The amount and nature of the fuel load is insufficient to support frequent fires. The Brown Locust and Karoo Caterpillar exhibit eruptions under similarly favorable, local rainfall events, and attract large numbers of bird and mammal predators. The Northern Cape is experiencing human-induced threats for biodiversity including desertification, open-strip mining, illegal or unsustainable plant harvesting, agricultural mismanagement, alien invasive species and insufficient environmental management. Developments play a key role in land-use change because of draining wetlands and clearing of trees.

2.4.2.3. Hydrology and Topography

The Pixley Ka Seme District is situated in part of the Orange- and the Gamtoos River catchment areas. The Orange- and Vaal Rivers are the two main perennial rivers in the region. The main source of surface water in the Northern Cape is the Orange River with its various tributaries (see map below). The Nama or Koranna name for the river is Gariep, meaning the/ our great river. This is also where the Gariep Dam's name in the Orange River stems from. The topography of Pixley Ka Seme region is one of its main assets with vast open spaces and unspoilt panoramic visual vistas stretching over great distances. This asset makes for excellent scenic drives throughout the whole of the region from the flat plains to crossing the main rivers of South Africa. The topography is related to geology and relief with altitudes ranging between 1000m to 1800m above sea level. Land reforms associated with plains, hills and lowlands cover approximately 80% of the region. Plains have slopes of less than 5 (8%) and result in a gradual change of climatic conditions. Ridges have slopes of more than 5 and therefore have more variable climatic conditions. The ridges and escarpment have significant potential in terms of aesthetic or visual appeal as well as habitat for rare and endangered plants and animals. These features occur mainly in the north and on the borders of the region. The general drainage pattern of the region is from the southeast to the north and northwest. The Orange and Vaal Rivers are the primary drainage channels in the area to which many other streams and rivers link.

2.4.2.3. Water Resource Management

The Pixley Ka Seme region is very dependent on groundwater to supply community/ household water needs. Only 6 out of 28 settlements/ towns in the region use surface water as a supply source, with the remainder of the town's dependent on groundwater as its only form of water supply. Towns that are dependent on surface water sources include Vanderkloof, Petrusville, Douglas, Hopetown, Colesberg and Prieska. Settlements far from rivers depend on groundwater as their main water source. Groundwater and the sustainable capacity of good quality groundwater in the area, therefore, play a very important part in the development of the region

The main dams in the region include the following:

- Gariep Dam. Largest reservoir dam in the Orange River
- Vanderkloof Dam. The second largest dam in Orange River
- Boegoeberg Dam. The Boegoeberg dam is located in the Orange River close to Groblershoop and Langberg. The dam is used for irrigation.
- Smart Syndicate Dam.
- Spitskop Dam. This dam is on the Harts River (Lower Vaal) near Kimberley.
- Other dams include the Van Wyksvlei Dam and Killowen Dams.
- Key Weirs include the Vaalharts and Douglas Weirs.

The protection and maintenance of the water quality of the various water resources is of the utmost importance for future sustainable development in the region. The recycling of water as an additional source of water should be considered in areas with a Waste Water Treatment Plant and the installation of smaller recycling plants should be investigated and promoted as part of new developments to assist in water recycling. A key strategic underground water source area is evident around De Aar, Carnarvon and Campbell that requires strict management to specifically address the following key issues:

- Mining activities (acid water) through sustainable mining practices.
- Overgrazing.
- Irrigation practices (pesticides etc. affecting salination of water).
- Alien invasive plant species; and
- Protecting the key water source areas (limiting development footprint and effective water management practice)

2.4.2.4. Spatial resilience

Spatial resilience refers to recovering capacity and capability of the environmental and the structuring elements within the local municipality when hazardous and disaster events occur. The following section discusses the various aspects that increase the vulnerability (likelihood of hazard exposure) of the municipality, with regards to extreme events

2.4.2.4.1. Competing resource management

The following key observations are evident in terms of competing for similar scare resources within the district:

- In numerous cases, active mines are located within protected or environmentally sensitive areas.
- Mining and agriculture are concentrated along with the river systems, typically known to host endangered species or sensitive ecological systems.
- Agricultural activities are encroaching and affecting the overall health of indigenous and sensitive fauna and flora.
- Both mining and agriculture are major water use, reducing the availability of water required to sustain ecological services.

2.4.2.4.2. Climate and rainfall

The Pixley Ka Seme District lies in the upper regions of the Karoo and experiences moderate to hot summers and cold dry winters. Being a very hot area, the average annual maximum temperature is around 40C, while the average annual minimum temperature is -10C. The winters are cold and dry with moderate frost occurring during the night. The coldest months are during June and July. The area is located in a summer rainfall region with very little rainfall. This region is very dry and most of the region receives less than 300mm of rain per annum with the areas in the east receiving generally more rain than the dryer areas in the west. Rain occurs predominantly in the form of summer thunderstorms and 60% of the average annual rainfall occurs between October and April. The mean annual rainfall ranges from 130mm - 300mm per year. Average annual evaporation ranges between 1600mm in the east and 2400mm in the west. The Pixley Ka Seme District is situated in part of the Orange and the Gamtoos River catchment areas. The Orange and Vaal Rivers are the two perennial rivers in the region. The Pixley Ka Seme District area with its abundance of sunshine and vast tracts of available land has been attracting considerable interest from solar energy investors of late. The high solar index of the area provides many opportunities in terms of the development of renewable energy. The areas around the northern and eastern borders of the Pixley Ka Seme District Municipality, with a distance of 50 kilometres from the Orange River, forms part of this hub with the potential to stimulate special economic development zoned within the area that have the potential to stimulate industrial development. The district is known for severe droughts and often experiences heavy rainfalls which leads to flooding and erosion. Due to the dry climate the area also experiences a lot of dust pollution that can be exacerbated by overgrazing and poor farming management systems.

It is predicted that the Karoo could experience more drought periods, coupled with increased evaporation and temperatures and this will negatively impact already restricted water supply. Regional predictions suggest a drying trend from west to east, a shift to more irregular rainfall of possibly greater intensity, and rising temperatures everywhere. The greatest impacts will likely be on the water supply (Midgley et al. 2005). This highlights the importance of protecting water resources from over-abstraction, degradation, and the spread of invasive alien plants (which uses more water than indigenous plants). Management of mountain catchment areas is critical in this regard, as they are the primary source of our water supply. The increase in temperatures anticipated with climate change may result in increased fire frequencies. Invasive alien plants are often highly flammable and with their large volumes, are likely to fuel more frequent fires. The combination of more frequent and intense fires will have a devastating impact on the region. One of the most effective ways to mitigate the impacts of climate change, at the local level, is to safeguard the biodiversity of areas. **Crucial management actions for the Municipal areas include**:

- Maintaining intact riparian (river bank) vegetation.
- Restricting building to above the 1:100-year flood line.
- Protecting major landscape corridors with biodiversity compatible landuses.
- Protecting water resources.
- Appropriate fire management.
- Removal of alien invasive plants; and
- Restoring and maintaining biodiversity for carbon storage.
- To ensure resilience against the impacts of climate change, landscape corridors need to be kept intact to function as large-scale ecological process areas. These corridors enable the migration of plants, animals, and birds, and thereby enhance their ability to persist despite changing climatic conditions

Key issues:

- Limited rainfall within a mainly arid area.
- An area is known for clean air and open skies with limited light pollution.
- Arid areas with limited rainfall should consider recycling water where possible.
- An area is known to have a high Solar Index to support renewable energy.
- Wind in the area can also support future wind farms.

- The potential impact of climate change.

2.4.2.4.3. Geology

The Pixley region's rocky areas and hilltops are mostly caved sandstone with a shallow covering of loose sandy soils. The lower-lying areas, flatter slopes and undulating territory have deeper layers of loose sandy topsoil that are underlain either by decomposed shale, mudstones, or sandstones. The shale areas normally decompose turning into clay. In many of the areas where the drainage is poor, it is found that the underlying soils consist of decomposed clay minerals. These clays are notoriously known for their expansive properties that lead to cracks in buildings. Sandstone normally decomposes to form dense clayey sand. Due to the high amount of decomposed clay soils that are found in some areas, a lot of cracked buildings have emerged in many of the towns. The so-called escort soils, which are clays with an excess of sodium have dispersive properties which lead to rapid erosion in rainwater. These soil types, therefore, need certain engineering treatments to stabilise them for building purposes. The geology in the Pixley Ka Seme District Municipal area is dominated by horizons of dolerite rocks. Dolerite covers approximately 36% of the area, followed by Tillite (12%) and the rock types of Sand, Andesite, and Quartzite covering between 7% and 5% of the area. The remainder of the rock types covers less than 4%.

2.4.2.4.4. Renewable energy resource

South Africa has embarked on a process of diversifying its energy-mix to enhance energy security while also lowering green-house gas emissions. The country is blessed with a climate that allows Renewable Energy (RE) technologies like solar photovoltaic (PV) and Wind generation to be installed almost anywhere in the country. According to the Integrated Resource Plan 2019 (IRP 2019, Eskom) a total of 14400MW wind power capacity plus 6000MW of solar PV technology is allocated for procurement leading up to 2030. Of this allocation 4800MW is allocated to wind energy and 2000MW of Solar PV. The preferred bidders for bid window 5 will be expected to bring their projects to financial close in the next six months and commercial close within the next three years. Preferred bidders for the District Include: • Coleskop WEF (onshore wind) - Close to Colesberg. The wind energy facility will be spread over 18 adjacent properties. These land portions are planned to host up to 32 turbines, each with a nominal power output of 5.5 megawatts (MW). The WEF will have a maximum output of 140MW • San Kraal WEF – Close to Noupoort. The proposed San Kraal WEF will comprise up to 78 wind turbine generators

(WTG), each with a hub height of up to 150 m, blade length of up to 75 m and a rotor diameter of up to 150 m. An on-site switching station will be constructed as part of the San Kraal WEF, which will transfer the electricity generated by the WEF to the proposed Umsobomvu 132/400 kV substation, to be located approximately 25 km west of the on-site switching station, via a 132 kV double or single string transmission line. • The proposed Phezukomoya WEF will comprise up to 63 wind turbine generators (WTG), each with a hub height of 150 m, blade length of up to 75 m and a rotor diameter of 150 m. An onsite switching station will be constructed as part of the proposed Phezukomoya WEF, which will transfer the electricity generated by the WEF to the proposed Umsobomvu 132/400 kV substation, to be located approximately 15 km away from the on-site switching station, which will be connected via 132 kV double or single string transmission lines. Of concern for future Renewable Energy Development is access to the transmission network of the Eskom. The Northern Cape is running out of transmission capacity and the province will not be able to connect any new renewable energy generation projects in the near future. The Northern Cape power corridors are highly constrained and cannot evacuate additional generations further to what has already been approved. Substantial upstream network strengthening will therefore be required to facilitate new generation capacity. Bid window Round 6 is targeted for February 2022 whereas Bid window Round 7 is expected around June 2022.

In conclusion the table below depicts a synoptic environmental profile of the district. The comprehensive profile is attached to this IDP as an annexure.

Table 16 Synoptic environmental profile

	Parameter	Status																								
	Local Municipality	Siyathemba			Kareeberg			uMsobomvu			uBuntu			Siyancuma				Renosterberg			eMthanjeni			Thembelihle		
	Town	Prieska	Marydale	Niekerkshoop	Vanwysvlei	Carnarvon	Vosburg	Colesburg	Noupoort	Norvalspont	Victoria West	Richmond	Loxton	Douglas	Griekwastad	Campbell	Schmidtsdrif	Philipstown	Petrusville	Vanderkloof	Hanover	De Aar	Britstown	Hopetown	Strydenburg	Orania
	Elevation																									
1	Average elevation per town	965	988	1177	965	1269	1134	1366	1587	1258	1265	1432	1350	1014	1340	1263	1015	1405	1232	1267	1398	1239	1150	1089	1097	1105
	Rank of the elevations per town	24	23	15	24	8	17	5	1	12	10	2	6	22	7	11	21	3	14	9	4	13	16	20	19	18
	Average elevations per LM	1 043			1 123			1 404			1 349			1 158				1 301			1 262			1 097		
	Rank of the elevations per LM	8			6			1			2			5				3			4			7		

	Parameter	Status							
	Local Municipality	Siyathemba	Kareeberg	uMsobomvu	uBuntu	Siyancuma	Renosterberg	eMthanjeni	Thembelihle
	Geology								
2	***Transvaal Supergroup***	x				x			
	Namaqua and Natal Metamorphic provinces	x					N		
	Karoo Supergroup								
	- Beaufort group	x		x	x		x	x	
	- Dwyka and Ecca groups		x		x	x	x	x	x
	Kalahari Group	x	x			x			x
	Dolerite rock intrusions		x	x	x	x	x	x	x
	Ventersdorp Supergroup								x
	Mineral deposits								
3	Diamonds (Alluvial)	x				x			x
	Diamonds (Kimberlite)	x							
	Asbestos	x							
	Iron	x							
	Lead	x				x			
	Uranium				x				
	Zinc	x							
	Salt	x	x			x		x	x
	Gypsum	x	x		x				x
	Phosphate	x							
	Biomes								
4	Nama-karoo	x	x	x	x	x	x	x	x
	Savanna	x				x	x		x
	Grassland			x	x		x	x	x

Water Sources, Water Quality Aquifer status

Local Municipality	Town	Aquifer Susceptibility	Water Source	Aquifer Vulnerability
Siyathemba	Prieska	*Low*	*Surf*	Least
	Marydale	*Low*	*Gr*	Least
	Niekerkshoop	*Low*	*Gr*	Least
Kareeberg	Vanwyksvlei	*Low* / *Med*	*Gr*	Least
	Carnarvon	*Low*	*Gr*	Least
	Vosburg	*Low*	*Gr*	Least
uMsobomvu	Colesburg	*Med*	*Surf* / *Gr*	Moderate
	Noupoort	*Med* / *High*	*Gr*	Moderate / Most
	Norvalspont	*High*	*Surf*	Most
uBuntu	Victoria West	*High*	*Gr*	Most
	Richmond	*High*	*Gr*	Most
	Loxton	*Low*	*Gr*	Least
Siyancuma	Douglas	*Low*	*Surf*	Least
	Griekwastad	*High*	*Gr*	Most
	Campbell	*High*	*Gr*	Most
	Schmidtsdrif	*High*	*Surf*	Most
Renosterberg	Philipstown	*Med* / *High*	*Gr*	Moderate
	Petrusville	*Low*	*Surf* / *Gr*	Least
	Vanderkloof	*Low*	*Surf*	Least
eMthanjeni	Hanover	*High*	*Gr*	Most
	De Aar	*Med*	*Gr*	Moderate
	Britstown	*Low*	*Gr*	Least
Thembelihle	Hopetown	*Low*	*Surf*	Least
	Strydenburg	*Low*	*Gr*	Least
	Orania	*Low*	*Surf*	Least

5

Key

Low	Low aquifer susceptibility
Med	Medium aquifer susceptibility
High	High aquifer susceptibility
Surf	Surface water source
Gr	Ground water source
Least	Least Vulnerable aquifer (*only vulnerable to conservative pollutants in the long term when continuously discharged or leached*)
Moderate	Moderate Vulnerable aquifer (*vulnerable to some pollutants, but only when continuously discharged or leached*)
Most	Most Vulnerable aquifer (*vulnerable to many pollutants except those strongly absorbed or readily transformed in many pollution scenarios*)

No	Parameter		Siyathemba	Kareeberg	uMsobomvu	uBuntu	Siyancuma	Renosterberg	eMthanjeni	Thembelihle	PKSDM
	Local Municipality		Siyathemba	Kareeberg	uMsobomvu	uBuntu	Siyancuma	Renosterberg	eMthanjeni	Thembelihle	PKSDM
	Town		Prieska, Marydale, Niekerkshoop	Vanwysvlei, Carnarvon, Vosburg	Colesburg, Noupoort, Norvalspont	Victoria West, Richmond, Loxton	Douglas, Griekwastad, Campbell, Schmidtsdrif	Philipstown, Petrusville, Vanderkloof	Hanover, De Aar, Britstown	Hopetown, Strydenburg, Orania	
	Air Quality Management										
7	Air Quality Index		Acceptable throughout the district (National Framework for Air Quality Management, 2017)								
	State of Air Quality in the Municipality		• N1, N8, N10 and N12 national roads traverse the PKSDM, potential for vehicle emissions. • Nama-Karoo is semi-arid may be prone to dust generation when disturbed and during windy days. • Burning of illegal dumps, landfill sites, and farms may cause temporary and localised air pollution in all towns								
	Designate a Municipal Air Quality Officer (AQO) from its administration		No	No	No	No	No	No	No	No	Yes
	Develop an Air Quality Management Plan (AQMP) and include it in the IDP		No	No	No	No	No	No	No	No	Yes
	Prepare an annual progress and compliance report regarding the implementation of the AQMP		No	No	No	No	No	No	No	No	Partial
	Enforce and ensure compliance with the requirements of the relevant NEMAQA regulations		No	No	No	No	No	No	No	No	Partial
	Establishment of Air Quality Stations		No	No	No	No	No	No	No	No	No
	Implement the atmospheric emission licensing (AEL) system.		Partial, the PKSDM and the NC-DAERL process applications jointly.								
	Perform the functions of the licensing authority as set out in Chapter 5 of the NEMAQA.		Partial, the PKSDM and the NC-DAERL conduct joint compliance and enforcement action and implement all air quality obligations jointly.								
	Air Quality Management related work budget	Allocated	Partial, the designated AQO uses the operational budget for AQMP related matters.								
		Available	Partial, the designated AQO uses the operational budget for AQMP related matters.								

No	Parameter		Siyathemba	Kareeberg	uMsobomvu	uBuntu	Siyancuma	Renosterberg	eMthanjeni	Thembelihle
	Local Municipality		Siyathemba	Kareeberg	uMsobomvu	uBuntu	Siyancuma	Renosterberg	eMthanjeni	Thembelihle
	Town		Prieska, Marydale, Niekerkshoop	Vanwysvlei, Carnarvon, Vosburg	Colesburg, Noupoort, Norvalspont	Victoria West, Richmond, Loxton	Douglas, Griekwastad, Campbell, Schmidtsdrif	Philipstown, Petrusville, Vanderkloof	Hanover, De Aar, Britstown	Hopetown, Strydenburg, Orania
	Biodiversity and Conservation									
8	*Sensitive ecosystem*		Critical Biodiversity Areas (CBAs) present within the PKSDM are: • CBA 1 (Significant patches along perennial and non-perennial water courses) • CBA 2 (Found in significant patches near the CBA 1) • Ecological Support Area [ESA] (Dominant in the mountainous areas as well as ridges)							
	Red data species		CBAs include sensitive habitats and threatened species that need to be protected so the CBA data is sufficient.							
	Protected areas		• Prieskakoppie Nature Reserve • Die Bos Nature Reserve	• Meerkat National Park • Dr Appie van Heerden Nature Reserve	• Doornkloof Provincial Nature Reserve	• Victoria West Nature Reserve • High Karoo Park Protected Environment	• Witsand Provincial Nature Reserve • Glen Lyon Nature Reserve • Klaarwater Nature Reserve • Mokala National Park	• Rolfontein Provincial Nature Reserve	• De Aar Nature Reserve • Karoo Garriep Nature Reserve • Hanover Aardvark Nature Reserve	
	Biodiversity Sector Plan/Bioregional Plan/Conservation plan		There are no bioregions within the PKSDM area hence there is no Bioregional Plan in place. The provisions in the SDFs and LUMS are deemed sufficient for biodiversity conservation.							
	Availability of Alien Invasive Species Eradication Plan?		No	No	No	No	No	No	No	No
	Alien clearing initiatives and projects implemented		No	No	No	No	No	No	No	No
	Protection and conservation of sensitive ecosystems	Wetlands	• Smaller Ephemeral wetlands seen during the rainfall season. • Wetlands are protected by environmental legislation such as NEMA EIA Listing notices and NWA Water Uses.							
		Rehab. of degraded areas	NONE							
	Availability of Open Space management plan?		Open Spaces are management as per the Spatial Planning Category guideline as seen in the municipal SDFs and Land Use Management Scheme (LUMS).							

No	Parameter		Status																								
	Local Municipality		Siyathemba			Kareeberg			uMsobomvu			uBuntu			Siyancuma				Renosterberg			eMthanjeni			Thembelihle		
	Town		Prieska	Marydale	Niekerkshoop	Vanwysvlei	Carnarvon	Vosburg	Colesburg	Noupoort	Norvalspont	Victoria West	Richmond	Loxton	Douglas	Griekwastad	Campbell	Schmidtsdrif	Philipstown	Petrusville	Vanderkloof	Hanover	De Aar	Britstown	Hopetown	Strydenburg	Orania
	Biodiversity related work budget	Allocated	NONE																								
		Available	NONE																								

No	Parameter	Status																									
	Local Municipality	Siyathemba			Kareeberg			uMsobomvu			uBuntu			Siyancuma				Renosterberg			eMthanjeni			Thembelihle			PKSDM
	Town	Prieska	Marydale	Niekerkshoop	Vanwysvlei	Carnarvon	Vosburg	Colesburg	Noupoort	Norvalspont	Victoria West	Richmond	Loxton	Douglas	Griekwastad	Campbell	Schmidtsdrif	Philipstown	Petrusville	Vanderkloof	Hanover	De Aar	Britstown	Hopetown	Strydenburg	Orania	
	By-Law per Function/Matter																										
	Air pollution control																										Yes
	Stormwater management systems in built-up areas																										Partial
	Water and sanitation services (potable water supply systems and domestic waste-water)																										Yes
	Sewage disposal systems																										
9	Refuse removal, refuse dumps and solid waste disposal management																										Yes
	Cleansing																										
	Control of public nuisances																										
	Public places																										Partial
	Invasive species control																										
	The implementation of the national biodiversity framework and bioregional plans (if applicable)																										
	Protection of listed ecosystems																										

No	Parameter		Status																								
	Local Municipality		Siyathemba			Kareeberg			uMsobomvu			uBuntu			Siyancuma				Renosterberg			eMthanjeni			Thembelihle		
	Town		Prieska	Marydale	Niekerkshoop	Vanwyksvlei	Carnarvon	Vosburg	Colesburg	Noupoort	Norvalspont	Victoria West	Richmond	Loxton	Douglas	Griekwastad	Campbell	Schmidtsdrif	Philipstown	Petrusville	Vanderkloof	Hanover	De Aar	Britstown	Hopetown	Strydenburg	Orania
	Climate and Climate Change																										
*	*Extracted directly from the Greenbook, 2016.*																										
#	*Derived from the data obtained from the Greenbook, 2016.*																										
	Temperature																										
	Annual average temperature [°C] (Baseline)		20	20	18	18	16	18	16	14	16	16	14	16	20	18	20	20	16	18	18	16	18	18	18	18	18
	Average temperatures per LM		19			17			15			15			20				17			17			18		
	Rank of the avg. temperatures per LM		2			4			7			7			1				4			4			3		
	Projected Temperature increases [°C] (2021-2050)	RCP 4.5	1.86°C - 3.09°C			1.80°C - 2.91°C			1,69°C - 2,64°C			1.85°C - 2.68°C			1.97°C - 3.19°C				1.74°C - 2.81°C			1.78°C - 2.89°C			1.81°C - 3.01°C		
		RCP 8.5	2.63°C - 3.47°C			2.53°C - 3.19°C			2,32°C - 3,04°C			2.43°C - 3.09°C			2.83°C - 3.57°C				2.50°C - 3.09°C			2.40°C - 3.20°C			2.65°C - 3.42°C		
10	Average projected Temperature increases [°C] (2021-2050)	RCP 4.5	2,48			2,36			2,17			2,27			2,58				2,28			2,34			2,41		
		RCP 8.5	3,05			2,86			2,68			2,76			3,20				2,80			2,80			3,04		
	Estimated Avg. annual Temperature increases [°C] (2021 - 2050)	RCP 4.5	20,0	20,0	18,0	18,0	16,0	18,0	16,0	14,0	16,0	16,0	14,0	16,0	20,0	18,0	20,0	20,0	16,0	18,0	18,0	16,0	18,0	18,0	18,0	18,0	18,0
		RCP 8.5	20,0	20,0	18,0	18,0	16,0	18,0	16,0	14,0	16,0	16,0	14,0	16,0	20,0	18,0	20,0	20,0	16,0	18,0	18,0	16,0	18,0	18,0	18,0	18,0	18,0
	Average temperatures per LM	RCP 4.5	19			17			15			15			20				17			17			18		
	Rank of the temperatures per LM		2			4			7			7			1				4			4			3		

No	Parameter		Status																								
	Local Municipality		Siyathemba			Kareeberg			uMsobomvu			uBuntu			Siyancuma				Renosterberg			eMthanjeni			Thembelihle		
	Town		Prieska	Marydale	Niekerkshoop	Vanwyksvlei	Carnarvon	Vosburg	Colesburg	Noupoort	Norvalspont	Victoria West	Richmond	Loxton	Douglas	Griekwastad	Campbell	Schmidtsdrif	Philipstown	Petrusville	Vanderkloof	Hanover	De Aar	Britstown	Hopetown	Strydenburg	Orania
	Average temperatures per LM	RCP 8.5	19			17			15			15			20				17			17			18,00		
	Rank of the temperatures per LM	RCP 8.5	2			4			7			7			1				4			4			3		
	Avg. no. of Very Hot days (Days)	RCP 4.5	30,5	36	26,9	28,7	16,1	19,7	9,4	4,4	9,6	14,9	9,5	12,8	38,3	20,7	25,8	31,7	8,1	12,4	13,2	10	13,4	16,2	27,8	21,2	16,9
		Rank	4	2	7	5	14	11	23	25	21	15	22	18	1	10	8	3	24	19	17	20	16	13	6	9	12

No	Parameter			Status																								
	Local Municipality			Siyathemba			Kareeberg			uMsobomvu			uBuntu			Siyancuma				Renosterberg			eMthanjeni			Thembelihle		
	Town			Prieska	Marydale	Niekerkshoop	Vanwyksvlei	Carnarvon	Vosburg	Colesburg	Noupoort	Norvalspont	Victoria West	Richmond	Loxton	Douglas	Griekwastad	Campbell	Schmidtsdrif	Philipstown	Petrusville	Vanderkloof	Hanover	De Aar	Britstown	Hopetown	Strydenburg	Orania
	Climate and Climate Change																											
*	*Extracted directly from the Greenbook, 2016.*																											
#	*Derived from the data obtained from the Greenbook, 2016.*																											
	Rainfall																											
11	Annual average rainfall [mm] (Baseline)*			668	513	711	*452*	*506*	*602*	*909*	*918*	*1145*	*601*	*728*	*499*	*920*	*781*	*803*	*903*	*755*	*924*	*992*	*902*	*845*	*753*	*901*	*807*	*930*
	Average rainfall per LM#			631			520			991			610			852				890			833			879		
	Rank of the avg. rainfall per LM#			6			8			1			7			4				2			5			3		
	Projected Rainfall fluctuations [mm] (2021-2050)*	RCP 4.5	Min	-28,46			-61,49			-18,74			-51,65			-32,20				5,68			-30,38			2,84		
			Max	110,36			138,30			40,16			79,86			109,40				28,30			138,71			138,70		
		RCP 8.5	Min	-15,07			-34,41			-33,81			-77,51			-25,38				12,26			-41,85			-17,41		
			Max	127,79			142,25			156,56			172,88			83,9				40,68			154,36			139,64		
	Projected Rainfall [mm] (2021-2050)#	RCP 4.5	Min	639	484	683	390	445	541	890	899	1127	550	677	448	888	749	771	871	761	929	997	871	814	723	904	809	933
			Max	778	623	822	590	645	741	1065	1075	1302	681	808	579	1004	865	887	987	784	952	1020	1040	984	892	1040	945	1069
		RCP 8.5	Min	653	668	668	417	472	568	875	884	1112	524	651	422	895	756	778	878	768	936	1004	860	803	711	884	789	913
			Max	796	668	668	594	649	745	1065	1075	1302	774	901	672	1004	865	887	987	796	964	1032	1056	999	908	1041	946	1070
	Average projected rainfall per LM#	RCP 4.5	Min	602			459			972			558			820				896			803			882		
			Max	741			658			1 147			689			936				919			972			1 018		
			Fluctuation	139			200			175			132			116				23			169			136		
		RCP 8.5	Min	663			486			957			532			826				902			791			862		
			Max	710			662			1 147			782			936				931			988			1 019		
			Fluctuation	48			177			190			250			109				28			196			157		
	Avg. no. of Extreme rainfall days	RCP 4.5		1,5	0,5	0,7	-0,1	-0,5	1,1	0,6	1,2	1,8	-0,1	0,0	0,1	0,5	0,0	-0,5	0,3	-0,2	0,6	0,2	0,4	1,4	-0,9	0,4	1,0	1,1
		RCP 8.5		0,8	1,0	0,7	1,6	0,4	1,0	0,8	0,6	3,1	1,1	0,4	1,5	-1,6	-0,1	-0,6	-0,2	2,3	-0,3	0,0	-0,4	0,0	-0,4	0,2	1,5	0,6
	CC Response Plans/Strategies			*THE CLIMATE ACTION PLAN IS UNDER DEVELOPMENT*																								
	Does the DMP include CC Response?			*YES*																								
	Are there CC Response related initiatives and projects?			*YES*																								
	Is CC mainstreamed into municipal strategic plans	LED Strategy		*PARTIALLY: There are some environmental projects on LED strategy though not done systematically*																								
		Municipal Infrastructure Plan		*PARTIALLY: The are environmental project though not done systematically*																								
		WC/DM		*NOT APPLICABLE*																								
	CC related work budget	Allocated		*PARTIALLY*																								
		Available		*PARTIALLY*																								

No	Parameter		Status									
	Local Municipality		Siyathemba	Kareeberg	uMsobomvu	uBuntu	Siyancuma	Renosterberg	eMthanjeni	Thembelihle	PKSDM	
	Waste Management										PKSDM Total	
	Type of waste produced per LM (Low, Middle and High Income areas)											
	Waste Management	**Type of waste**	**Mass (kg)**								**Total**	**%**
	(Extracted from waste characterisation results obtained during the municipal IWMP development in 2013)	Paper	6,9	7,1	27,2	5,5	13,8	7,0	2,7	7,6	78	15%
		Plastics	10,4	10,2	14,8	19,3	19,0	10,6	17,1	12,8	114	22%
		Glass	8,2	8,2	3,6	5,8	10,1	7,8	4,4	6,0	54	10%
		Card Boxes	4,6	5,2	7,9	13,0	3,9	2,4	7,6	3,8	48	9%
		Metal (tins)	4,4	4,4	2,5	4,2	1,9	6,1	2,2	1,3	27	5%
		Green Waste	1,0	0,9	15,5	4,1	0,0	0,7	4,7	0,0	27	5%
		Non-recyclables	10,5	11,3	9,2	36,8	34,0	15,0	42,9	13,5	173	33%
		Total	**46**	**47**	**81**	**89**	**83**	**50**	**82**	**45**	**522**	**100%**
	Households serviced (StatsSA 2022 Census)											
	Removed by local authority at least once a week		78,2%	83,2%	87,3%	79,2%	69,1%	68,4%	92,1%	49,7%		
	Removed by local authority less often		3,6%	0,3%	3,1%	1,2%	0,5%	4,9%	0,9%	1,1%		
	Communal refuse dump		0,3%	0,6%	0,6%	2,0%	0,4%	0,2%	0,3%	6,9%		
	Communal container/central collection point		2,3%	3,5%	3,8%	1,7%	9,8%	1,7%	2,4%	2,6%		
	Own refuse dump		9,6%	6,6%	3,2%	11,6%	16,8%	14,0%	3,9%	18,0%		
	No Rubbish Disposal		6,0%	5,5%	1,7%	2,0%	3,0%	10,4%	0,2%	21,0%		
	Other		0,1%	0,3%	0,3%	2,3%	0,4%	0,4%	0,2%	0,7%		
	Total		**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**		
	Designation of Waste Management Officer (WMO)		No	No	No	No	No	No	No	No		
	Availability of waste management related fleet											
	Transport collecting waste from settlements to Landfill?		*NOTE APPLICABLE*									
12	*Machinery for compacting waste at the landfill site?*		*NOT APPLICABLE*									
	Machinery for opening cells and digging/loading cover soil?		*NOT APPLICABLE*									
	Machinery to transport the cover material to the cells?		*NOT APPLICABLE*									
	Integrated Waste Management Plan (IWMP)											
	Is the IWMP available		*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*		
	Is the IWMP up-to-date?		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Adopted by municipal council		*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*		
	IWMP submitted to the MEC for endorsement		*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*	*Not clear*		
	Availability and status of other waste facilities											
	Drop-off		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Transfer station		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Buy-back centres											
	Storage		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Availability and status of alternative waste disposal initiatives											
	Separation at source		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Recycling											
	Composting		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Waste to energy		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Does the municipality report waste disposal quantities on SAWIS?		*No*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		
	Waste management related work budget	Allocated	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	
		Available	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	*Partial*	
	Is there proper access control at landfill sites?		*Partial*	*No*	*No*	*No*	*No*	*No*	*No*	*No*		

	Designation of Waste Management Officer (WMO)	
	Has a WMO been designated as per s10(3) of NEMWA, 2008 (Act 59 of 2008)?	*Yes, a WMO has been designated by the PKSDM.*

No	Parameter		Status								
	Local Municipality		Siyathemba	Kareeberg	uMsobomvu	uBuntu	Siyancuma	Renosterberg	eMthanjeni	Thembelihle	PKSDM
	WMO made aware of his/her responsibilities as per s10(5) of NEMWA, 2008 (Act 59 of 2008)?										
	WMO capacitated by the National & Provincial depts. on relevant Waste Management matters?										
	Integrated Waste Management Plan (IWMP)										
	Is the IWMP available		*Yes, The PKSDM does have its own IWMP.*								
	Is the IWMP up-to-date?		*No, The PKSDM IWMP is outdated.*								
	Adopted by municipal council		*It is not clear whether the PKSDM IWMP was adopted by the municipal council.*								
	IWMP submitted to the MEC for endorsement		*It is not clear whether the PKSDM IWMP was submitted to the MEC for endorsement.*								
	Waste management related work budget	Allocated	*YES*								
		Available	*YES*								
	Has the PKSDM determined the Waste Disposal Strategy for its jurisdiction?		*• An IWMP will have to be reviewed to ascertain the presence of this matter. • A Waste Disposal Strategy will also help pursue the implementation of effective disposal methods.*								
	Does the PKSDM regulate waste disposal within its jurisdiction		*• The EHPs conduct inspections at Landfill Sites and give feedback to the MMs should any non-compliances be identified. • The implementation of the orders issued by the EHPs is currently not tracked. • It is not clear whether the inspection checklists used by the EHPs are aligned to the NEMWA requirements.*								
	Does the PKSDM provide technical support and planning assistance to the LMs?										

	Environmental Governance and Cross Cutting Issues		
13	**Are municipal projects screened for EIA applicability?**		THE PROCESS IS IN PLACE TO DETECT SUCH PROJECTS
	Municipal comments on EIAs as an Interested and Affected Party?		YES
	Environmental Outlook		Partial. An environmental profile has been developed for the district. It contains some information on the state of the environment within the PKSDM.
	Environmental Management Framework (EMF)/ Strategic Environmental Assessment (SEA)		The municipality uses the SDF and LUMS as its guide on how to manage the environment and developmental pressures.
	Status of Environmental Education and awareness activities		*The DFFE:LGS; NC-DAERL:Awareness; PKSDM:MEH officials provide environmental awareness support to LMs within the district. The following matters are addressed during these awareness activities - Eco-schools programme, Environmental Education and Awareness in communities, Environmental Health Awareness etc.*
	Does the organizational structure reflect environmental functions?		
	Air Quality Management (including designated AQO)		*There is no AQM post in the municipal organisational structure.*
	Biodiversity and Conservation		*There is no B&C post in the municipal organisational structure.*
	Climate Change		*There is no CC post in the municipal organisational structure.*
	Waste Management (including designated WMO)		*A WMO has been designated but there is no waste management post in the organogram.*
	Integrated Environmental Management		*There is no IEM post in the municipal organisational structure.*
	Environmental Awareness and Communication (EA&C)		*There is no EA&C post in the municipal organisational structure. All EA&C activities are conducted by the PKSDM EHP officials as well as supporting provincial and national departments.*
	Budget for staffing of Enviro. Unit, EA&C, and EIA	Allocated	*NO*
		Available	*NO*

2.5. ECONOMIC ANALYSIS

2.5.1. Current profile of the district economy

With a GDP of R 22.3 billion in 2023 (up from R 11.1 billion in 2013), the PKSDM contributed 14.72% to the Northern Cape Province GDP of R 152 billion in 2023 increasing in the share of the Northern Cape from 13.38% in 2013. The PKSDM contributes 0.32% to the GDP of South Africa which had a total GDP of 6.97 trillion in 2023 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2013 when it contributed 0.29% to South Africa, but it is lower than the peak of 0.32% in 2022.

In 2023, the Pixley ka Seme District Municipality achieved an annual growth rate of 2.67% which is a significantly higher GDP growth than the Northern Cape Province's 0.69%, and is higher than that of South Africa, where the 2023 GDP growth rate was 1.91%. Similar to the short-term growth rate of 2023, the longer-term average growth rate for Pixley ka Seme (1.97%) is also significantly higher than that of South Africa (0.73%). The economic growth in Pixley ka Seme peaked in 2021 at 6.80%.

The Pixley ka Seme District Municipality had a total GDP of R 22.3 billion and in terms of total contribution towards Northern Cape Province the Pixley ka Seme District Municipality ranked third relative to all the regional economies to total Northern Cape Province GDP. Pixley ka Seme increased in importance from ranking fourth in 2013 to third in 2023. In terms of its share, it was in 2023 (14.7%) significantly larger compared to what it was in 2013 (13.4%). For the period 2013 to 2023, the average annual growth rate of 2.0% of Pixley ka Seme was the highest relative to its peers in terms of growth in constant 2010 prices.

Umsobomvu had the highest average annual economic growth, averaging 4.25% between 2013 and 2023, when compared to the rest of the regions within the Pixley ka Seme District Municipality. The Renosterberg Local Municipality had the second highest average annual growth rate of 2.83%. Thembelihle Local Municipality had the lowest average annual growth rate of 0.36% between 2013 and 2023.The greatest contributor to the Pixley ka Seme District Municipality economy is the Emthanjeni Local Municipality with a share of 27.94% or R 6.24 billion, increasing from R 2.97 billion in 2013. The economy with the lowest contribution is the Kareeberg Local Municipality with R 1.21 billion growing from R 685 million in 2013.
It is expected that Pixley ka Seme District Municipality will grow at an average annual rate of 2.12% from 2023 to 2028. The average annual growth rate of Northern Cape Province and South Africa is expected to grow at 1.56% and 1.80% respectively. In 2028, Pixley ka Seme's forecasted GDP will be an estimated R 17.1 billion (constant 2010 prices) or 16.1% of the total GDP of Northern Cape Province. The ranking in terms of size of the Pixley ka Seme District Municipality will remain the same between 2023 and 2028, with a contribution to the Northern Cape Province GDP of 16.1% in 2028 compared to the 15.6% in 2023. At a 2.12% average annual GDP growth rate between 2023 and 2028,

Pixley ka Seme ranked the second compared to the other regional economies.

When looking at the regions within the Pixley ka Seme District Municipality it is expected that from 2023 to 2028 the Umsobomvu Local Municipality will achieve the highest average annual growth rate of 3.87%. The region that is expected to achieve the second highest average annual growth rate is that of Emthanjeni Local Municipality, averaging 2.65% between 2023 and 2028. On the other hand, the region that performed the poorest relative to the other regions within Pixley ka Seme District Municipality was the Kareeberg Local Municipality with an average annual growth rate of 0.66%.

2.5.1. Key drivers and the main economic sectors

The Pixley ka Seme District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy. Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors. The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Pixley ka Seme District Municipality.

Table 17 PKSDM Cross Value added (GVA) by broad economic sector

Sector	Pixley ka Seme	Northern Cape	National Total	Pixley ka Seme as % of province	Pixley ka Seme as % of national
Agriculture	3	10.6	176.1	*28.30%*	*1.70%*
Mining	0.3	27.9	440.8	*1.10%*	*0.07%*
Manufacturing	0.7	5.6	900.6	*12.20%*	*0.08%*
Electricity	1.1	4.9	216.2	*22.20%*	*0.50%*
Construction	0.4	2.4	155	*16.90%*	*0.26%*
Trade	2.3	15.9	877.4	*14.70%*	*0.27%*
Transport	2.2	11.8	487.2	*18.90%*	*0.46%*
Finance	2.7	19.9	1,462.00	*13.60%*	*0.19%*
Community services	7.3	38.6	1,563.10	*18.80%*	*0.46%*
Total Industries	**20**	**137.6**	**6,278.40**	***14.60%***	***0.32%***

In 2023, the community services sector is the largest within Pixley ka Seme District Municipality accounting for R 7.26 billion or 36.3% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Pixley ka Seme District Municipality is the agriculture sector at 14.9%, followed by the finance sector with 13.5%. The sector that contributes the least to the economy of Pixley ka Seme District Municipality is the mining sector with a contribution of R 312 million or 1.56% of the total GVA.

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the district municipality, the Emthanjeni Local Municipality made the largest contribution to the community services sector at 31.24% of the district municipality. As a whole, the Emthanjeni Local Municipality contributed R 5.6 billion or 27.95% to the GVA of the Pixley ka Seme District Municipality, making it the largest contributor to the overall GVA of the Pixley ka Seme District Municipality.

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

Table 18. Working age population in PKSDM, Northern Cape and South Africa. 2013 and 2023

	Pixley ka Seme		Northern Cape		National Total	
	2013	**2023**	**2013**	**2023**	**2013**	**2023**
15-19	18,000	17,900	109,000	116,000	4,870,000	5,300,000
20-24	17,500	16,500	110,000	104,000	5,390,000	4,590,000
25-29	17,100	18,000	108,000	110,000	5,370,000	5,060,000
30-34	14,200	16,700	90,900	110,000	4,400,000	5,590,000
35-39	11,800	15,900	74,200	108,000	3,550,000	5,380,000
40-44	11,100	14,800	64,900	90,000	3,030,000	4,260,000
45-49	10,400	11,900	59,200	72,200	2,630,000	3,330,000
50-54	9,340	10,400	53,300	61,900	2,290,000	2,800,000
55-59	8,430	10,200	46,000	55,300	1,910,000	2,380,000
60-64	6,990	9,040	37,300	48,600	1,530,000	2,020,000
Total	**125,000**	**141,000**	**752,000**	**876,000**	**35,000,000**	**40,700,000**

The working age population in Pixley ka Seme in 2023 was 141 000, increasing at an average annual rate of 1.24% since 2013. For the same period the working age population for Northern Cape Province increased at 1.53% annually, while that of South Africa increased at 1.53% annually.

The graph below combines all the facets of the labour force in the Pixley ka Seme District Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

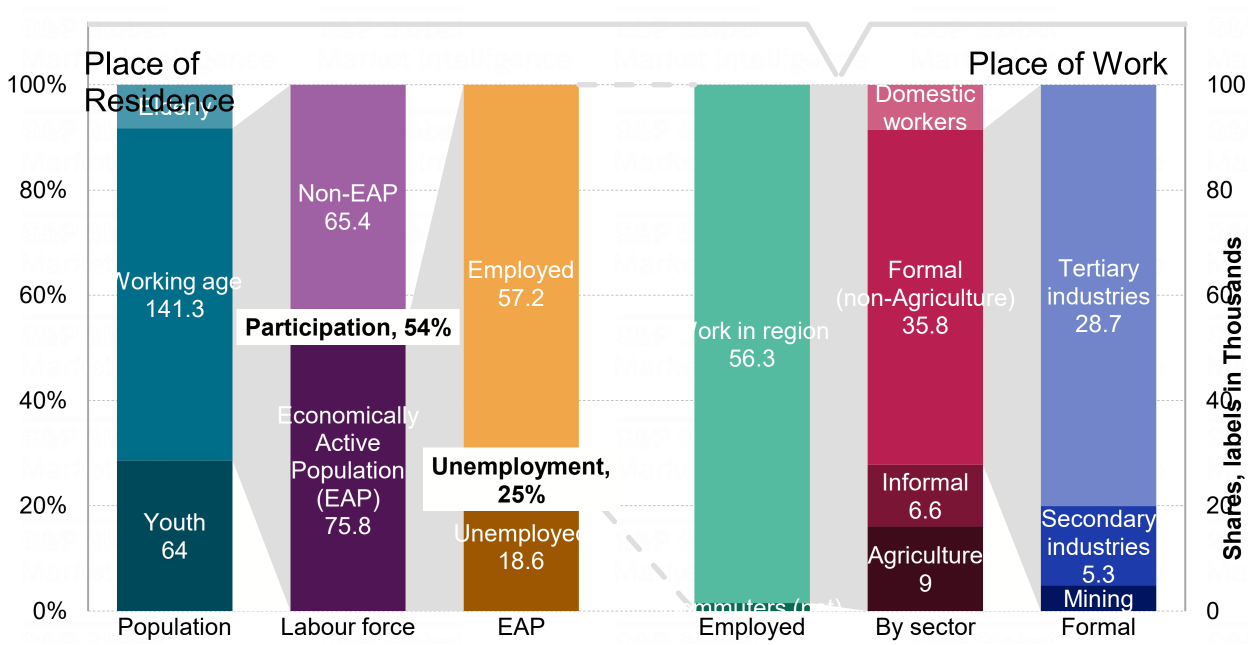


Figure 9. Labour Glimpse- PKSDM, 2023.

Reading the chart from the left-most bar, breaking down the total population of the Pixley ka Seme District Municipality (224 000) into working age and non-working age, the number of people that are of working age is about 141 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 53.7% are participating in the labour force, meaning 75 800 residents of the district municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the district municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 65 500 people. Out of the economically active population, there are 18 600 that are unemployed, or when expressed as a percentage, an unemployment rate of 24.6%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Pixley ka Seme, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 28 700 jobs. When including the informal, agricultural and domestic workers, we have a total number of 56 300 jobs in the area. Formal jobs make up 63.7% of all jobs in the Pixley ka Seme District Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that work outside of the district municipality

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a denser concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators. Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

Table 19. Total Employment-PKSDM, Northern Cape and South Africa - 2013 and 2023

	Pixley ka Seme	Northern Cape	National Total
2013	46,900	297,000	14,400,000
2014	48,500	308,000	15,000,000
2015	48,300	312,000	15,500,000
2016	49,100	313,000	15,800,000
2017	49,400	318,000	16,000,000
2018	51,000	326,000	16,200,000
2019	51,900	331,000	16,200,000
2020	50,200	317,000	15,400,000
2021	49,400	307,000	14,800,000
2022	52,600	324,000	15,300,000
2023	56,300	347,000	16,300,000
Average Annual growth			
2013-2023	***1.84%***	***1.55%***	***1.19%***

In 2023, Pixley ka Seme employed 56 300 people which is 16.25% of the total employment in Northern Cape Province (347 000), 0.35% of total employment in South Africa (16.3 million). Employment within Pixley ka Seme increased annually at an average rate of 1.84% from 2013 to 2023. The Pixley ka Seme District Municipality average annual employment growth rate of 1.84% exceeds the average annual labour force growth rate of 1.00% resulting in unemployment decreasing from 30.89% in 2013 to 24.57% in 2023 in the district municipality.

Table 20. Total employment per broad economic sector- PKSDM and the rest of Northern Cape

	Pixley ka Seme	Namakwa	ZF Mgcawu	Frances Baard	John Taolo Gaetsewe	Total Northern Cape
Agriculture	9,060	5,210	20,700	4,650	4,510	44,151
Mining	1,750	4,790	15,100	8,150	14,900	44,716
Manufacturing	1,640	1,520	3,590	5,190	1,480	13,411
Electricity	150	175	164	554	84	1,127
Construction	5,430	3,090	5,110	6,270	1,960	21,857
Trade	8,880	5,890	11,200	20,800	5,230	52,053
Transport	1,620	1,360	2,820	4,300	972	11,066
Finance	5,380	3,100	6,480	15,500	2,590	33,061
Community services	17,600	9,840	21,200	42,900	8,640	100,203
Households	4,800	2,470	6,420	7,500	3,780	24,964
Total	**56,300**	**37,400**	**92,800**	**116,000**	**44,100**	**346,610**

Pixley ka Seme District Municipality employs a total number of 56 300 people within its district municipality. The district municipality that employs the highest number of people relative to the other regions within Northern Cape Province is Frances Baard district municipality with a total number of 116 000. The district municipality that employs the lowest number of people relative to the other regions within Northern Cape Province is Namakwa district municipality with a total number of 37 400 employed people.

In Pixley ka Seme District Municipality the economic sectors that recorded the largest number of employments in 2023 were the community services sector with a total of 17 600 employed people or 31.3% of total employment in the district municipality. The agriculture sector with a total of 9 060 (16.1%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 150 (0.3%) is the sector that employs the least number of people in Pixley ka Seme District Municipality, followed by the transport sector with 1 620 (2.9%) people employed.

2.5.3. Formal and informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Pixley ka Seme District Municipality counted 49 700 in 2023, which is about 88.26% of total employment, while the number of people employed in the informal sector counted 6 610 or 11.74% of the total employment. Informal employment in Pixley ka Seme increased from 5 890 in 2013 to an estimated 6 610 in 2023.

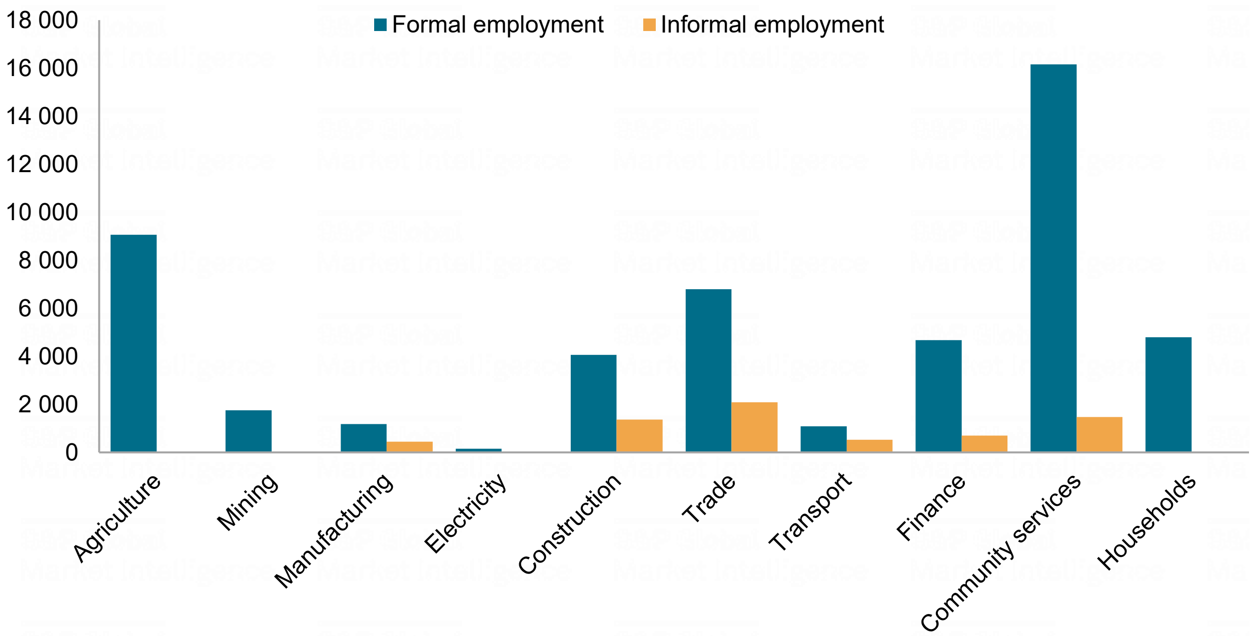


Figure 10. Formal and informal employment by broad economic sector- PKSDM 2023

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the agriculture sector is typically counted under a separate heading.

In 2023 the Trade sector recorded the highest number of informally employed, with a total of 2 090 employees or 31.54% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 450 and only contributes 6.80% to total informal employment.

Table 21. Formal and informal employment by broad economic sector- PKSDM 2023

	Formal employment	Informal employment
Agriculture	9,060	N/A
Mining	1,750	N/A
Manufacturing	1,190	450
Electricity	150	N/A
Construction	4,060	1,370
Trade	6,790	2,090
Transport	1,090	528
Finance	4,680	699
Community services	16,200	1,480
Households	4,800	N/A

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

2.5.4. Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment;
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

In 2023, there were a total number of 18 600 people unemployed in Pixley ka Seme, which is a decrease of -2 580 from 21 200 in 2013. The total number of unemployed people within Pixley ka Seme constitutes 15.96% of the total number of unemployed people in Northern Cape Province. The Pixley ka Seme District Municipality experienced an average annual decrease of -1.29% in the number of unemployed people, which is better than that of the Northern Cape Province which had an average annual decrease in unemployment of -0.40%.

In 2023, the unemployment rate in Pixley ka Seme District Municipality (based on the official definition of unemployment) was 24.57%, which is a decrease of -6.32 percentage points. The unemployment rate in Pixley ka Seme District Municipality is lower than that of Northern Cape. The unemployment rate for South Africa was 32.64% in 2023, which is a increase of -7.49 percentage points from 25.15% in 2013.

When comparing unemployment rates among regions within Pixley ka Seme District Municipality, Thembelihle Local Municipality has indicated the highest unemployment rate of 32.9%, which has decreased from 33.2% in 2013. It can be seen that the Umsobomvu Local Municipality had the lowest unemployment rate of 18.2% in 2023, which decreased from 34.4% in 2013.

2.5.5. Economic opportunities and potential

Pixley ka Seme District Municipality reviewed its Local Economic Development Strategy in 2018/19 and during the process a SOAR (Strengths, Opportunities, Aspiration and Results) analysis were done in each of the municipalities in the district. The following reflect the outcome thereof:

Thembelihle Municipality

Strength	Opportunity
− Strong Agricultural sector − Financial services available − Religious community − Education facilities − Irrigation line − Strong tourism sector – guesthouses, B&B's, Lodges. − Low crime rate in the area − The Orange River − Lamb/ Mutton production unique to the area − N12 national roads passing through the town municipal area − Water availability through Orange River is Unique and rich history and other historical venues	− Restaurants − Truck stop − Agro processing opportunities − Leisure Resort near the river − Water sport and sports for tourism attraction − Holiday resort − River bank improvement and boat riding opportunities − Retail grocery and clothing store opportunities as the community still needs to travel to Kimberley/ Douglas do buy ins − Opportunities for manufacturing factories to package agricultural products
Aspirations	**Results**
− Improve road infrastructure − A resort in the area − Accessible land for business opportunities. − Improving the retail sector − Improvement of the electricity infrastructure − Improvement of the municipal administration − Improvement of the water infrastructure − Holiday destination aspirations with the Orange River passing through the municipality − Large retail grocery and clothing stores	− A truck stop centre with linkage to the N1 − Warehouse and distribution centre. − A thriving tourism sectors − A thriving agricultural sector with beneficiation of goods such as processing, packaging and distribution − Enterprise Development – Municipality can restrict the monopolisation of the retail sector by foreign nationals

Renosterberg Local Municipality

Strengths	Opportunities
− Natural spaces	− Tourism opportunities – Guesthouses, tourist

− **The Vanderkloof Dam is a national asset** − **Holiday Resort** − **Camping facilities** − **Agriculture** − **Land vegetation**	guides. − Eco Tourism opportunities − Recycling opportunities − Solar energy opportunity − Fishing and aquaculture opportunities − Brickmaking − Sheep breeding − Bee breeding − Honey production − Bakery

	− Restaurants − Township Tourism at Keurtjieskloof − Recycling system (leverage off dumping sites that poses a health risk and vegetation risk) − Life guard training − Tour Operators and opportunity for a Tourism − Nature reserve − Wind Farms and Solar Energy including Solar energy for households − Fishing – supply major retailers with fish − Revive brick manufacturing in Petrusville − Poultry farming − Small scale vegetable farming − Water sports and leisure
Aspirations	**Results**
− Revitalisation of the Vanderkloof swimming pool (lack of recreational facilities that assist with social ills such as drug and alcohol abuse) − Revitalised Vanderkloof Dam Resort and Caravan Park. − Relaxed DENC regulations for fishing and aquaculture (Inland fishing). − Solar energy for household consumption − Training opportunities for solar installation. − An improved political environment − Improved response time for municipal queries. − Availability of municipal land for business opportunities. − Improved municipal infrastructure – Roads and electricity − Have Tourism help desk − Hydro energy & solar energy as an alternative that can be directly sold directly to the community − Expand on fishing areas to be opened for local fishermen − Turn Vanderkloof into a World class swimming facility proving training facility for swim lessons for the region − World class nature reserve − Training for kids on nature conservation and environmental affairs − To have the best lifeguards	− Olympic standard swimming pool − Vanderkloof as holiday destination with a beautiful resort and caravan park − Community discussion forums − Conducive fishing environment (inland fishing) − A sound political environment − Accessible transport services **Fishing Production & Packaging project:** − Assistance of black fisherman by DENC. − Readymade pickle fish packaging and selling was recommended − Irrigation and bee farming are prospective in the area − Truck stop and fast-food options for trucks coming from mines (Kuruman & Kathu) as they are going through the municipal area to PE)

Umsobomvu Local Municipality

Colesberg

Strengths	Opportunities
− Road's access – National routes – N1 and N9 passing through − Central location − Land availability − Qualified artisans available in the area.	− Leisure resort facility along the N1 − Fun Park − Construction opportunities for local labour force − Learning institutions -TVET, colleges

− Tourism Route **− Well build theatre for arts**	− Preferential procurement opportunities for the locals − Truck Hub facility – Distribution centre − Warehousing − Industries for manufacturing − Business centre /Hub − Agricultural opportunities- Chicken farming, cattle, crop. − Agro processing − Feedlot − Waste management − Skills development − Cleaning and greening opportunities − Retail opportunities − Arts centres − Tourism opportunities e.g. Colesberg annual festival to boost tourism − Festivals and linkage to Free State, EC and WC − Guesthouses − Medical services − Sports facilities − Conference centre − Land alongside the N1 to be created to a recreational facility − Hospitality institution for locals and to attract tourists − Old government buildings underutilized − Sheep farming − Poultry farming
Aspirations	**Results**
− Controlled foreign nationals due to influx **− Job opportunities** **− Preferential procurement for contract work such as construction.** **− Ensure availability of land for agricultural opportunities.** **− Improved infrastructure maintenance by the municipality such as the public swimming pool.** **− Improved municipal involvement in LED roles** **− Support for black tourism businesses** **− Lack of infrastructure and land development restricts this growth** **− One township guesthouse currently and really struggling for space as guests cannot even have parking space and this undermines the vision of the business** **− Access to land is a challenge with volumes of 30 farmers able to be allocated a 1500 hector farm that leads to overgrazing and malnutrition livestock** **− Satellite campus for Sol Plaatje University** **− Partnerships with SMMEs** **− Colesberg annual festival** **− Communal swimming pool**	− Land availability − Efficient zoning applications − Effective by law enforcement − Functional forums with Trusts of Enterprise development and SED funding − Warehouse investment on different products like vehicle manufacturers, alcohol companies etc. as the town are in the centre of the country − Roadside tourism development since the town has two tourism routes passing the town − The local black farmers ask for more land allocation and training assistance with turning farming into a business for them too

Noupoort

Strengths	Opportunities
− Wind farms − Agriculture sector − Railway line − Artisanal skills pool − N9 route linking to the EC − Railway historical town − Massive railway infrastructure that is currently under-utilised − Skilled and qualified artisans e.g. plumbers, brick makers, engineers, boilermakers and welders	− Deport harbour − Retail sector − Funding opportunities through ED and SED − Manufacturing – Brickmaking − Preferential opportunities − Local beneficiation − Agriculture – Potential for agro-processing − Abattoir − Construction opportunities − Skills development centre − Business centre/hub − Road infrastructure improvement − Pig farming − SMME and cooperative support − Tourism sector − Fuel stop station − Truck stop − Railway development with Transnet allowing more trains to pass there through various transportation projects Industrialization
Aspirations	**Results**
− Access to funding opportunities − Access to land − Efficient zoning application approval − Functional forums of wind farms − Efficient municipal services − Preferential procurement opportunities for the community − Access to information – funding opportunities − Railway line to be upgraded and more goods to be moved to PE past Noupoort rail line to create more jobs − Noupoort to be properly researched for development opportunities − To have a business centre for SMMEs and Cooperatives to have access to facilities, internet etc. − Internal road infrastructure to be fixed − Need for housing and other services − Potential for bio-diesel storage facility	− Revived railway line − Truck stop and fuel station − Fair access to opportunities − Skills development workshop/ centre as there are many people who craft with their hands but don't have formal training like artisans, boiler makers etc. − Brick manufacturing projects with their different soil layers for emerging black people.

Ubuntu Local Municipality

Strengths	Opportunities
− The municipality has a lot of unoccupied land space − The location of the municipal area is of advantage to development − The key contributing sectors to the municipal area is agriculture and tourism	− Renewable energy due to the land space. − Establishment of an international flying school for certain flight pilots − Agro-processing is another opportunity the residents feel must be explored − Manufacturing or producing farm consumable products
Aspirations	**Results**

– Better municipal governance to bring better opportunities to the people through agriculture and tourism. **– The citizens believe land, water, electricity, infrastructure human capital and strategic/ political will and buy in can advance the municipal area very much and this is what they would like to see in the years to come**	– Renewable energy due to the land space – Logistics opportunity as they have facilities for air travel, rail and road

Kareeberg Local Municipality - Carnarvon/Vosburg

Strengths	Opportunities
– Presence of SKA **– Karoo and its quietness make it unique** **– Agricultural economy (sheep farming)** **– Red meat** **– Koorbeel Huis & Museum for tourism development** **– Road linkage to West coast Drive Through Carnarvon**	– Training academy that focuses on sciences, Wool processing plant, and recycling – Funding and skills training for the development of small businesses, – Stone crusher to make bricks – Build airstrip, – Tourist/Information centre for tourists – Development of a river in town for water supply
Aspirations	**Results**
– Water/drought crisis to be sorted **– Improved infrastructure** **– Unoccupied land used for development, and information dissemination for the community** **Established heritage site for the town's** **– History preservation project** **– Housing development projects** **– The development of a science focused recreational facility with the aim to promote science and technology amongst youth** **– The youth in the area to take advantage of SKA** **– Promote black business in hospitality industry** **– Business incubator for development opportunities. as the community is far from FDIs.** **– Internet access for the public is limited in the area** **– Agriculture parks.** **– Expand on SanParks projects.** **– Farms for fencing so that will create more jobs for the locals.**	– Establish academic/educational activities to improve standard of living – Entertainment activities will help decrease drug abuse in the community – Recycling initiative project will also create jobs locally – Municipality must identify areas that should be cleaned (EPWP). – The councillor should always be informed and also be transparent to the community

Siyathemba Local Municipality

Strengths	Opportunities
– Water resource: Vaal & Orange River **– River view tourist attraction** **– Game farming** **– GWK/OVK** **– Renewable energy (solar and wind)** **– Storage facilities grain/wheat etc.** **– Railway under utilised** **– Irrigation farming**	– Vaal river – Unemployment especially amongst youth – Substance abuse centre – Police forums – Housing developments – Recreational facilities and parks – Mining: Gemstone /Tiger eye – Copper mining

− Agriculture – agro processing **− Sheep farming** **− Game reserves** **− Small scale mining** **− Land for farming and starting food gardens** **− Hidden gemstones** **− Copper deposits**	− Expand irrigation farming − Youth entrepreneur businesses' − Manufacturing: Steelwork, plumbing and electrical − Renewable energy: Wind farms − Develop tourism support systems − Develop a cultural village − Establish heritage sites − Hospitality
Aspirations	**Results**
− Copper deposits **− Provide adequate cemetery capacity;** **− Ensure proper maintenance of cemeteries** **− Develop sport and cultural facilities** **− Improve the general condition and infrastructure of clinics and local hospital** **− Fight HIV/AIDS through partnerships** **− Improve access to voluntary HIV/AIDS testing and counselling.** **− Provide EMS Vehicle, and improve ambulance services** **− Encourage emerging farmers** **− Make land available for mining and develop support programmes for emerging miners** **− Assist communities with registering businesses** **− Partner with funding institutions to support entrepreneurs** **− Revive Tiger's Eye Mine** **− Align disaster management systems with those of the district municipality**	− Advancing Prieska as a city − Eradicate poverty and unemployment − Localisation and beneficiation

Siyancuma Local Municipality

Strengths	Opportunities
− Vaal and Orange River **− Confluence as a tourist attraction** **− Douglas holiday resort** **− Eskom** **− GWK** **− Renewable energy** **− Transport** **− Manufacturing** **− Wine cellar** **− Railway under utilised** **− Irrigation farming** **− Agriculture – agro processing** **− Sheep farming** **− Game reserves** **− Small scale mining** **− Retail (shopping centre)** **− Continuous economic growth and development** **− Strong business network that sees business people unite in development** **− Tourism destinations not yet developed for tourism**	− Huge opportunity to develop the retail sector as they continue to attract big companies with KFC being the latest to be coming to the town of Douglas − Douglas is an industrialist area − Opportunities for black industrialists − Local Investment Opportunities like black owned production factories in the biggest employing sector of Agriculture − Refurbishment of the existing recreational facility − Revitalisation of holiday resort: Die Oord and game reserve − Wine making farm for agri-tourism

Aspirations	Results
– Infrastructure that supports continuous growth of economy **– Local investment opportunities to arise for the locals** **– For the municipal area to be the agricultural capital of the district** **– See the town as the district capital with more opportunities than De Aar** **– Mining opportunities that have been spoken about come to life** **– Mining beneficiation to realise** **– Social infrastructure expansion to cater for the growing community.**	- Eco tourists' town - Municipality to ensure infrastructure is fixed to cater for the municipal community - Development of recreational facilities to curb alcohol and substance abuse

Emthanjeni Local Municipality

Strengths	Opportunities
– Strategic Spatial location and transport network along the N1 and N10, linking to major cities. **– The De Aar Railway line linkage to major cities** **– Farming value chain.** **– N1 as enabler for traders due to traffic passing through the area.** **– Abundant Human capital and labour in the area,** **– Committed Leadership – Administrative and politically,** **– 3rd ranking municipality in terms of audit outcome.** **– De Aar is the Service node for Emthanjeni.** **– De Aar History and Tourism destination due to the N12 and N1** **– Land availability and open wide spaces for development.** **– Hard Infrastructure available (Buildings, bulk services).** **– Recreational facilities available.** **– Tranquillity scenery of De Aar.** **– Vocational facility for artisans.** **– Municipal Cleanliness and maintenance of services.** **– Broadband Connectivity.** **– Natural Radiation for alternative energy.** **– Strategic location for renewable energy.**	– Value chain of transport – One stops shops and truck depot. – Repairs and service centre of trucks. – Business stalls for rental along the N1. – Wool production. – Small scale farming production units. – Packaging and processing of existing agri-produce. – Expansion and formalising Piggery farming – Prickly pear farming: For fruits food source and biomass. – Farming and Expansion – Poultry, Ostrich, cattle, sheep – Hydroponics- Crops – Meat processing (organic). – Identify and upgrade of heritage and tourism sites. – Charcoal manufacturing – Brick manufacturing: Formalise and ensure compliance to SABS standards – Steel works manufacturing i.e. For Transnet and SKA. – Upgrade of sports infrastructure and events infrastructure. – Construction and maintenance of roads. – Quarry for mining activities – Township development – Trade centre – Expand existing centre. – ICT – applications, web design, video conferencing – Tourism opportunity due to history, heritage sites and architectural sites. – Small Town Development – Hanover, Britstown. – Abattoir and transportation. – Local supplier development. – Airport establishment – seen as De Aar is located far from cities.

	− Operational space for SMME's. − To market the open space to attract investors − Trade centre − Vocational training − Film studio. − Youth development − Technical skilling for renewable energy trade − Auto bun- To attract automotive companies passing through the area. − Renewable energy value chain − Removal of non-operational panels for disposal. − Recycling non-operational panels. − Fixing of faulty panels. − Motor mechanics. − Tourism − To complement the geo spatial location of goods and cargo passing the area. − Ecological assets (Vanderkloof dam) − Infrastructure development − Retail outlets (clothing and textile)
Aspirations	**Results**
− SMME support service for enterprise development. **− Development of infrastructure to attract tourist such as guesthouses, retail outlets etc.** **− Cleaning and greening of town** **− Upgrade access routes and entries to town.** **− Productive use of available land.** **− Appointment of LED Officials in all three towns of Emthanjeni Municipal area.** **− Renewable energy technical centre with solar education.** **− Solar component manufacturer supplying the global market.** **− Link Railway line with renewable energy.** **− Create vehicle testing zones feeding to Port Elizabeth vehicle manufacturers.** **− World class Agricultural processing facility.** **− Exploration of energy efficiency solutions using natural radiation of Emthanjeni.** **− ICT as catalyst for development.** **− Test models for reduction of cost storage for energy.** **− Regional Shopping centre servicing Emthanjeni** **− Develop De Aar to become a mega city.** **− Industrial Park focusing on** **− Biotechnology,** **− ICT,** **− Agri-processing.** **− Air Field – Easy access to region.** **− Off the grid city**	− Upliftment of all strategic entry points to Hanover to attract tourists. − Signing boards to make tourists aware of Hanover. − Wildlife hunting. − Local procurement spending. − Land availability for development. − Small scale farmers: − Access to land. − Access to funding for infrastructure and livestock. − Access to water and agriculture support services. − Road maintenance. − SMME support. − Water infrastructure upgrade. − Good infrastructure for residential and business sites. − Land availability for infrastructure and business development. − Vertical building system to cater for industry development. − Town planning to create value chain linkages between the three towns. − Skills development. − Energy efficient city. − Off the grid city using renewable energy solutions. − Solar capital of the world. − Solar component manufacturer. − Mega city. − Tourist destination. − Transport hub and service centre. − Improved Municipal capacity. − Clear communication channels.

– **Emthanjeni to become first city to utilise renewable energy for own consumption (Electricity efficiency).** – **Capacity building** – **Skills training for municipal officials.** – **Training residents to build and renovate houses in the municipality.** – **Up-skill unemployed youth.** – **Training electrical engineers in TVET College.** – **Access to nutrition, education and housing** – **Maintaining existing infrastructure in order to use them to uplift and improve municipal competency, skills and the economy** – **Monitoring and evaluation plan.** – **Sustainable enterprises.** – **Sustainable community in terms of health and education.** – **Willingness to commit towards implementation of the Emthanjeni LED Strategy.** – **Resource centre** – **Central hub servicing the development around the area.** – **Municipality financial accountability.** – **Good road network.** – **Job creation through enterprise development** – **Collaboration with other investors to address infrastructure challenges in the province**	– Coordinated communication. – Identify suitable municipal contact person to respond to queries, point of engagement. – Partnership with the Municipality and a shared IPP Forum. – IPP forum established. – Improvement of synergies. – Shared vision with competitors – Outcomes (sustainable) based forum and not impact (compliance) based. This can be benchmark with IPP's Forum in the Eastern Cape, whose monitoring and evaluations have specific outcomes and timelines. – Participation in the Municipal IDP development process to ensure that planned initiatives are captured. – Decent housing for the community. – Intellectual Property and innovation. – Placement of bursary holders. – Manufacturing hubs.

Summary of Opportunities

Sector	Potential	Initiative	Competitive Advantage	Recommendations
Agriculture	• Agro processing • Fishing and aquaculture opportunities • Poultry farming • Small scale vegetable farming • Agricultural opportunities- Chicken farming, cattle, crop • Feedlot • Wine making	• Agro processing plant • Meat packing plant • Bee breeding initiative • Formalise and organise local fisherman – Link to major retailers • Establish young winemakers programme	Irrigation area, Water access - Two main rivers Two major dams on the border of district Land availability	Feasibility studies Fishing permits Training and educational programmes
Transport	• Expand transport sector • N1, N12, and N10 • Upgrade connection roads for better commuting. i.e. upgrade of gravel road between Petrusville & Colesberg for travel convenience and tourism attraction.	Logistics Hub De Aar Cargo Rail hub	Existing infrastructure e.g. railway Three national roads	Business plans

Mining	· Small scale mining · Local beneficiation · Quarry for mining activities	Exploration along Orange and Vaal Rivers	Existing mining activities in area	Mining exploration Feasibility studies Licencing/permitting
Renewable energy	· Expansion of Solar energy - Wind Farms and Solar Energy · Solar for households · Establishment of solar parks	Expansion of Solar energy Energy efficient town	Land availability Wind, Sun	Business plans
Tourism	· Water sport and sports for tourism attraction · Leisure Resort · Eco Tourism · Tour Operators · Nature reserve · Festivals · Wine making farm for agri-tourism · Township development	Boat riding Revive holiday resorts Develop tourist route	Water Existing resorts Existing tourist routes e.g. diamond route Rich history	Business plans/proposals to sector departments e.g. Tourism/Water Affairs etc. Implement township tourism strategy
Manufacturing	· Brickmaking · Charcoal · Steel works · Solar components	Brick making plant Linking brick owners to wholesale companies	Presence of SKA, Transnet and IPPs Further roll out of renewable energy projects	Feasibility studies

(Source: Adapted based on community consultation or questionnaire)

The enabling opportunities are in line with the National LED framework.

Opportunities in national LED policy framework

The National LED policy framework 2018-2028 therefore focuses on the following LED Policy Pillars/Thrusts:

Thrust 1: Agriculture and Agro- Processing		
Description	**Programme**	**Project**
Primary production farming and value addition farming.	Agri parks	Agri park
	Development and support of emerging farmers	Irrigation Schemes Sheep, goat and cattle farming Abattoir for meat processing Wool production. Small scale farming production units. Packaging and processing of existing produce. Poultry farming. Piggery farm Prickly pear farming (business plan developed by not supported by Government). Hydroponics- Crops Promote ostrich production and processing as secondary hub to Oudtshoorn. Expansion of small scale and artisanal farming through land ownership. Animal hides and processing of hides (Tannery).

	Packaging and processing vegetables.	Hydroponics farming
	Small scale farming	Communal farming. Artisanal farming.
	Research and Development	Agri – research centre
	Transformation and Empowerment	ED, SED and CSI projects

Thrust 2: Transport and logistics: Road, Rail and Air network

Description	Programme	Project
Goods and passenger transportation through road and railway infrastructure.	De Aar Cargo Rail hub	Cargo Storage and distribution centre
Goods and passenger transportation through road and railway infrastructure.	N1 and N12 Road maintenance	SME sub-contractor development through SANRAL programmes.
	N1 Hanover Off ramp	Off ramp for tourism facility at cost of developer within SANRAL limitations and regulations.
	De Aar assembly plant	De Aar Assembly plant feasibility study enabled through road and rail infrastructure that geographically locate in central SADC
	One Stop Depot: Hanover and Britstown	Fuel Station, Bed and Breakfast, truck maintenance centre and goods storage facility, arts and crafts and food vendors.
	Air Transport	Air Strip Pilot training Aviation Training

Thrust 3: Renewable energy

Description	Programme	Project
Renewable energy offered as an alternative to tradition electricity production. Driving efficiency	Renewable Energy Development	Solar Energy Wind Farms
	Public Private Partnership	Renewable Energy Forum
	Renewable Energy Development	SED and ED projects Preferential procurement

Thrust 4: Mining

Description	Programme	Project
Mining explorations and activities.	Socio Economic Development	- Maintain and update SLP projects annually on the IDP. - SLP projects aligned to development priorities of Pixley Ka Seme .eg. cost sharing for infrastructure development (water ,electricity ,roads etc.). - SED and ED projects - Preferential Procurement programme.
The exploration and development of small-scale mines and Industrial	Beneficiation from Small Scale Mining	Industrial Infrastructure Facilitation Revive existing mining facility

and Infrastructure Development		· Regulation of small-scale miners
	Public Private Partnership	Mining Forum
Thrust 5: Tourism		
Description	**Programme**	**Projects**
The activity of traveling to a place for pleasure: the business of providing hotels, restaurants, entertainment, etc., for people who are travelling.	Tourism Promotion and Marketing	· Leisure facilities upgrade and maintenance. · Vanderkloof Resort with Golf course development. · SKA Information centre · Olive Shriner House – De Aar · Gariep Dam promotion and Development. · Victoria West promotion as the cleanest town. · De Aar Historical sites and promotion as renewable energy capital · Richmond Book festival promotion. · SKA scientific office
	Tourism Development (Improving tourism attractions)	· Colesberg Heritage Routes and Struggle Routes · Victoria West Historical sites
	Tourism Development (Improving tourism attractions)	Accommodation Victoria West Airfield
	Tourism Development (Improving tourism attractions)	Diamond Tourism route
		Promote Business Tourism
		Tourism Attraction and promotion for N1, N12 and N10.
		Restoration and listing of heritage sites
		Railway Museum
		Establishment of hunting route and a springbok festival
		Steam Locomotive tourism
		Star parties Rowing sports tourism
		Development of N10 corridor linked to the national solar route
		Upgrading of Museum
		De Bos Nature Reserve development.
		Game Tourism Promotion of township accommodation through zoning of township business sites

Thrust 6: SMME Development		
Description	**Programme**	**Project**
Small Medium and Micro Enterprises development and support through financial and non-financial mechanisms.	Preferential procurement	Localisation of Procurement of goods and services i.e. Municipality, Transnet, Solar companies etc.
	SMME shared facilities	Shared Economic Infrastructure Facilities

	Financial and non-financial support	SMME Assessment ▪ SMME identification ▪ Gap Needs Analysis ▪ Business advisory ▪ Training (Marketing, Sales, Finance etc. Funding ▪ Market access SMME one stop centre – Based in De Aar with satellites.
	One Stop Enterprise Hub	Consolidate DFI into a one stop centre for SMME's. Renewable energy virtual incubator.
	Have enterprise outreaches and open days in every municipality.	Arrange quarterly schedule with SARS, SEDA, CIPC and CSD registration support teams going to all local municipalities to render enterprise support following community awareness created.
Thrust 7: Manufacturing		
Description	**Programme**	**Project**
The production or assembly of goods such as Renewable energy components, SKA components, Agriculture machinery etc.	Solar PV and SKA component assembly line	Solar PV and SKA solar assembly centre
	Equipment /goods manufacturing and maintenance.	Brick Manufacturing Charcoal manufacturing Steel Work manufacturing of SKA components and Solar
	Manufacturing Technical incubator	Trade incubator programme for SMME's in manufacturing sector
	Brick manufacturing and opportunities in the building/construction value chain	▪ Linkages to formal market e.g. NC Building Materials ▪ Linkages to construction enterprises ▪ Linkages to identified construction related

		projects in public sector e.g. new and expansion of school facilities and other public infrastructure

2.5.7. Locally made products

2.5.7.1. Karoo Lamb

The name KAROO LAMB or KAROO MUTTON denotes the origin of sheep meat products and can be associated to carcasses, freshly packed or frozen meat or derivative products complying with these Standards.

The code of production practices for Karoo lamb and mutton producers' ties in very closely with the code of practice of good stockman ship and animal welfare, but includes specific practices to protect the origin identification of the product as well as to ensure the unique characteristics of the final product.

The Karoo's reputation is well attached to the principle of free-range production. Animals should therefore have free access to natural veldt grazing, clean water and may have simultaneous free access to additional animal feed containing cereals, silage or any other natural plant matter but only provided as supplementary feeding ("byvoeding") to assist during dry spells and to improve the condition of animals during the reproductive cycle.

The Karoo name may not be attached to any animal originating from feed lots or that have grazed on lucerne or other planted pastures because this is not in line with the Karoo image of free-range production and will not provide the sensory attributes linked to free range production. Likewise, animals that are reared on permanent pastures will also not qualify for the meat of origin label. It follows that animals must be reared predominantly on natural veldt for it to be considered Karoo mutton or lamb. The main focus of the ***Certified Karoo Meat of Origin*** scheme is to certify the origin of lamb and mutton as from the Karoo. The mark brings into play "origin-based certification" but this origin – the Karoo – has a free range, wholesomeness and pristine identity.

Abattoirs slaughtering animals for sale under the certification mark must comply with all the requirements for food safety and traceability. It is therefore expected that sheep will be slaughtered at abattoirs registered with the Red Meat Abattoir Association of South Africa and will have a HAS rating of at least 75%. It will be expected of the abattoir to supply the summary page of the HAS audit report to the auditor. This will be forwarded to KDF with the KMOO audit report. An important factor contributing to the quality of Karoo Lamb is the relative short distances animals travel to the abattoirs. Stress levels of animals are lower and in support of good animal ethics and animal health standards, animals should not be transported for more than 250 kilometres to an abattoir. Abattoirs also need to comply with food safety regulations applicable to the meat industry as well as The Meat Safety Act. In addition, these role players must have an operational traceability system in place that has been approved by SAMIC, which competently verify the origin of carcasses and meat products in terms of these Rules. Added to this the abattoir needs to use the prescribed roller mark and meat stamp as more fully described later in the document.

Only animals from certified farms will qualify to be sold with the certification mark.

a) The Certification Mark will only be used in connection with meat (mutton and lamb), regardless of breed, produced and slaughtered in the Karoo region as defined herein.
b) Only animals originating from the Karoo, and which are free of scheduled diseases, herein referred to as Karoo sheep, will qualify for certification.
c) The Certification Mark certifies the origin of the animals and that the appropriate Certified Karoo Meat of Origin standard has been conformed to. This includes compliance to a full traceability system in order to trace meat carcasses and freshly packed meat products, or derivative products, back to the farm of origin.
d) Licensees may only use the Certification Mark in the manner registered and approved by the KDF.

2.5.7.2. Biggi Brands

BIGGI BRANDS (PTY) LTD is located in HOPETOWN, Northern Cape, South Africa and is part of the Grain and Oilseed Milling Industry. BIGGI BRANDS (PTY) LTD has 35 total employees across all of its locations. They are known for supplying popcorn worldwide. Industry:

- Grain and oilseed milling
- Food manufacturing

2.5.7.3. Phillipstown Garlic and Crops

Reid Farming (Pty) Ltd is a classic case of doing what has been dubbed the impossible in the land and vegetation of the PKS district area. Situated in Philipstown, this company employs a total of 7 employees. This company is a vegetable produce farming company and they fall under the Agriculture and Food processing industry. Vegetables **produced:**

- Garlic, Potatoes, Pumpkin, Mielies, Beetroot, Onion, Carrots, Cabbage, Beans, Sweet peppers and chilli peppers.

2.5.8. International trades

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

2.5.8.1. Relative importance of international trade

In the table below, the Pixley ka Seme District Municipality is compared to Northern Cape and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

Table 22. Merchandise imports and exports- PKSDM, NC, SA 2023 (R Thousands, current price)

	Pixley ka Seme	Northern Cape	National Total
Exports (R 1000)	1,497,764	22,966,998	2,023,428,242
Imports (R 1000)	408,195	6,445,588	1,913,992,000
Total Trade (R 1000)	1,905,959	29,412,586	3,937,420,242
Trade Balance (R 1000)	1,089,569	16,521,410	109,436,242
Exports as % of GDP	6.70%	15.10%	29.00%
Total trade as % of GDP	8.50%	19.40%	56.50%
Regional share - Exports	0.10%	1.10%	100.00%
Regional share - Imports	0.00%	0.30%	100.00%
Regional share - Total Trade	**0.00%**	**0.70%**	**100.00%**

The merchandise export from Pixley ka Seme District Municipality amounts to R 1.5 billion and as a percentage of total national exports constitutes about 0.07%. The exports from Pixley ka Seme District Municipality constitute 6.71% of total Pixley ka Seme District Municipality's GDP. Merchandise imports of R 408 million constitute about 0.02% of the national imports. Total trade within Pixley ka Seme is about 0.05%

of total national trade. Pixley ka Seme District Municipality had a positive trade balance in 2023 to the value of R 1.09 billion.

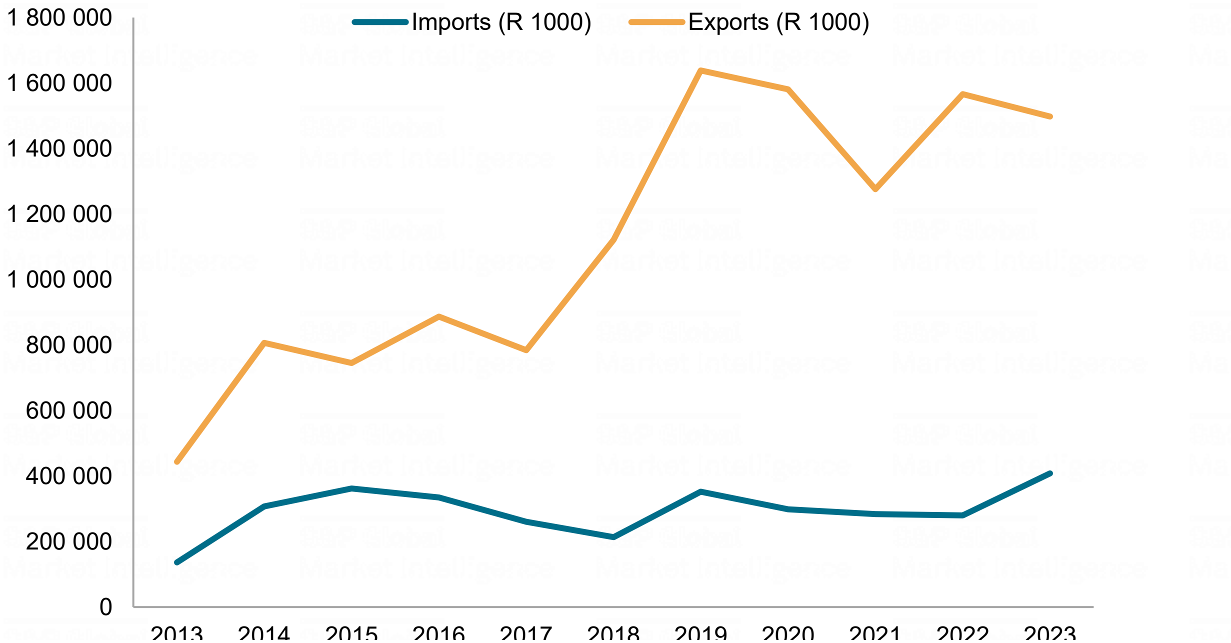


Figure 11. Imports and Exports in PKSDM - 2013-2023 (R Thousands)

Analysing the trade movements over time, total trade increased from 2013 to 2023 at an average annual growth rate of 12.64%. Merchandise exports increased at an average annual rate of 12.94%, with the highest level of exports of R 1.64 billion experienced in 2019. Merchandise imports increased at an average annual growth rate of 11.59% between 2013 and 2023, with the lowest level of imports experienced in 2013.

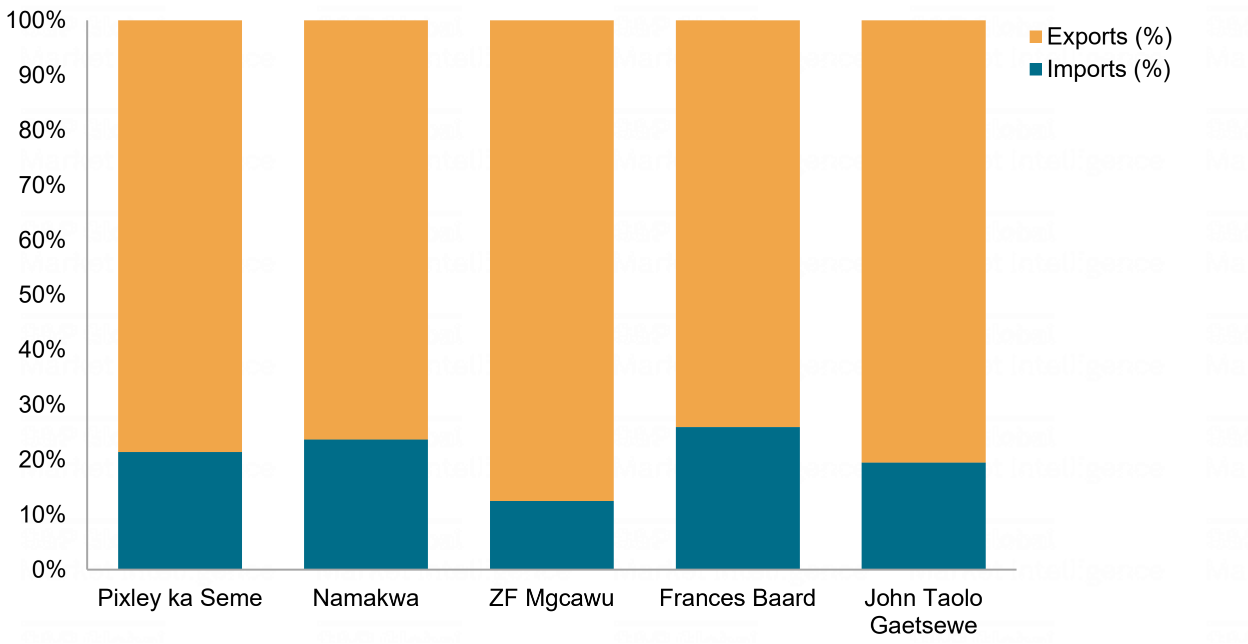


Figure 12. Merchandise exports and imports- PKSDM and the rest of the province 2023 (Percentage)

When comparing the Pixley ka Seme District Municipality with the other regions in the Northern Cape Province, Namakwa has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 10.7 billion. This is also true for exports - with a total of R 8.2 billion in 2023. John Taolo Gaetsewe had the lowest total trade figure at R 415 million. The John Taolo Gaetsewe also had the lowest exports in terms of currency value with a total of R 334 million exports.

2.5.9. Barriers and constraints to unblocking opportunities and potentials

2.5.9.1. Availability of supporting infrastructure

South Africa's transport infrastructure is modern and well developed when compared to other developing countries on the continent. The government highlighted the transport sector as one of the key contributors to South Africa's competitiveness in global markets and it is increasingly crucial in driving economic growth and social development. The road and rail sub-sectors are vital in the transport of agricultural commodities on a regional level whilst airfreight and shipping's role are limited to transporting time-sensitive agricultural products to and from international markets. The demand for rail and road freight grew by over 50% over the last 11 years however; the sector is unable to meet future demand due to dilapidated infrastructure. Given the importance of the transport sector, the government continues to identify areas of investment in transport infrastructure to meet the growing demand for logistic services.

2.5.8.2. Availability of water

Water is an essential resource to sustaining life and with no viable substitute, the topic of water security becomes vital. Water security is central to economic growth and development, energy generation and food security. Despite its various uses and essential role in an economy, the price of water does not reflect the underlying value that we derive from the resource. Food security is highly dependent on the availability and supply of water. Increasing pressure on the supply and availability of water will adversely influence the food security with the volatility in global food prices, over the past few years, testament to this. South Africa is currently classified as a 'water stressed' country due primarily to the country's climatic conditions and human settlement patterns. The country's relatively low annual rainfall and high evaporation rates result in only 8% of SA's rainfall being converted to runoff, which places pressure on the nation's water supply.

The effects of climate change will directly affect water resources in South Africa and considering that the country is currently "water stressed," this topic will be of particular importance in the future. In addition to the state of the country's current water supply, there are also potential risks to future water availability and supply. South Africa's water infrastructure is ageing and in a very poor condition due to current maintenance backlogs amounting to approximately R10 billion. A contributing factor is the old infrastructure.

Studies indicated that approximately 17% of all water is lost through leakages that are caused by eroded infrastructure. An inability to rectify these maintenance backlogs or upgrade the country's water infrastructure could place significantly more pressure on water availability and supply.

2.5.8.3. Electricity costs and supply

Rising electricity prices will become a prominent feature of the South African economy due to the fundamental policy shift toward cost reflective pricing, in South Africa, to finance future capacity-build and maintenance programmes. The move toward cost reflective electricity pricing resulted in the Nation Energy Regulator of South Africa approving a set of increases since 2010 which double electricity tariffs over the past few years. Increasing electricity tariffs are likely to continue as Eskom estimates that the justifiable cost reflective tariff should be approximately 80-88c/kWh compared to the 2010 tariff of approximately 39c/kWh.

The justifiable price "zone" is Eskom's recommended tariff path, which will allow South Africa to complete economically whilst allowing the company to manage their future investment plans. Currently Eskom's capacity will not be able to handle any additional demand beyond that experienced in 2007 and 2010. Given the government's accelerated growth plans through IPAP2, future supply disruptions in energy intensive sectors could result in lower-than-expected growth. Eskom are in the process of implementing 2 base-load projects, namely the Medupi and Kusile power stations, to bolster future supply capacity and to meet the potential rise in electricity demand.

2.6. ACCESS TO BASIC SERVICES

The Constitution of the Republic of South Africa states that every citizen has the right to access adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right. Access to housing also includes access to services such as potable water, basic sanitation, safe energy sources and refuse removal services, to ensure that households enjoy a decent standard of living. Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994. There has been tremendous progress in delivering water, electricity, sanitation and refuse removal at a local level. The National

Development Plan makes it clear that meeting the transformation agenda requires functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise.

2.6.1. Current State of service delivery

2.6.1.1. Universal coverage to household

Service delivery challenges relating to housing, water, sanitation, transport, electricity and waste management has a major impact on two of the drivers as set out in the PGDP:

- Driver 1: Economic Growth, Development and Prosperity
- Driver 2: Social Equity & Human Welfare

2.6.1.2. Housing Provision

Section 26 of the Constitution of South Africa says that "everyone has the right to have access to adequate housing ". In this regard the "State must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right." Of the three spheres of government, local government is the implementing sphere for the roll-out of housing projects for households. Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- **Very formal dwellings** - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.
- **Formal dwellings** - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.
- **Informal dwellings** - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.

• **Traditional dwellings** - structures made of clay, mud, reeds, or other locally available material.

• **Other dwelling units** - tents, ships, caravans, etc.

A household is considered "serviced" if it has access to all four of these basic services. A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

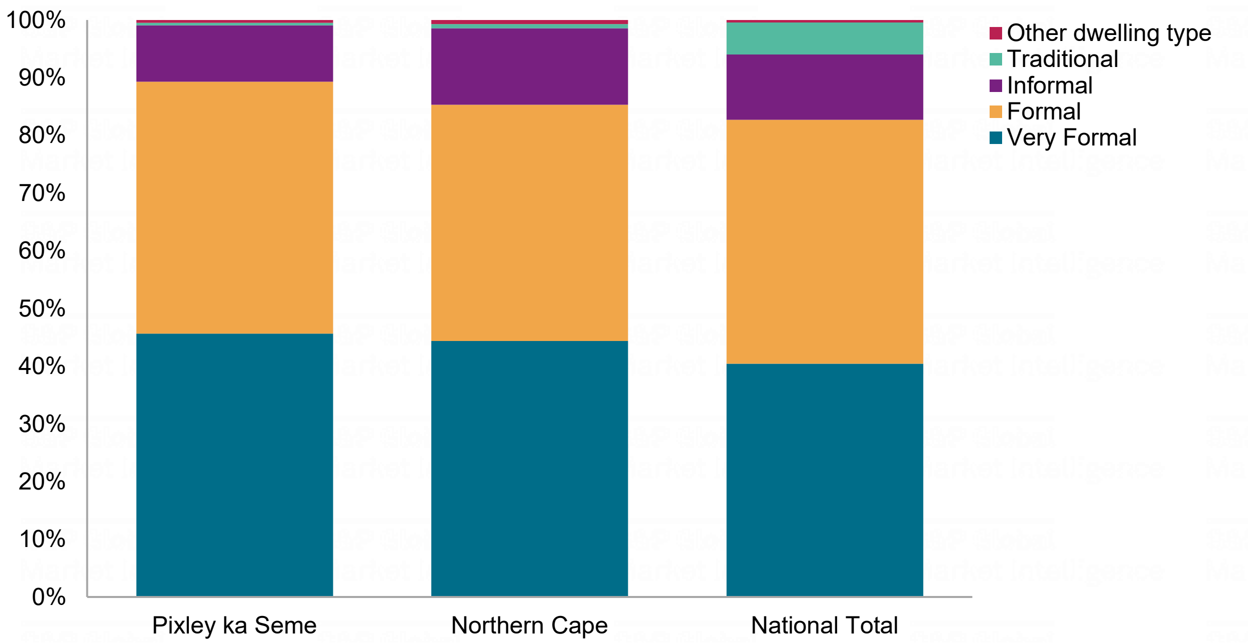


Figure 13. Household by dwelling unit type. PKSDM, NC and SA

According to Regional eXplorer v2463, as indicated in the figure above, Pixley ka Seme District Municipality had a total number of 27 900 (45.65% of total households) very formal dwelling units, a total of 26 700 (43.64% of total households) formal dwelling units and a total number of 5 990

(9.78% of total households) informal dwelling units. However, information from StatsSA 2022 reveals that PKSDM by 2022, had 46 018 number of formal household and 7 195 informal household.

Table 23. Households by dwelling type per municipality

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Ubuntu	3,066	2,709	461	30	25	6,292
Umsobomvu	4,763	4,681	662	40	31	10,177
Emthanjeni	7,618	5,595	331	28	57	13,628
Kareeberg	1,672	2,158	379	6	38	4,252
Renosterberg	1,865	1,797	151	23	10	3,846
Thembelihle	1,754	2,320	968	30	71	5,143
Siyathemba	3,177	3,700	604	25	10	7,516
Siyancuma	4,029	3,755	2,434	76	67	10,361
Total **Pixley ka Seme**	**27,944**	**26,715**	**5,989**	**258**	**308**	**61,214**

Regional eXplorer futher alludes that the region within the Pixley ka Seme District Municipality with the highest number of very formal dwelling units is the Emthanjeni Local Municipality with 7 620 or a share of 27.26% of the total very formal dwelling units within Pixley ka Seme District Municipality. The region with the lowest number of very formal dwelling units is the Kareeberg Local Municipality with a total of 1 670 or a share of 5.98% of the total very formal dwelling units within Pixley ka Seme District Municipality.

2.6.1.3. Household by type of sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.

Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

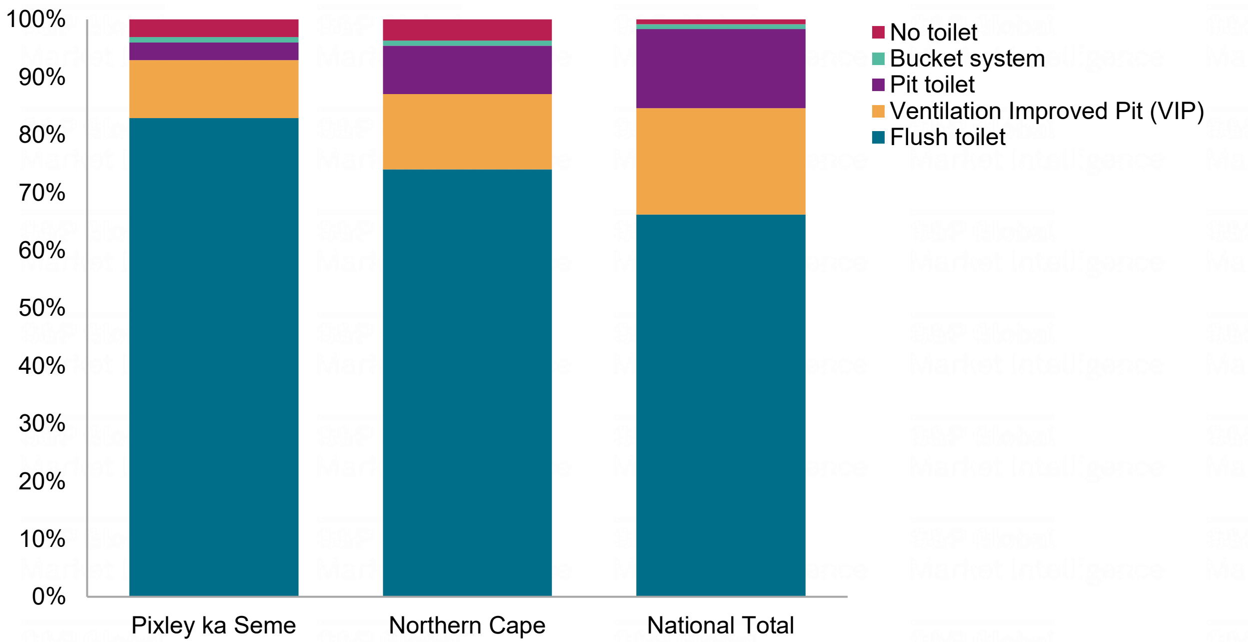


Figure 14. Household by type of sanitation. PKSDM, NC and SA

Pixley ka Seme District Municipality had a total number of 50 700 flush toilets (82.88% of total households), 6 170 Ventilation Improved Pit (VIP) (10.09% of total households) and 1 870 (3.05%) of total household's pit toilets.

Table 24. Household by sanitation type per local municipality

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Ubuntu	5,734	166	93	55	244	6,292
Umsobomvu	8,660	1,123	174	15	206	10,177
Emthanjeni	12,814	492	109	95	119	13,628
Kareeberg	3,409	710	63	12	59	4,252
Renosterberg	3,502	189	16	9	130	3,846
Thembelihle	3,594	867	418	6	257	5,143
Siyathemba	5,357	1,360	434	41	325	7,516
Siyancuma	7,667	1,268	561	321	544	10,361
Total Pixley ka Seme	**50,736**	**6,174**	**1,868**	**553**	**1,883**	**61,214**

The region within Pixley ka Seme with the highest number of flush toilets is Emthanjeni Local Municipality with 12 800 or a share of 25.26% of the flush toilets within Pixley ka Seme. The region with the lowest number of flush toilets is Kareeberg Local Municipality with a total of 3 410 or a share of 6.72% of the total flush toilets within Pixley ka Seme District Municipality.

2.6.1.4. Household by access to water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

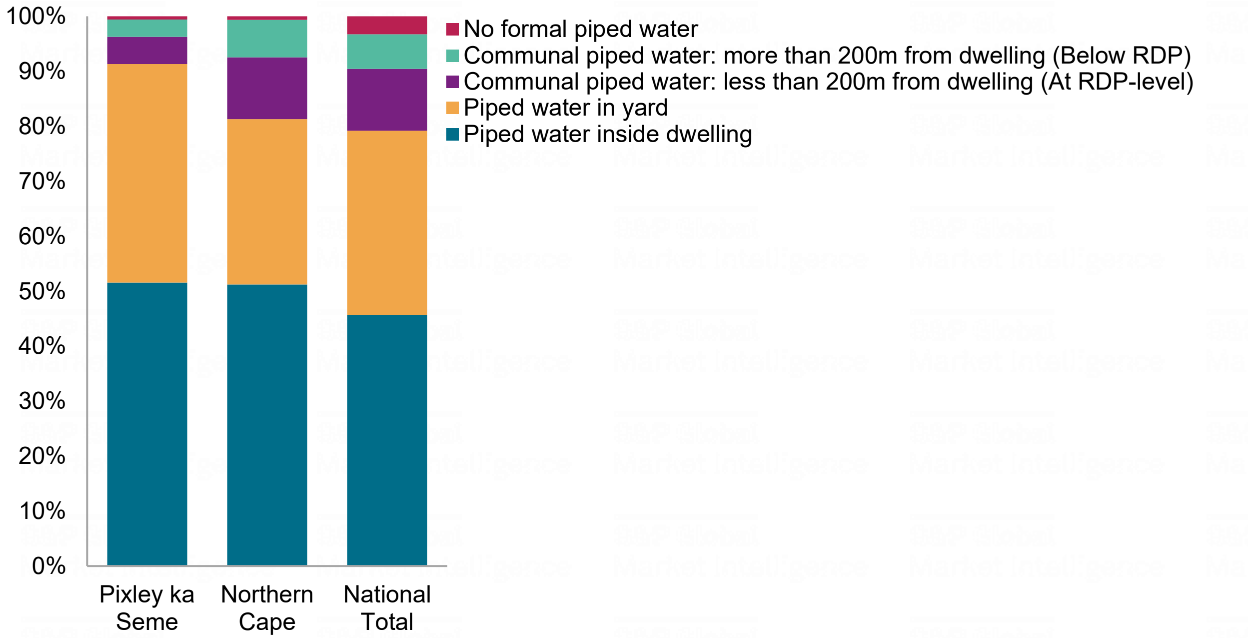


Figure 15. Household by type of water access- PKSDM, NC and SA

Pixley ka Seme District Municipality had a total number of 31 600 (or 51.56%) households with piped water inside the dwelling, a total of 24 300 (39.75%) households had piped water inside the yard and a total number of 359 (0.59%) households had no formal piped water.

Table 25. Household by type of water access per munipality.

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Ubuntu	3,344	2,673	217	28	29	6,292
Umsobomvu	5,388	4,225	433	100	31	10,177
Emthanjeni	8,332	4,987	171	121	18	13,628
Kareeberg	2,187	1,757	139	157	13	4,252
Renosterberg	1,968	1,678	93	84	23	3,846
Thembelihle	2,026	2,122	556	414	26	5,143
Siyathemba	3,423	3,792	194	\04]0873	34	7,516
Siyancuma	4,896	3,100	1,234	944	186	10,361
Total **Pixley ka Seme**	**31,564**	**24,335**	**3,036**	**1,921**	**359**	**61,214**

The regions within Pixley ka Seme District Municipality with the highest number of households with piped water inside the dwelling is Emthanjeni

Local Municipality with 8 330 or a share of 26.40% of the households with piped water inside the dwelling within Pixley ka Seme District Municipality. The region with the lowest number of households with piped water inside the dwelling is Renosterberg Local Municipality with a total of 1 970 or a share of 6.24% of the total households with piped water inside the dwelling within Pixley ka Seme District Municipality.

2.6.1.5. Household by type of electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

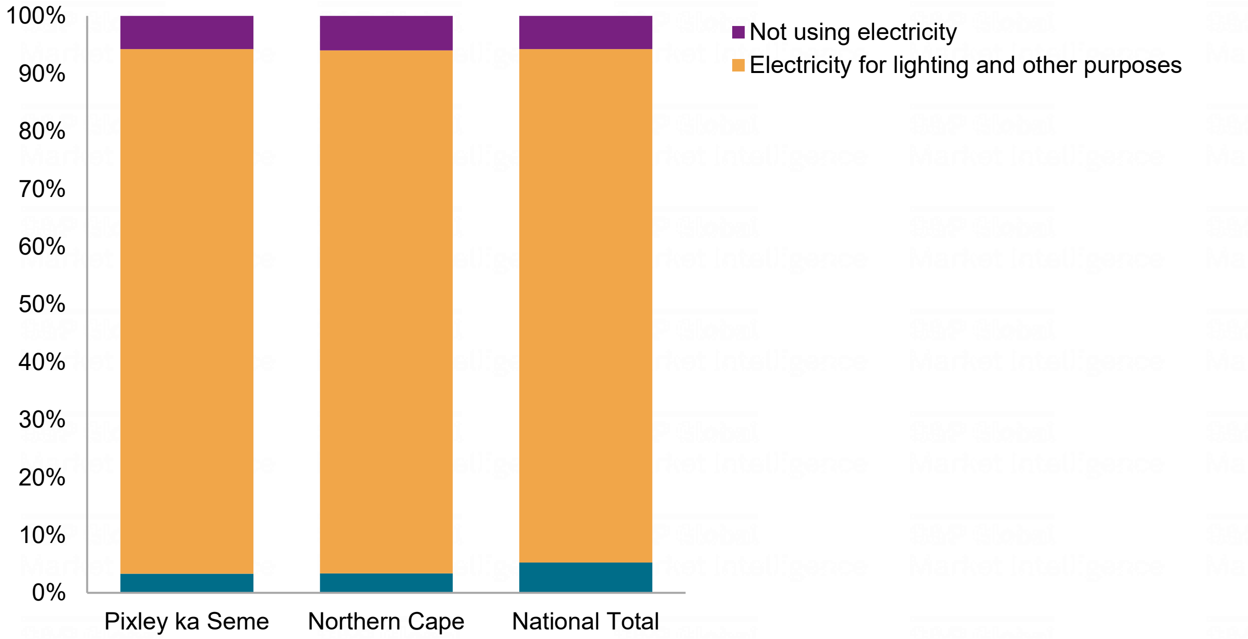


Figure 16. Household by type of electricity connection- PKSDM, NC and SA

Pixley ka Seme District Municipality had a total number of 2 020 (3.30%) households with electricity for lighting only, a total of 55 700 (90.95%)

households had electricity for lighting and other purposes and a total number of 3 520 (5.75%) households did not use electricity.

Table 26. Household by type of electricity connection per municipality

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Ubuntu	231	5,728	334	6,292
Umsobomvu	214	9,610	353	10,177
Emthanjeni	209	12,969	450	13,628
Kareeberg	200	3,687	365	4,252
Renosterberg	76	3,560	209	3,846
Thembelihle	258	4,356	528	5,143
Siyathemba	268	6,755	493	7,516
Siyancuma	564	9,010	786	10,361
Total **Pixley ka Seme**	**2,020**	**55,675**	**3,519**	**61,214**

The region within Pixley ka Seme with the highest number of households with electricity for lighting and other purposes is Emthanjeni Local Municipality with 13 000 or a share of 23.29% of the households with electricity for lighting and other purposes within Pixley ka Seme District Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Renosterberg Local Municipality with a total of 3 560 or a share of 6.39% of the total households with electricity for lighting and other purposes within Pixley ka Seme District Municipality.

2.6.1.6. Household by refuse removal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as "formal refuse removal". Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuge is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

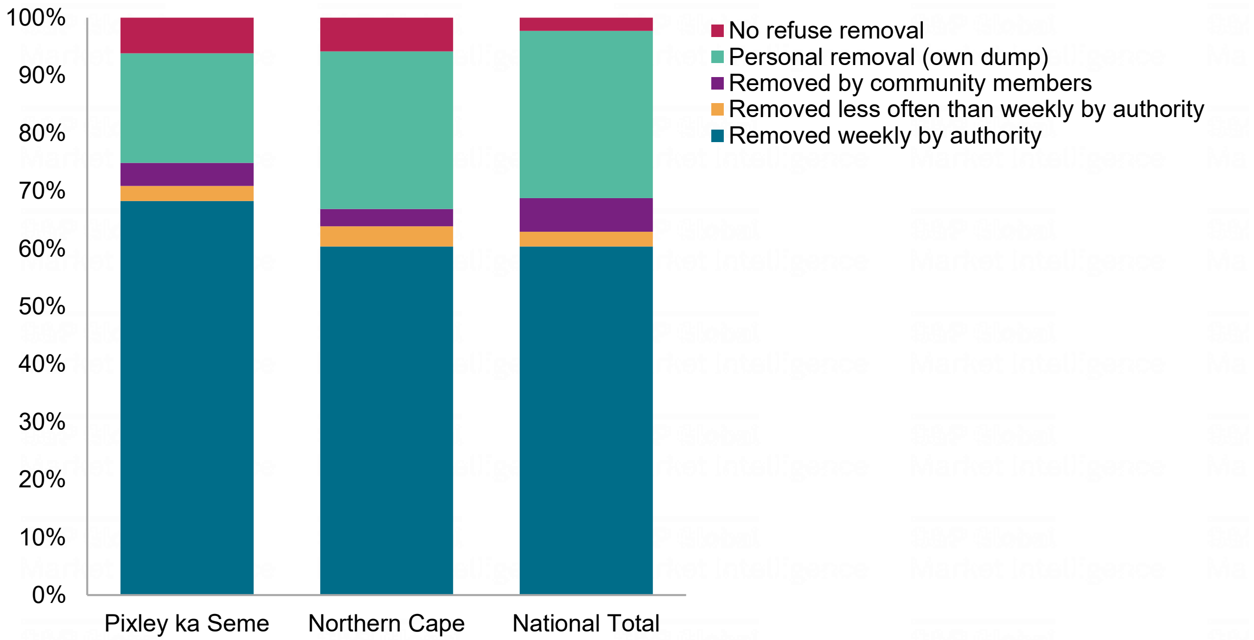


Figure 17. Household by refuse removal- PKSDM, NC and SA

Pixley ka Seme District Municipality had a total number of 41 800 (68.24%) households which had their refuse removed weekly by the authority, a total of 1 610 (2.63%) households had their refuse removed less often than weekly by the authority and a total number of 11 600 (18.98%) households which had to remove their refuse personally (own dump).

Table 27. Household by refuse disposal- PKSDM, NC and SA

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Ubuntu	4,066	74	209	1,502	440	6,292
Umsobomvu	7,524	450	572	1,381	250	10,177
Emthanjeni	10,650	515	235	1,471	758	13,628
Kareeberg	3,140	58	34	861	158	4,252
Renosterberg	2,071	162	335	911	367	3,846
Thembelihle	3,108	68	457	1,007	503	5,143
Siyathemba	4,900	100	280	1,829	407	7,516
Siyancuma	6,315	181	330	2,653	881	10,361
Total Pixley ka Seme	**41,775**	**1,608**	**2,452**	**11,616**	**3,763**	**61,214**

The region within Pixley ka Seme with the highest number of households where the refuse is removed weekly by the authority is Emthanjeni Local Municipality with 10 600 or a share of 25.49% of the households where the refuse is removed weekly by the authority within Pixley ka Seme. The region with the lowest number of households where the refuse is removed weekly by the authority is Renosterberg Local Municipality with a total of 2 070 or a share of 4.96% of the total households where the refuse is removed weekly by the authority within the district municipality.

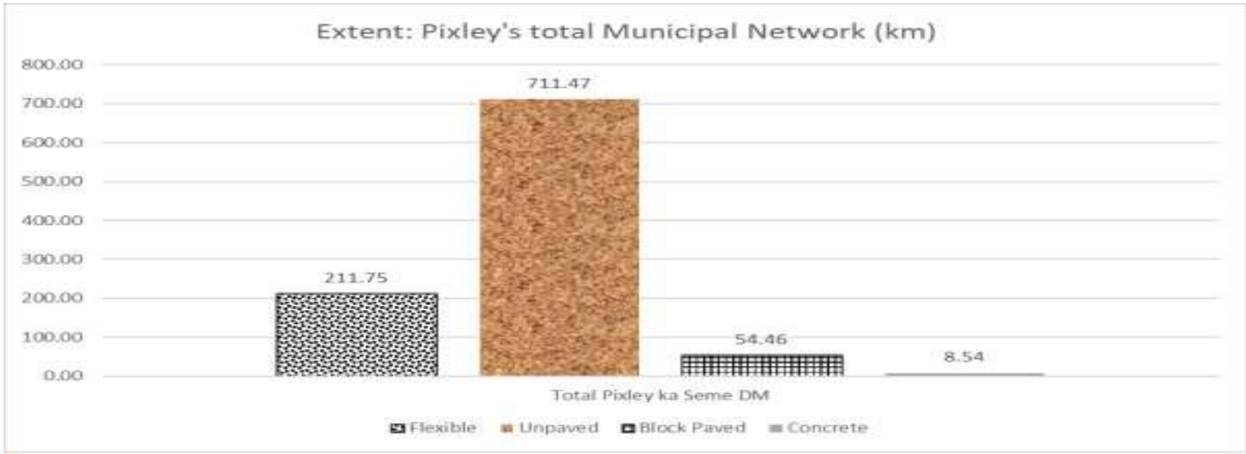
2.6.1.7. Roads and stormwater

2.6.1.7.1. Municipal roads

Pixley ka Seme District Municipality is implementing the Rural Roads Asset Management System for all municipal roads since 2015.

Extend of municipal road network

Municipal roads are divided into varies surface types e.g. Flexible or commonly known as Tar roads, Unpaved or gravel/earth roads, block paved and concrete roads as indicated below:



2.6.1.7.2. Network usage

Usage data is obtained by showing the sum of vehicle-kilometres (veh.km) for each road class and road type. The next table indicates the vehicle-kilometres per Road Type and Class for Pixley Ka Seme District Municipality.

Surface Type	Usage v.km		
	Class 4 Roads	Class 5 Roads	**Total**
Flexible	11 087	10 251	**21 338**
Unpaved	4 518	29 739	**34 257**
Block	1 420	2 292	**3 712**
Concrete	-	81	**81**
Total	**17 025**	**42 363**	**59 389**

Traffic counts have been done utilizing unemployed youths in the different towns, according to the guidelines counting from 06h00 until 18h00 on Tuesday, Wednesday and Thursday. The next table summarizes the extent of AADT link volumes on the paved and unpaved network.

Roads and Transport Infrastructure (UPDATED WITH RAMP)

The Road Asset Management Plan (RAMP) highlights critical infrastructure challenges:

Key Findings:

- *Significant backlog in road maintenance*
- *Poor condition of gravel and rural access roads*
- *Limited investment in road rehabilitation*
- *Damage caused by heavy vehicles*

Implications:

- *Reduced accessibility to essential services*
- *Delays in emergency response (ambulances, disaster services)*

- *Negative impact on local economic development*
- *Increased vehicle operating costs for communities*

Required Interventions:

- *Implementation of a structured road maintenance programme*
- *Prioritisation of rural access roads*
- *Strengthening of asset management systems*
- Improved coordination with provincial roads authorities

Municipality	Surface Type	Total road length	Road Length per AADT Classes				
		counted	50	250	500	1000	>1000
Total Pixley ka Seme DM	Flexible	107.30	59.90	41.20	5.20	1.00	0.00
	Unpaved	191.60	126.50	58.20	5.90	1.00	0.00
	Block	35.00	23.10	10.50	1.00	0.40	0.00
	Concrete	3.17	2.83	0.34	0.00	0.00	0.00
	Total	**337.07**	**212.33**	**110.24**	**12.10**	**2.40**	**0.00**
Emthanjeni	Flexible	41.00	20.20	17.50	3.10	0.20	0.00
	Unpaved	31.60	18.20	11.50	1.60	0.30	0.00
	Block	1.50	0.50	0.90	0.10	0.00	0.00
	Concrete	0.00	0.00	0.00	0.00	0.00	0.00
	Flexible	8.80	7.80	1.00	0.00	0.00	0.00

Kareeberg	Unpaved	24.30	21.80	2.50	0.00	0.00	0.00
	Block	9.40	7.90	1.50	0.00	0.00	0.00
	Concrete	0.00	0.00	0.00	0.00	0.00	0.00
Renosterberg	Flexible	10.70	6.40	3.70	0.20	0.40	0.00
	Unpaved	15.90	9.60	5.70	0.50	0.10	0.00
	Block	8.10	4.30	3.60	0.20	0.00	0.00
	Concrete	0.00	0.00	0.00	0.00	0.00	0.00
Siyancuma	Flexible	11.50	10.20	1.30	0.00	0.00	0.00
	Unpaved	27.40	24.20	3.10	0.00	0.10	0.00
	Block	6.10	4.80	1.00	0.00	0.30	0.00
	Concrete	3.17	2.83	0.34	0.00	0.00	0.00
Siyathemba	Flexible	17.80	8.80	8.70	0.30	0.00	0.00
	Unpaved	31.90	14.50	16.50	0.90	0.00	0.00
	Block	2.60	1.60	0.90	0.10	0.00	0.00
	Concrete	0.00	0.00	0.00	0.00	0.00	0.00
Thembelihle	Flexible	0.90	0.80	0.10	0.00	0.00	0.00
	Unpaved	17.30	16.60	0.70	0.00	0.00	0.00
	Block	3.30	3.20	0.10	0.00	0.00	0.00
	Concrete	0.00	0.00	0.00	0.00	0.00	0.00
Ubuntu	Flexible	5.40	4.10	1.30	0.00	0.00	0.00
	Unpaved	22.30	15.90	6.40	0.00	0.00	0.00
	Block	0.40	0.40	0.00	0.00	0.00	0.00
	Concrete	0.00	0.00	0.00	0.00	0.00	0.00
Umsobomvu	Flexible	11.20	1.60	7.60	1.60	0.40	0.00
	Unpaved	20.90	5.70	11.80	2.90	0.50	0.00
	Block	3.60	0.40	2.50	0.60	0.10	0.00
	Concrete	0.00	0.00	0.00	0.00	0.00	0.00

2.6.1.7.3. Assets condition

The condition of the road network was visually assessed using the prescribed methods contained in the TMH documents. The general condition of the road network is described in terms of a Visual Condition Index (VCI). The visual assessment data, expressing the condition of the surfacing, the structural condition and functional condition through the degree and extent of occurrence of distress, are used to calculate the VCI for each road link according to the prescribed algorithm as stipulated in TMH22. The VCI for the different road types can be summarized as follows:

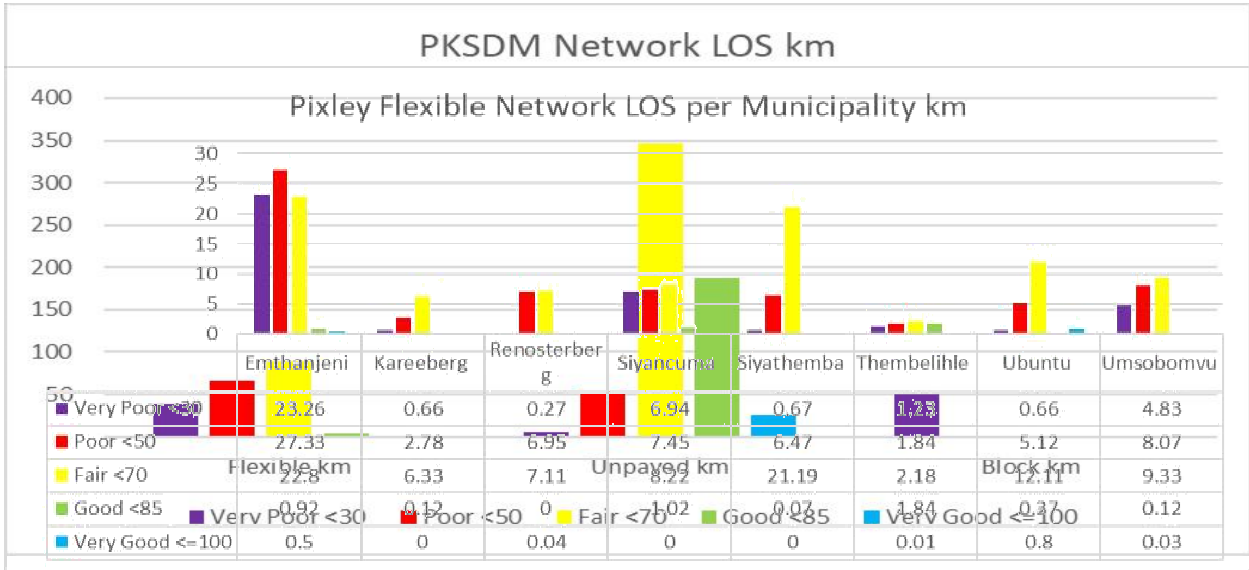
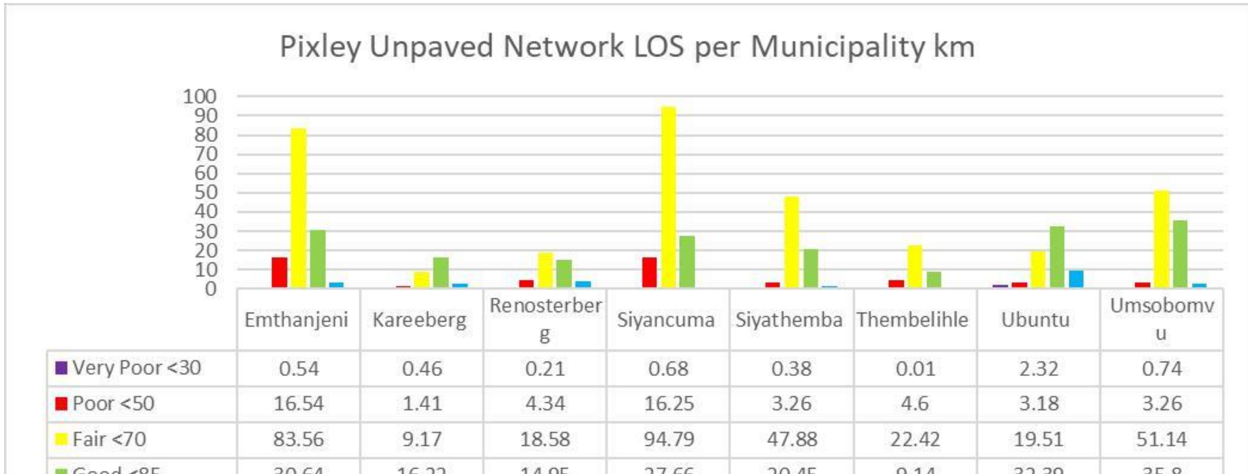


Figure 19. PKSDM network LOS KM

The VCI for paved roads in Municipalities can be described as follows:

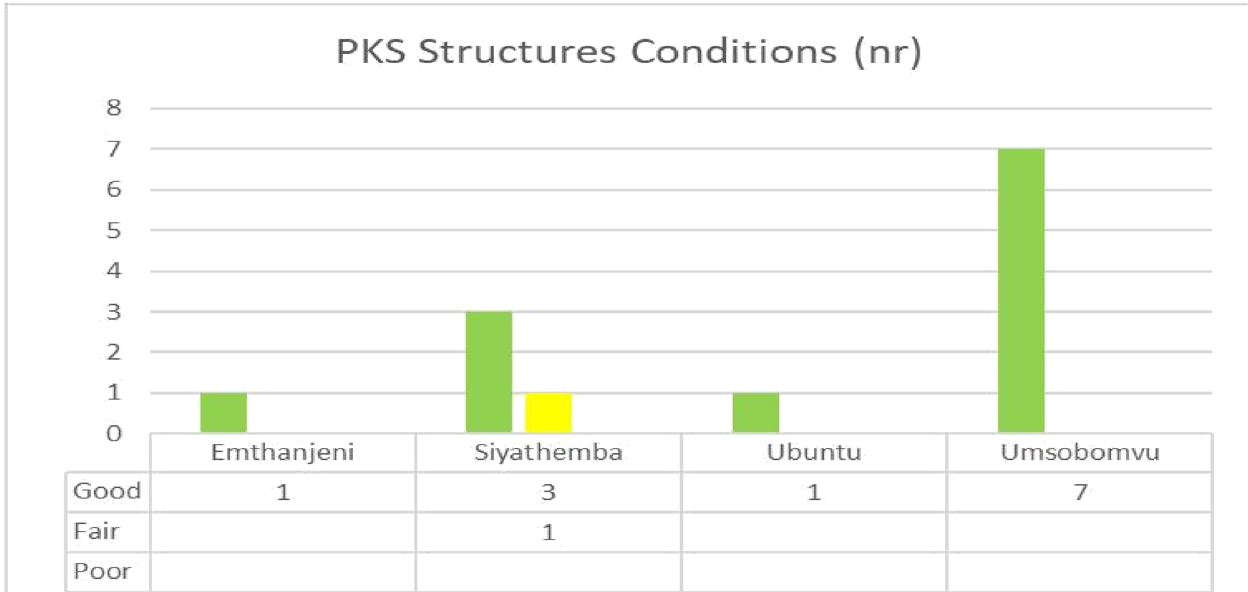
Figure 20. flexible network LOS per Municipality (KM)

The VCI for unpaved roads in Municipalities can be described as follows



	Emthanjeni	Kareeberg	Renosterberg	Siyancuma	Siyathemba	Thembelihle	Ubuntu	Umsobomvu
Very Poor <30	0.54	0.46	0.21	0.68	0.38	0.01	2.32	0.74
Poor <50	16.54	1.41	4.34	16.25	3.26	4.6	3.18	3.26
Fair <70	83.56	9.17	18.58	94.79	47.88	22.42	19.51	51.14

Figure 21. Pixley unpaved network LOS per Municipality Km



Pixley Ka Seme District has adopted the Struman Bridge Management System developed by the CSIR for the investigation of their local bridges. All structurers were assessed according to TMH19 by an accredited structural engineer.The average condition index (ACI) of bridges / culverts is determined based on the severity and extent of defects in elements. In general, ACI is evaluated the STRUMAN software based on routine bridge inspection defects ratings considering the severity of dominant defects.

Figure 22. PKS structure condition

2.6.1.7.4. Education

There are a total of one hundred and eleven (111) schools in the Pixley Ka Seme District with a total enrolment of 44,822 learners. This gives an average of 404 learners per school. The greatest number of learners is enrolled in schools within the Emthanjeni Municipality, which include the towns of Britstown, De Aar and Hanover. Fifty-two (52) of these schools have boarding facilities whilst nutrition programmes are offered at ninety-five schools in the district. According to local IDP's many of the schools in the region are characterised by a lack of essential services such as water, electricity, and sanitation. De Aar Campus as a former satellite of the Northern Cape College in Kimberley is the only tertiary institution in the district. The district accommodates approximately 20 crèches mainly in the towns of De Aar, Victoria-West and Hopetown. These crèches fall under the Department of Education and the high number of crèches shows the Department of Education's commitment to cater for the educational needs of young children in the Pixley district.

2.6.1.7.5 Health services

The district boasts One (1) District hospital (newly build in DeAar), 8 local Hospitals, 27 Clinics as well five (5) mobile clinics that service the more remote and rural areas. Many of the facilities are not up to standard and requires upgrading. Investment should be focused to improve the existing health care facilities but to improve the access to these facilities by means by improved and more affordable (or free shuttle services) public transport systems that transfer patients to these health clusters should be exploited (in a positive way) by exploring alternative economies and trades.

2.5.3 Health Services and Public Health Profile (NEW SECTION)

Access to healthcare services remains a critical concern, particularly in rural areas where distances to facilities are significant.

Community Issues:

- *Shortage of ambulance services*
- *Delayed emergency response times*
- *Limited healthcare accessibility*

2.5.4 Mortality Trends and Health Burden (NEW – CRITICAL ADDITION)

Analysis of national and district-level mortality trends indicates a changing disease profile:

Key Trends:

- *Increase in deaths associated with* ***non-communicable diseases (NCDs)*** *such as:*
  - *Diabetes*
  - *Hypertension*
  - *Cardiovascular diseases*
- *Continued burden of* ***communicable diseases****, including:*
  - *HIV/AIDS*

- *Tuberculosis*

- *Presence of **non-natural causes of death**, including:*
  - *Accidents*
  - *Violence*
- *Overall increase in registered deaths over time, indicating growing public health pressures*

Implications for the District:

- *Increased demand for healthcare services*
- *Pressure on emergency response systems*
- *Reduced productivity and economic participation*
- *Need for preventative health interventions*

Strategic Response Required:

- *Strengthening collaboration with Department of Health*
- *Improving emergency medical services access*
- *Supporting health awareness and prevention programmes*
- *Integrating health considerations into spatial and infrastructure planning*

2.6 Safety and Security

Safety concerns remain significant within the district.

Key Issues:

- *Incidents of violence and crime*
- *Road accidents linked to poor infrastructure*
- *Limited law enforcement visibility in rural areas*

Link to Mortality Data:

- *A portion of deaths is attributed to non-natural causes such as accidents and violence*
- *Road conditions contribute directly to accident-related fatalities*

Required Interventions:

- *Strengthening disaster management capacity*
- *Improving road safety measures*
- *Enhancing coordination with SAPS and safety stakeholders*

2.7 Environmental and Disaster Management

The district faces environmental challenges including:

- *Climate variability*
- *Drought conditions*
- *Risk of disasters in remote areas*

Challenges:

- *Limited disaster response capacity*
- *Large geographic coverage area*
- *Infrastructure vulnerability*

Required Focus:

- *Disaster risk reduction planning*
- *Climate resilience strategies*
- *Early warning systems*

2.8 Institutional Capacity

The municipality faces institutional constraints, including:

- *Budget limitations*
- *Skills shortages*
- *Capacity challenges in technical departments*

Implications:

- *Slower implementation of projects*
- *Limited monitoring and evaluation capacity*
- *Dependence on external support*

2.9 Key Development Challenges (SYNTHESIS)

Based on the situational analysis, the following key challenges are identified:

Infrastructure

- *Ageing and poorly maintained road network*
- *Limited investment in infrastructure*

Health

- *Rising burden of disease (NCDs and communicable diseases)*
- *Limited emergency medical services*

Economy

- *High unemployment*
- *Limited economic diversification*

Spatial

- *Large geographic area with dispersed settlements*

Institutional

- *Financial and capacity constraints*

2.10 Conclusion

The situational analysis highlights that Pixley ka Seme District Municipality faces a combination of:

- *Infrastructure deficits*
- *Public health challenges*
- *Socio-economic constraints*

2.6.1.7.5. Safety and security

Crime in South Africa is hurting investment and growth harming employment opportunities (Mtati, 2012:14). The threat of crime diverts resources to protection efforts, exacts health costs through increased stress, and generally creates an environment not conducive to productive activity.

2.6.1.7.5.1. Key observations with regard to safety and security includes:

- The Municipality is challenged by relatively high levels of substance abuse, gender-based violence, low average household incomes, and high crime. There is an increase in overall crimes, there is a sharp increase in trio crimes which include house robbery, business robbery.
- The increase in criminal activities could be due to the declining mining sector as job opportunities are less evident.
- Drug and related crimes are the highest in Douglas with stock theft at a slight decline but still the highest in the De Aar Police District.
- Residential Burglaries has shown a steady increase in all the region over the past six (6) years which is of growing concern. This could be due to the economic decline experienced. Similar patterns are evident towards business burglaries, assault as well as murder. Murder rates have shown a slight decrease in 2020 which could be due to lockdown restrictions.

CHAPTER 3 PKSDM DEVELOPMENT PLAN

3.1. Introduction

This chapter presents the focus of the 2022-2027 Integrated Development Plan based on the vision of Pixley Ka seme District Municipality. The new administration that got into office in November is presented with the task to buoy the municipality towards the realisation of its vision. The vision, governance values and strategic intent that are presented in this chapter and other subsequent chapters are complementary to the National Development Plan and to the Northern Cape Provincial Growth Development Strategy.

3.2. PKSDM strategic direction and alignment to NDP, AU agenda 2063 and SDG

At the Strategic Session on 23 - 24 November 2023, the Executive Mayor, the Municipal Manager and SMT all reaffirmed the strategic direction of Council. The Municipal Structures Act, No.117 of 1998, assigns powers and functions to local government and the various structures within local government

VISION

Sustainably Developed District for future Generations"

MISSION

- Supporting our local municipalities to create a home for all in our towns, settlements and rural areas to render dedicated services;
- Providing political and administrative leadership and direction in the development planning process; Promoting economic growth that is shared across and within communities;
- Promoting and enhancing integrated development planning in the operations of our municipalities; and Aligning development initiatives in the district to the National Development Plan.

CORE VALUES

- Transparency
- Integrity
- Respect
- Courtesy
- Excellence

BATHO PELE PRINCIPLES

"Putting People First"

'Batho Pele' is a Sesotho word which translates as "People First". The initiative aims to transform the delivery of public service at all levels of government. Democratic South Africa required a new approach to public service that addressed the developmental challenges facing the country at the time of reformation.

- **Consultation:** Citizens should be consulted about the level and quality of public services they receive and, wherever possible, should be given a choice about the services that are offered.
- **Service Standards**: Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.
- **Access**: All citizens should have equal access to the services to which they are entitled.
- **Courtesy**: Citizens should be treated with courtesy and consideration.
- **Information**: Citizens should be given full, accurate information about the public services they are entitled to receive.
- **Openness and Transparency**: Citizens should be told how National and Provincial Departments are run, how much they cost, and who is in charge.

- **Redress**: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
- **Value for Money**: Public services should be provided economically and efficiently in order to give citizens the best possible value for money**.**

STRATEGIC OBJECTIVES

- **MSO 1** : To enhance Compliance with the tenets of good governance as prescribed by legislation and best practice
- **MSO 2:** To Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a clean audit outcome
- **MSO 3:** To monitor and support Local Municipalities to enhance service delivery
- **MSO 4:** To promote economic growth in the district
- **MSO 5:** To Guide local municipalities in the development of their IDP's and in spatial development
- **MSO 6:** To provide a professional, people- centred human resources and administrative service to citizens, staff and Council
- **MSO 7:** To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined
- **MSO 8:** To provide disaster management services to the citizens
- **MSO 9:** To provide municipal health services to improve the quality of life of the citizens

Table 28. Alignment of PKSDM strategic goals to NDP AU Agenda 2063 and SDG

NATIONAL KPAS'	NDP OUTCOMES	AU AGENDA 2063	SDG GOALS	PKSDM STRATEGIC OBJECTIVES

Municipal finacial viability	Chapter 13: Building a capable and developmental state Chapter 14: Promoting accountability and fighting corruption	Goal 4: Transformed economies and Job creation	SDG 8:Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;	To Administer Finances in a sustainable manner and strive to comply with legislative requirements to achieve a clean audit outcome
	Chapter 14 Promoting accountability and fighting corruption	Goal4: Capable institutions and transformative leadership in place.	SDG 16:Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systmatic and discipline
Good governance and public participation	Chapter 13: Building a capable and developmental state	Goal4: Capable institutions and transformative leadership in place.	SDG 16:Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and	To enhance Compliance with the tenets of good governance as prescribed by legislation and best
		Goal 13: Peace, security and stability is preserved.		To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and discipline
				To Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a clean audit outcome

				To provide a professional, people-centred human resources and administrative service to citizens, staff and Council
Local Economic Development	Chapter 4: Economic infrastructure	Goal 10: World class infrastructure criss - crosses Africa.	SDG 9:Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	To Promote economic growth in the district
	Chapter 3: Economy and employment	Goal 4: Transformed economies and Job creation	SDG 8:Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;	
		Goal 1: A high standard of living, quality of life and well-being for all citizens.	SDG 1: End poverty in all its everywhere forms	
	Chapter 6: Inclusive rural economy	Goal 1: A high standard of living, quality of life and well-being for all citizens.	SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	
		Goal 5: Modern agriculture for increased productivity and production	SDG 15:Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	
	Chapter 9: Improving education, training and innovation	Goal 2: Well educated citizens and skills revolution underpinned by science, technology and innovation.	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	
	Chapter 8: Transforming human settlements	Goal 1: A high standard of living, quality of life and well-being for all citizens.	SDG 11:Make cities and human settlements inclusive, safe, resilient and sustainable	

	Chapter 9: Improving education, training and innovation			
				To provide a professional, people-centred human resources and administrative service to citizens, staff and Council
Basic Service delivery	Chapter 5: Environmental sustainability and resilience	Goal 7: Environmentally sustainable and climate resilient economies and communities.	SDG 6:Ensure availability and sustainable management of water and sanitation for all	To provide municipal health services to improve the quality of life of the citizens
			SDG 7:Ensure access to affordable, reliable, sustainable and modern energy for all	
			SDG 13:Take urgent action to combat climate change and its impacts	
			SDG 15:Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	
	Chapter 10: Health care for all	Goal 3: Healthy and well-nourished citizens.	SDG 3: Ensure healthy lives and promote well-being for all at all ages	To Monitor and support local municipalities to enhance service delivery
		Goal 1: A high standard of living, quality of life and well-being for all citizens.		To provide municipal health services to improve the quality of life of the citizens
	Chapter 11: Social protection	Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.		To provide a professional, people-centred human resources and administrative service to citizens, staff and Council

		Goal 12: Capable institutions and transformative leadership in place.	SDG 16:Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	
			o	To provide a professional, people-centred human resources and administrative service to citizens, staff and Council
	Chapter 15: Nation building and social cohesion	Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.	SDG 16:Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	To Monitor and support local municipalities to enhance service delivery
				To Compliance with the tenets of good governance as prescribed by legislation and best
Municipal Transformation and Institutional Development	Chapter 9: Improving education, training and innovation	Goal 2: Well educated citizens and skills revolution underpinned by science, technology and innovation.	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;	To provide a professional, people- centred human resources and administrative service to citizens, staff and Council
	Chapter 13: Building a capable and developmental state	Goal 12: Capable institutions and transformative leadership in place.	SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	To Monitor and support local municipalities to enhance service delivery
				To enhance Compliance with the tenets of good governance as prescribed by legislation

3.2.1. Development priorities and directorate based strategic focus

3.2.1.1. Office of the Municipal Manager

The Municipal Council of Pixley Ka Seme District Municipality is obliged to appoint a person as Municipal Manager. A Municipal Manager must process the necessary skills to perform the functions of the office. The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in, but not limited to the Local Government: Municipal Systems Act, No. 32 of 2000, Chapter 8 of the Local Government: Municipal Finance Management Act, No. 56 of 2003, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council.

The municipal manager is appointed by council and acts as the link between the council and the administration. The municipal manager has to account for the municipality's income and expenditure, assets and other obligations such as proper adherence to all legislation applicable to municipalities. Subject to the municipal council’s policy directions he ensures that an economically viable, effective, efficient and accountable administration is established and developed, that the IDP comes to fruition, that municipal services are delivered in a sustainable and balanced fashion, that a personnel corps is appointed, managed, developed and disciplined and that sound labour relations are maintained.

Key insights from the previous strategic session:

- Revenue Enhancement Strategy formulation in the 2023/24 financial Year to be finalised;
- The role of Councillors as part of the accountability ecosystem to be elevated to enhance consequence management
- Support to be provided to Local Municipalities on an ongoing basis;
- Grant dependency issue- dire financial position;
- Shared services collection a matter of concern;
- Ever growing account of the Auditor General;

- Personnel expenditure as a percentage of total budget is very high
- Assistance to be provided to LM's to enforce building regulations;
- Consultation with identified LM's to make use of the DM's Technical support and to establish an in-house PMU;
- Clean Audit remains one of our highest priorities;
- Strategic positioning of the DM on the national roads to be explored at all times

Challenges

- Going concern issue;
- Ageing fleet;
- Personnel expenditure above the norm;
- Housing accreditation status and capacity funding- reduction in capacity funding is hampering our Level2 accreditation status;
- Ever increasing Auditor General account;
- Resource limitations;
- Communication barriers;
- Adapting to an ever-changing environment (evolution)- Then and Now;

Recommendations

- The commitment of this administration is to continue to work hard to improve systems and outcomes and to improve the quality of life of the people of the Pixley ka Seme District;
- Repackaging of Shared Services
- Revenue Enhancement(strategy) to be institutionalized – "everybody's business";
- Policy reforms/reviews- capacity building for public reps;

- Institutionalization of the District Development (DDM) framework –daily operations, staffing, financing.
- Exploring the options listed in the Council adopted Revenue Enhancement Strategy.
- Freezing of all noncore vacancies in the organization (fusing of certain posts) as and when they become vacant.

3.2.2. Internal Audit Services

Section 165 of MFMA states that each municipality and each municipal entity must have an internal audit unit to prepare a risk-based audit plan and an internal audit program for each financial year. Internal audit unit assists the municipality in achieving its set objectives by reviewing the processes followed in terms of internal controls, Risk Management and Good Governance and advise the management on corrective measures where there are gaps. The Municipality's Internal Audit Unit is governed by the Municipal Finance Management Act No. 56 of 2003 (MFMA) which provides for the establishment of the Internal Audit Unit so as to regulate the function; and to provide for matters incidental thereto within municipality. The Municipal Council is required by section 165(1) of the Municipal Finance Management Act No 56 of 2003 to implement and maintain a system of internal audit under the control and direction of an audit committee subject to subsection (3) of the said act. The Municipality's Internal Audit Unit is directly accountable functionally to the Audit Committee, as established in terms of section 166 of the MFMA. This accountability applies despite the administrative location of the Internal Audit Unit which is under the Accounting Officer.

3.2.2.1. Objectives and scope of the internal audit

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve organization's operations. It helps an organization to accomplish its objctives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Municipality's Internal Audit Unit shall provide assurance on the effectiveness and efficiency of the systems of internal control, risk management, governance and compliance with the Constitution of the Republic of South Africa and laws and regulation governing Local Government.

Challenges

- Budget Constraints:
  - Limited funding impacts the department’s ability to invest in new technologies e.g CAAT’s and expand staff.
- Resource Allocation:
  - Difficulty in prioritizing audits due to an increasing scope of work and limited teams.
- Interdepartmental Cooperation:
  - Building trust and fostering cooperation among departments for smooth audit processes.
- Keeping Pace with Evolving Standards:
  - The need to adapt quickly to changing regulatory requirements.

Future plans and strategic way forward

Increase Human Capacity and Technological Investment:

Additional Internal Audit technicians/Interns (2)

Explore affordable technology solutions for audit automation and data analytics.

Capacity Building:

Prioritize ongoing training and development for team members to adapt to new compliance standards.

Enhance Stakeholder Engagement:

Develop a clear communication plan to increase transparency about audit processes and encourage department and municipal cooperation.

Streamline Audit Processes:

Refine audit processes to focus on high-risk areas and optimize the use of resources.

Monitoring and Evaluation:

Establish key performance indicators (KPIs) to measure the effectiveness of audits and the impact of implemented recommendations.

3.2.3. Budget and treasury office

The Budget and Treasury Office (BTO) provides funding support to all departments of the Municipality. The BTO main functions are; budgeting, cash management, debt management, supply chain management, financial management, accounting, and financial reporting.

3.2.3.1. Sections and functions

Expenditure Section

This section prepares budget as required by the legislation. It monitors operational activities, indicates on a monthly basis any deviations from the original budget plans to enable departments to take corrective action timeously. It also controls expenditure by highlighting exhausted budgeting items to assist management in deciding on how to deal with the underlying expenditure in question. The Budgeting Process synchronises departmental plans (as set out in the IDP) to operational activities, which are further broken down into time frames through the Service Delivery and Budget Implementation Plan.

It also ensures that funds of the Municipality are spent in terms of an approved budget and sets up controls to minimize misuse of funds through fraud and corruption and that the municipality is financially viable.

Revenue section

This section deals with the inflow of income into the Municipality, be it statutory or non – statutory. It ensures correct management of cash received and that all funds received are accounted for in a correct prescribed manner; It also ensures that consumer data is accurate in order to bill correctly, thereby improving cash collections and reducing outstanding debts

Supply chain management section

This section deals with the fulfilment of demands of all departments on all goods and services required to fulfil each departmental to enhance service delivery as set out in the IDP. It ensures that those products and services are made available timely.

Asset management section

This section produce and maintain an accurate asset register and to ensure that council's assets and liabilities are effectively managed. At every financial year BTO department prepares Annual Financial Statements which are audited by Auditor General.

Challenges

- Financial status/scoring received from NT (Financially distress)
- Cost of staying compliant (pressure on FMG grant)
- Financial position of DM (lead to cost cutting)
- Grants not growing in line with expenditure
- New SCM legislation – Local Content
- Vacancies in unit
- Non-compliance of service providers in smaller towns i.t.o CSD – zero tolerance approach
- AG Account
- Shared Services Collection
- Revised attitude towards clean audit (Opportunity)

Revenue enhancement strategy road map

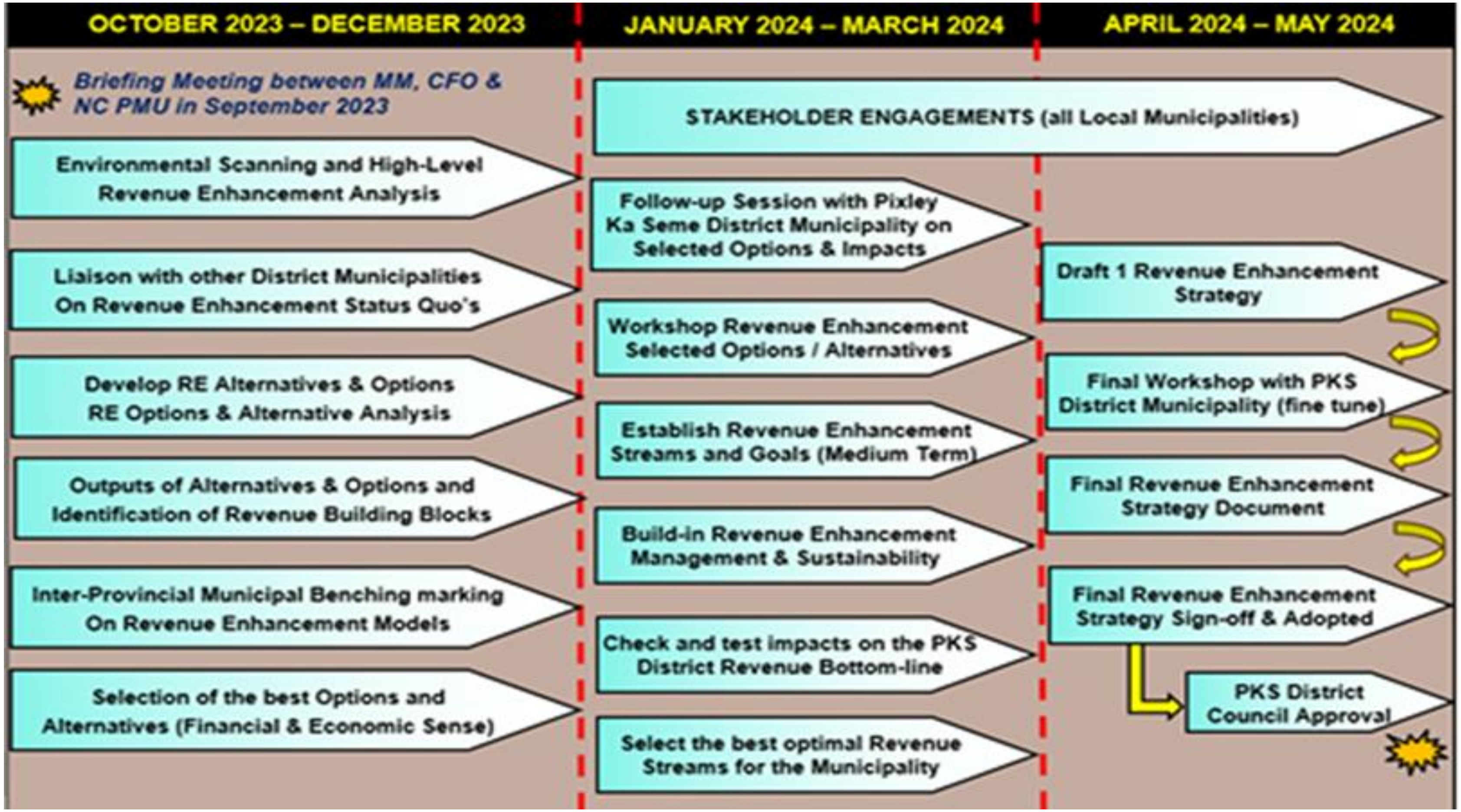


Figure 23. PKSDM revenue enhancement strategy

3.2.4. Corporate Services

It goes without say that the department as the engine of the municipality. The Corporate Services Department derives it mandate from Council's key strategic objectives to provide a professional, people- centred human resources and administrative service to citizens, staff and Council and also to support local municipalities through shared services. It therefore means it is largely an internally focused department with the primary aim of employee recruitment and development and enhanced and efficient administrative systems and also ensuring that all shared services are executed effectively across the district. The strategic challenge for the municipality is to find better ways of supporting local municipalities in order to deliver services to the communities sustainably. The drive of PKSDM is to support local municipality and create capacity that will see municipalities effectively and efficiently utilising existing structures and mechanisms to address the needs of the community in a holistic and integrated manner. It is therefore this department's responsibility to ensure that the organisation is being aligned to advance on the key objectives of the municipality by addressing human resources related issues and to amplify technological applications within the organisation.

Challenges

Key Deliverables/ Proposals From HR

- Change management Strategy Development working with SALGA
- Workshops on Service Standards
- Introduction of E- Learning modules/courses
- Review the Organisational Structure to align with MSR

MH & EM SERVICES OPPORTUNITIES:

- Appointment of EHP's as LEO.
- To take over function of Air Quality Management
- Introduction of MoU with LM on rendering of MHS & EM.
- Effective stakeholder collaboration w.r.t MHS delivery

MH & EM SERVICES - FOOD POISONING AND RELATED INCIDENTS:

Circular from DG of Small Business Development on:

Enforcement, monitoring and joint action on licensing of Spaza shops and informal businesses in Townships and rural areas, calls for the following:

- Prioritise the licensing of spaza shops and informal businesses, ensure compliance with legislation and by laws
- Continuous monitoring through regular inspections focusing on products safety, expiry dates, etc
- Participate in joint operations with all spheres to ensure enforcement of licensing and regulatory conditions, by laws and legislation

3.2.5. Infrastructure, Housing, Development and Planning

Infrastructure Development Housing and Planning department is responsible for service delivery in the district. The department is one of the key drivers of development within the district with responsibilities in infrastructure development that is responsible for implementation of EPWP and other job creation projects. The department is also responsible for Local Economic Development in the district e.g. provide support to SMME's, developers IPP's. The Housing Unit falls under the department and it is responsible for beneficiary subsidy administration and beneficiary education. Lastly, the department is responsible for overall planning within the district and this function places

Challenges

Challenge	Mitigation Measurers	Recommendations

Coghsta not allowing Accredited Municipalities to fulfil their roles according to Housing Accreditation Framework Reduced capacity funding allocation	District to fulfil the roles and responsibilities according to the Framework	Resume negotiations with Coghsta allowing the district to fulfil its roles and responsibilities. Majority of the R600 million projects are implemented in the DM space with little to none benefit for the institution.
Building Control at municipal level	Awareness Campaigns	Assist LM's to enforce building regulations
Inadequate capacity at local municipal level to assess Land Development Applications and to advise applicants	Skills development for officials involve with LDA	Request assistance in skills development programmes for municipal officials and councillors
Inability of Local Municipalities to spend Infrastructure Grants	Consultation with identified municipalities to make us of PMU Technical Support	One on one sessions with identified municipalities

3.2.6. SWOT analysis

Strengths:

- Competent and qualified staff
- Manage to operate within a small budget
- Stability – Intra Political and Intra Administration interface
- Infrastructure to render an effective shared service
- Commitment of officials
- Ability to give support to local municipalities
- Sound Council & Service Delivery Policies
- Functional Skill Development Center
- Functional Performance Management System
- Sense of innovation and digitalization

Weaknesses:

- Not being able to get back money from local municipalities for Shared Services rendered
- Grant dependent institution
- Limited technical skills
- % Representation of salaries to the budget
- Retention of qualified and specialized skills
- Limited funding
- ICT and technology Infrastructure
- Insufficient fleet to deliver effective services
- Performance Management for lower levels

- Old disaster management infrastructure
- Office space
- Power back-up

Opportunities:

- Additional functions
- Project management uni
- Eco & Astro Tourism
- Improved Roads
- Position of being strategically situated (National Roads)
- Availability of grants that can be accessed

Threats:

- Future role of district municipalities
- Limited funding
- SKA
- Grant dependent institution
- Climate changes
- Unemployment & poverty
- Limited economic drivers
- Unprepared for Pandemics Load Shedding
- Coalition Councils

3.2.7. Alignment of strategic objectives and municipal functions

Strategic objective	Expected Outcome	Municipal Division
Compliance with the tenets of good governance as prescribed by legislation and best practice	Good clean governance	Community Liaison Communication Special Programmes Municipal Manager Support Services
	Compliant support services	Support Services Performance management
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favourable audit outcome	Viable and compliant financial management Clean Audit	Finance Budget Control Supply Chain Management Asset Management Salaries
Monitor and support local municipalities to enhance service delivery	Compliant support services	Support Services
	Enhanced support to local municipalities	Infrastructure Development Housing
Promote economic growth in the district	Enhanced economic growth	LED
Guide local municipalities in the development of their IDP's and in spatial development	Improved integrated development planning	Spatial Planning
To provide a professional, people-centred human resources and administrative service to citizens, staff and Council	Compliant HR Services	Human Resources Legal Services & Labour Division
To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Clean audit	Internal Audit
To provide disaster management services to the citizens	Disaster readiness	Disaster Management
To provide municipal health services to improve the quality of life of the citizens	Healthy environment	Municipal Health Services

Action Planning:

Plenary session to determine actions for the 2025/26 financial year:

The following actions as determined will be incorporated in the IDP review and Top Layer SDBIP for 2025/26. Please note that additional KPI's could be added with the finalisation of the Top Layer SDBIP for 2025/26 during March to June 2025:

Strategic objective	Responsible Division	Key Performance Indicator	Unit of measurement	Target 2025/26
Compliance with the tenets of good governance as prescribed by legislation and best practice	Office of the Executive Mayor	Submit a report to council by 31 May 2026 on the monitoring and evaluation of community participation	Report submitted to council by 31 May 2026	1
Compliance with the tenets of good governance as prescribed by legislation and best practice	Office of the Executive Mayor	Host commemorative days as per the approved list by the Municipal Manager and Mayor	Number of commemorative days hosted	5
Compliance with the tenets of good governance as prescribed by legislation and best practice	Office of the Executive Mayor	Facilitate the meeting of the District HIV/AIDS council	Number of meetings held	2
Compliance with the tenets of good governance as prescribed by legislation and best practice	Office of the Executive Mayor	Facilitate "Council meets the People" meetings for each municipality by 30 June 2026	Number of meetings facilitated	8
Compliance with the tenets of good governance as prescribed by legislation and best practice	Office of the Executive Mayor	Facilitate the meeting of the District Communication Forum	Number of meetings held	2
Compliance with the tenets of good governance as prescribed by legislation and best practice	Office of the Executive Mayor	Compile and distribute the District Municipality's external newsletter	Number of newsletters compiled and distributed	2
Compliance with the tenets of good governance as prescribed by legislation and best practice	Office of the Executive Mayor	Facilitate the quarterly meetings of the Political District Intergovernmental Forum	Number of meetings facilitated	4
Compliance with the tenets of good governance as prescribed by legislation and best practice	Municipal Manager	Facilitate the quarterly meetings of the Technical District Intergovernmental Forum	Number of meetings facilitated	4
Compliance with the tenets of good governance as prescribed by legislation and best practice	Municipal Manager	Sign 57 performance agreements with all directors by 31 July 2025	Number of performance agreements signed by 31 July 2025	4
Monitor and support local municipalities to enhance service delivery	Municipal Manager	Report quarterly to council on Shared Services	Number of reports submitted	4
Compliance with the tenets of good governance as prescribed by legislation and best practice	Municipal Manager	Complete the Risk Assessment and submit the updated risk register to the Risk Management Committee by 31 March 2026	Risk Analysis completed and updated risk register submitted to the Risk Management Committee by 31 March 2026	1

To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Internal Audit	Submit a Quality Assurance Plan for Pixley Ka Seme District Municipality to the Audit Committee by 30 June 2026	Quality Assurance Plan submitted by 30 June 2026	1

Strategic objective	Responsible Division	Key Performance Indicator	Unit of measurement	Target 2025/26
To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Internal Audit	Submit internal audit reports to the local municipalities in terms of the Service Level Agreements	Number of reports submitted	28
To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Internal Audit	Compile the Risk Based Audit Plan (RBAP) for Pixley Ka Seme District Municipality and submit to the Audit Committee for consideration by 30 June 2026	RBAP submitted by 30 June 2026	1
To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Internal Audit	Compile the Risk based audit plans (RBAP) for the local municipalities in terms of the Service Level Agreements by 30 June 2026 and place on the agenda of the next Audit Committee meeting	Number of plans completed by 30 June 2026 and placed on the agenda of the next AC meeting	7
To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Internal Audit	Review the 3 year Strategic Audit Plan for Pixley Ka Seme District Municipality and submit to the Audit Committee by 30 June 2026	Revised 3 year Strategic Audit plan submitted to the AC by 30 June 2026	1
To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Internal Audit	Review the 3 year Strategic Audit Plan for the Local Municipalities in terms of the Service Level Agreements by 30 June 2026 and place on the agenda for the next Audit Committee meeting	Revised 3 year Strategic Audit plans by 30 June 2026 and placed on the agenda of the next AC meeting	7
To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Internal Audit	Facilitate the quarterly Audit Committee meetings during the 2025/26 financial year for Pixley Ka Seme District Municipality	Number of Audit Committee meetings facilitated	4
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Compile and submit an Audit Action Plan to Council by 31 January 2026 to address the issues raised by the AG	Audit Action Plan compiled and approved by 31 January 2026	1
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Report quarterly to council on meetings with and correspondence to defaulting municipalities on debt relating to services rendered	Number of reports submitted	4

Strategic objective	Responsible Division	Key Performance Indicator	Unit of measurement	Target 2025/26
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Prepare and submit the draft budget to Council by 31 March 2026	Draft budget submitted by 31 March 2026	1
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Prepare and submit the final budget to Council by 31 May 2026	Final budget submitted by 31 May 2026	1
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Prepare and submit the adjustments budget to Council by the 28 February 2026	Adjustments budget submitted by 28 February 2026	1
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Submit the annual financial statements to the Auditor-General by 31 August 2025	Statements submitted to the AG by 31 August 2025	1
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Financial viability measured in terms of the Municipality's ability to meet it's service debt obligations by 30 June 2026 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% debt coverage as at 30 June 2026	45% (Nat Norm)
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Finance	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2026 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash as at 30 June 2026	0.01
Compliance with the tenets of good governance as prescribed by legislation and best practice	Corporate Services	Submit the Top layer SDBIP for approval by the Mayor within 14 days after the budget has been approved	Top Layer SDBIP submitted 4 to Mayor within 14 days after the budget has been approved	1
Compliance with the tenets of good governance as prescribed by legislation and best practice	Corporate Services	Submit the draft Annual Report to Council annually by 31 January 2026	Draft annual report submitted to council by 31 January 2026	1
To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Corporate Services	Spent 1% of personnel budget on training by 30 June 2026 (Actual total training expenditure divided by total personnel budget)	% of the personnel budget spent on training as at 30 June 2026	1%
To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Corporate Services	Implement the WPSP measured by the % of identified employees that completed training as identified in WPSP by 30	% of identified employees that completed training as identified in WPSP by 30 June 2026	90%

Strategic objective	Responsible Division	Key Performance Indicator	Unit of measurement	Target 2025/26
		June 2026 (Total number of officials that received training as was identified in the WPSP for 2025/26/total number of officials that were identified for training in the WPSP for 2025/26)		
To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Corporate Services	Limit the vacancy rate of all funded and vacant posts to 10% of funded posts by 30 June 2026 so that 90% of posts are filled ((Number of funded posts vacant/Total number of funded posts)x100)	% vacancy rate of funded posts (Number of funded posts vacant/Total number of funded posts)x100	10%
To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Corporate Services	Review the Workplace Skills Plan and submit to the LGSETA by 30 April 2026	Plan submitted to the LGSETA by 30 April 2026	1
To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Corporate Services	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2026	Number of people employed (newly appointed)	1
To provide disaster management services to the citizens	Corporate Services	Host training session by 31 May 2026 to train volunteers ito Disaster Management (In collaboration with all departments)	Training session hosted by 31 May 2026	1
To provide disaster management services to the citizens	Corporate Services	Review the Disaster Management Plan and submit to Council by 31 May 2026	Reviewed plan submitted to council by 31 May 2026	1
To provide municipal health services to improve the quality of life of the citizens	Corporate Services	Compile monthly water quality analysis reports to local municipalities in terms of the Water Quality Monitoring Programme	Number of reports compiled	96
To provide municipal health services to improve the quality of life of the citizens	Corporate Services	Submit quarterly reports to Council on municipal health services rendered	Number of reports submitted	4
To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Corporate Services	Review the organizational structure of the district Municipality and submit to council by 31 May 2026	Reviewed Organizational Structure submitted to council by 31 May 2026	1
To provide municipal health services to improve the quality of life of the citizens	Corporate Services	Review the Municipal Heath By-Law and submit to Council by 31 May 2026	Municipal Heath By-Law reviewed and submitted to Council by 31 May 2026	1
Monitor and support local municipalities to enhance service delivery	Infrastructure, Housing, Planning and Development	Submit quarterly progress reports to the Portfolio Committee on the activities in the department including expenditure on all MIG projects of local municipalities in the district and infrastructure grants/allocations	Number of reports submitted	4

Strategic objective	Responsible Division	Key Performance Indicator	Unit of measurement	Target 2025/26
		implemented by the district municipality		
Guide local municipalities in the development of their IDPs and in spatial development	Infrastructure, Housing, Planning and Development	Compile the IDP review and submit draft to Council by 31 March 2026	Draft IDP review submitted to Council by 31 March 2026	1
Guide local municipalities in the development of their IDPs and in spatial development	Infrastructure, Housing, Planning and Development	Compile an IDP framework by 31 August 2025 to guide local municipalities	IDP framework completed by 31 August 2025	1
Promote economic growth in the district	Infrastructure, Housing, Planning and Development	Create full time equivalents (FTE's) through the Expanded Public Works Programme (EPWP) by 30 June 2026 [Person days / FTE (230 days)]	Number full time equivalents (FTE's) created by 30 June 2026	12
Promote economic growth in the district	Infrastructure, Housing, Planning and Development	Facilitate quarterly LED forum meetings	Number of meetings Facilitated	4
Promote economic growth in the district	Infrastructure, Housing, Planning and Development	Host an annual Tourism and Investment summit by 30 June 2026	Tourism and Investment summit hosted annually by 30 June 2026	1
Promote economic growth in the district	Infrastructure, Housing, Planning and Development	Review the LED Strategy that includes an implementation plan and submit to Council by 30 June 2026	Reviewed LED Strategy that includes an implementation plan submitted to Council by 31 May 2026	1

Way Forward

- Senior Managers must discuss the outcomes in this summary document with their departmental heads and other personnel.
- The actions should be incorporated into the IDP review of 2025/26.
- Additional performance indicators regarding the Revenue Enhancement Strategy will be added with the finalisation of the Top Layer SDBIP for 2025/26 during March to June 2025.
- Additional performance indicators regarding innovation, etc. will be added by mutual agreement to the performance agreements of snr managers for 2025/26 financial year as will be determined by the Mayor and Municipal Manager.

CHAPTER 4 FINANCIAL PLAN AND SECTOR CONTRIBUTIONS

4.1. Introduction

This chapter is intended to give effect to section 26 paragraph (h) of the Municipal Systems Act (2000) which provides that: "an integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years". The chapter therefore outlines PKSDM's financial plan that was compiled in line with the Municipal Finance Management Act (Act 56 of 2003).

4.2. Financial outlook

4.2.1. Operating Budget: Revenue and Expenditure

The table below indicates the revenue budget by source and the expenditure budget per mSCOA function:

Table 29 Revenue and Expenditure budget

Description	Budget (R)		
	2022/23	2023/24	2024/25
Revenue by Source			
Interest earned - external investments	750 000	900 000	945 000
Other revenue	2 239 650	2 709 100	2 793 900
Rental of facilities	0	0	0
Agency services	1 965 865	2 450 000	2 572 500
Transfers recognised - operational	65 697 939	67 673 000	69 861 000
Transfers recognised – capital	0	0	0
Total Revenue	**71 106 515**	**73 732 100**	**76 172 400**
Operating Budget: Expenditure per mSCOA function			
Executive and Council	13 084 282	13 978 090	14 676 995

Finance and Administration	12 887 222	12 950 054	13 597 557
Internal Audit	6 851 685	7 548 053	7 925 456
Corporate Services	12 808 142	12 826 055	13 467 358
Public Safety	3 616 100	4 065 482	4 262 756
Housing	2 403 825	2 110 579	2 216 108
Health	8 060 666	8 875 395	9 319 165
Planning and Development	9 763 129	10 179 028	9 641 534
Total Expenditure	**69 475 051**	**72 532 736**	**75 112 928**

REVENUE

Interest earned: R 750 000

Other Revenue: R 2 040 000

Agency Services: R 2 425 500

Transfer recognised-Operational: R 69 971 000

TOTAL REVENUE: R 75 186 500

EXPENDITURE

Executive and Council: R 14 299 953

Finance: R 14 094 076

Internal Audit: R 7 465 406

Corporate Service: R 13 014 363

Public Safety R 4 798 288

Housing: R2 121 550

Health: R 9 251 882

Planning and Development: R 10 133 153

TOTAL EXPENDITURE: 75 178 671

4.2.2. Operating budget: Revenue by department and division

Table 30. Operating budget: revenue by department and division

Department	Division	Budget (R)					
		22/23	%	2324	%	2425	%
Compliance with the tenets of good governance as prescribed by legislation and best practice							
Council Expenses	Council	250 000		0		0	
Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome							
Finance	Budget and Treasury Office	65 263 515		67 900 100		71 061 900	
To provide disaster management services to the citizens							
Corporate Services	Emergency and Disaster Management	0		0		0	
Guide local municipalities in the development of their IDP's and in spatial development							
Infrastructure, Housing, Planning and Development	Infrastructure Development	0		0		0	
Monitor and support local municipalities to enhance service delivery							
Infrastructure, Housing, Planning and Development	Housing	200 000		0		0	
Promote economic growth in the district							
Infrastructure, Housing, Planning and Development	Infrastructure Development(RAMS and EPWP)	4 293 000		4 182 000		3 378 000	
MHS to provide municipal health services to improve the quality of life of the citizens							
		1 100 000		1 650 000		1 732 500	
Total Revenue		**71 106 515**		**73 732 100**		**76 172 400**	

REVENUE PER DEPARTMENT

Council: R 0.00

Finance: R 69 298 500

Corporate Service: R 10 000

Corporate Service (Emergency & Disaster management): R 0.00

Infrastructure & Development: R 0.00

Infrastructure & Development (Housing): R 0.00

Infrastructure & Development (RRAMS & EPWP): R 4 578 000

MHS: R 1 300 000

TOTAL REVENUE: 75 186 500

4.2.3. Operating budget: Expenditure by department and division

Table 31. Expenditure by department and division

Department	Division	Budget (R)				
		2223	%	2324	%	2425
(A) Compliance with the tenets of good governance as prescribed by legislation and best practice						
Council Expenses	Council	11 233 861		11 525 078		12 101 332
Office of the Municipal Manager	Office of the Municipal Manager	1 850 421		2 453 012		2 575 663
(B) To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined						
Internal Audit	Internal Audit	6 851 685		7 548 053		7 925 456
(C) To provide a professional, people centred human resources and administrative service to citizens, staff and Council						
Corporate Services	Human Resources	12 808 142		12 826 055		13 467 358
(D) Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favourable audit outcome						
Finance	Budget and Treasury Office	12 887 222		12 950 054		13 597 557
(E) To provide disaster management services to the citizens						
Corporate Services	Emergency and Disaster Management	3 616 100		4 065 482		4 268 756
(F) Guide local municipalities in the development of their IDP's and in spatial development						
Infrastructure, Housing, Planning and Development	Development and Infrastructure	5 684 779		6 126 128		6 432 434
(G) Monitor and support local municipalities to enhance service delivery						
Infrastructure, Housing, Planning and Development	Housing	2 403 825		2 110 579		2 216 108
(H) To provide municipal health services to improve the quality of life of the citizens						
Corporate Services	Municipal Health Services	8 060 666		8 875 395		9 319 165
(I) Promote economic growth in the district						
Infrastructure, Housing, Planning and Development	Development and Infrastructure – EPWP RRAMS	4 078 350		4 052 900		3 209 100
Total Expenditure		69 475 051		72 532 736		75 112 928

EXPENDITURE PER DEPARTMENT

Council expenses: R 11 759 727

Office of the Municipal Manager: R 2 540 226

Internal Audit: R 7 465 406

Corporate Service (Human Resources): R 13 014 363

Finance: R 14 094 076

Corporate Service (Emergency & Disaster management): R 4 798 288

Infrastructure & Development (Development& Infrastructure): R 5 765 071

Infrastructure & Development (Housing): R 2 121 550

Corporate Service (Municipal Health Services): R 9 251 882

Infrastructure & Development (EPWP & RRAMS): R 4 368 082

TOTAL EXPENDITURE: 75 178 671

4.2.4. Allocation in terms of DORA

DC7 - DORA Allocations for 4 year period

Grant	23/24	24/25	Increase	%	25/26	Increase	%	26/27	Increase
DORA	61,790,000.00	63,593,000.00	1,803,000.00	3%	63,990,000.00	397,000.00	1%	63,583,000.00	(407,000.
Equitable Share	26,114,000.00	27,183,000.00	1,069,000.00	4%	26,112,000.00	(1,071,000.00)	-4%	24,059,000.00	(2,053,000.
RSC Levy Replacement	31,640,000.00	32,235,000.00	595,000.00	2%	33,507,000.00	1,272,000.00	4%	34,952,000.00	1,445,000.
Support for Council Rem.	4,036,000.00	4,175,000.00	139,000.00	3%	4,371,000.00	196,000.00	5%	4,572,000.00	201,000.
FMG	1,700,000.00	1,800,000.00	100,000.00	6%	1,800,000.00	-	0%	2,000,000.00	200,000.
EPWP	950,000.00	1,200,000.00	250,000.00	26%					
RRAMS	3,232,000.00	3,378,000.00	146,000.00	5%	3,529,000.00	151,000.00	4%	3,691,000.00	162,000.
MSIG	2,200,000.00	1,591,000.00	(609,000.00)	-28%	1,457,000.00	(134,000.00)	-8%	2,406,000.00	949,000.
Total:	69,872,000.00	71,562,000.00	1,690,000.00	2%	70,776,000.00	(786,000.00)	-1%	71,680,000.00	904,000.

Figure 24. Allocation in terms of DORA

4.4. Sector department and institutional contribution

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) in particular provides instruction on cooperative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five- year strategic plan. It goes further to inform that the IDP must link, integrate and coordinate development plans for the Municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget is based. The plan must also be compatible with national development plans and planning requirements binding on the Municipality in terms of legislation. The IDP should therefore serve as a guideline for where sector departments allocate their resources at local government level. The Municipality should however also take into consideration the sector departments' policies and programmes when developing its own policies and strategies. For this reason, is it in the interest of the sector departments to participate in municipal IDP planning processes to ensure alignment between programmes. In 2005, the Inter-governmental Relations Framework Act was passed to make sure that the principles in Chapter Three of the Constitution on cooperative government are implemented. The Act seeks to set up mechanisms to coordinate the work of all spheres of government in providing services, alleviating poverty and promoting development.

Municipalities are required by law to formulate an IDP. An IDP is tool that aims to coordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. The IDP is developed on the premise that in order for development to take place, there is need for all stakeholders to pull together. Thus, PKSDM has prepared this 2022/27 IDP in line with Chapter 4 and 5 of the MSA as well as in line with constitutional requirements. When the IDP was being prepared, the municipality took into account the existing conditions and problems and resources available for development. The plan looked at economic and social development for PKSDM as a whole.

Chapter 13 of the NDP outlines a vision for building a capable and developmental state through interdepartmental coordination and strengthening local government. This vision is expressed specifically through Priority 4 (spatial integration, human settlements and local government) of government's 2019 – 2024 MTSF. PKSDM is cognisant of the fact that within the framework of co-operative government, the IDPs should be informed by national and provincial developmental priorities. The national and provincial government, as well as the private sector participate in the IDP to commit resources towards plans, projects and programmes. The IDP preparation was a well-coordinated to ensure that programs, projects and activities across the spectrum of the public sector do not overlap and that all stakeholders work together to achieve objectives as set by legislation. The sections and tables below indicate projects that are planned by the various national and provincial sector departments.

4.4.1. PKSDM IDH&P 2025/2026 EPWP business plan and district projects

Name of the Intitution	Project Name	Beneficiaries		Start date	End date	Project cost	Institutional strategic Goal Linkage	NDP Linkage	AU agenda 2063 Linkage	SDG Linkage
		Male	Female							
Pixley ka Seme Municipality	Municipal Health Services Support	3	5	1/07/2025	30/06/2026	R 275,783.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 11: Social protection	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	11.Sustainable cities and communities
Pixley ka Seme Municipality	Office Support Workers	1	3	1/07/2025	30/06/2026	R 226,277.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 13: Reforming the public services	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	11.Sustainable cities and communities
Pixley ka Seme Municipality	Petrusville Erosion Protection Works	12	9	06/10/2025	30/04/2026	R 200,320.00	o MSO 8: To provide disaster management services to the citizens	Chapter 12: Building safer communities	(7) Environmentally sustainable and climate resilient economies and communities	9. Industry, Innovation and Infrastructure
Pixley ka Seme Municipality	Refurbishment of Pixley ka Seme Office Building	4	2	02/02/2026	29/05/2026	R 149,798.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 12: Building safer communities	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	9. Industry, Innovation and Infrastructure
Pixley ka Seme Municipality	Refurbishment of Municipal buildings-Community Halls	15	9	02/02/2026	29/05/2026	R 339,122.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 12: Building safer communities	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	9. Industry, Innovation and Infrastructure
pixley ka Seme Municipality	Maintenance of municipal Streets					R 932,6 million	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 13: Reforming the public services	(10) World Class Infrastructure crisscrosses Africa	11.Sustainable cities and communities
pixley ka Seme Municipality	Upgrading of Gravel access road to towns					R 801,9 million	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 13: Reforming the public services	(10) World Class Infrastructure crisscrosses Africa	11.Sustainable cities and communities
pixley ka Seme Municipality	Development of and alternative manganese transport route					R 1, 12 billion	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 13: Reforming the public services	(10) World Class Infrastructure crisscrosses Africa	11.Sustainable cities and communities
Pixley ka Seme Municipality	Establish a container business park						o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 15: Transforming society and uniting the country	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	1. No Poverty

4.4.2. SIYANCUMA

Name of the Intitution	Project Name	Beneficiaries		Start date	End date	Project cost	Institutional strategic Goal Linkage	NDP Linkage	AU agenda 2063 Linkage	SDG Linkage
		Male	Female							
INEP	Electrification of Bongani 458	N/A	N/A	2021/22	To be determined	R15 mil		Chapter 13: Reforming the public services	(10) World Class Infrastructure crisscrosses Africa	9. Industry, Innovation and Infrastructure
MIG	Campbell Bulk Water Augmentation	N/A	N/A	2023/24	To be determined	R 43 mil		Chapter 7 & 8: Reversing spatial effects of apartheid	(10) World Class Infrastructure crisscrosses Africa	6. Clean Water and Sanitation
MIG	Construction of WWTW Campbell	N/A	N/A	2023/24	June 2025	R 38,9 mil		Chapter 7 & 8: Reversing spatial effects of apartheid	(10) World Class Infrastructure crisscrosses Africa	6. Clean Water and Sanitation
DOH	Construction of a Clinic (Schmidtsdrift)	N/A	N/A	2024/25	To be determined	R49 mil	o MSO 5: To Guide local municipalities in the development of their IDP's and in spatial development	Chapter 10: Quality health care for all	(3) Healthy and well-nourished citizens	3. Good Health and Well-being
MIG	Upgrading of Sport and Recreation facilities (Campbell)	N/A	N/A	2025/26	To be determined	R8 mil		Chapter 12: Building safer communities	(18) Engaged and Empowered Youth and Children	9. Industry, Innovation and Infrastructure
COGHSTA	Breipaal 100 (Houses)	N/A	N/A	2024/25	To be determined	R12 mil	o MSO 5: To Guide local municipalities in the development of their IDP's and in spatial development	Chapter 7 & 8: Reversing spatial effects of apartheid	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	9. Industry, Innovation and Infrastructure
DBSA	Anderson Primary School (Griekwastad)	N/A	N/A	2024/26	To be determined	R42 mil		Chapter 9: Improving the quality of education, training and innovation	(2) Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	4. Quality Education
FUTURE PROJECT	Refurbishment of Griekwastad WWTW ward 1&7.	N/A	N/A	2025/26	To be determined	To be determined			(3) Healthy and well-nourished citizens	6. Clean Water and Sanitation
FUTURE PROJECT	Installation of internal services and top structures in Campbell ward 7 2025/26.	N/A	N/A	2025/26	To be determined	To be determined			(10) World Class Infrastructure crisscrosses Africa	6. Clean Water and Sanitation

4.4.3. Dedat, Department of communication and the Department of Technology and Innovation

Name of the Intitution	Project Name	Beneficiaries		Start date	End date	Project cost	Institutional strategic Goal Linkage	NDP Linkage	AU agenda 2063 Linkage	SDG Linkage
		Male	Female							
TDMI Training	Installation Rules Paper 1 and 2	1	3	08-May-25	04-Aug-25	R49,000.00	o MSO 4: To promote economic growth in the district	Chapter 5: Transition to a low carbon economy	(7) Environmentally sustainable and climate resilient economies and communities	7. Affordable and clean energy
DEDaT	Export Awareness Training	Yes	Yes	05/06/2025	05/06/2025	R20,000				
Department of Communications Digital Technologies	SA Connect National Broadband connectivity program.	yes	yes	-	-	-	o MSO 4: To promote economic growth in the district	Chapter 3 & 4: An economy that will create jobs	(10) World Class Infrastructure crisscrosses Africa	9. Industry, Innovation and Infrastructure
Department of Science Technology and Innovation.	SKA	yes	yes				o MSO 4: To promote economic growth in the district	Chapter 3 & 4: An economy that will create jobs	(10) World Class Infrastructure crisscrosses Africa	9. Industry, Innovation and Infrastructure
USAASA	Complimentary broadband .	yes	yes				o MSO 4: To promote economic growth in the district	Chapter 3 & 4: An economy that will create jobs	(10) World Class Infrastructure crisscrosses Africa	9. Industry, Innovation and Infrastructure
Department of Communications Digital Technologies	Support community capacity to maintain and use wireless network Broadband and digital skills program for Municipalities.	Yes	yes				o MSO 4: To promote economic growth in the district	Chapter 3 & 4: An economy that will create jobs	(2) Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	9. Industry, Innovation and Infrastructure

4.4.4 Department of Water and sanitation

Name of the Intitution	Project Name	Beneficiaries		Start date	End date	Project cost	Institutional strategic Goal Linkage	NDP Linkage	AU agenda 2063 Linkage	SDG Linkage
		Male	Female							
Ubuntu	Victoria West: Upgrading of existing oxidation ponds and sewer pump stations - phase 2			Jun-25	Jul-26	R30,910,198.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Umsobomvu	NOUPOORT – DEVELOPMENT OF ADDITIONAL BOREHOLES			TBC	TBC	R47,824,387.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Siyathemba	NEW 415Kℓ ELEVATED RESERVOIR AT PRIESKA			Jun-24	Jul-26	R15,163,229.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Emthanjeni	De Aar BWS			Jun-22	Jul-24	R89,902,050.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Emthanjeni	Refurbishment of De Aar Wastewater Treatment Works			TBC	TBC	TBC	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Thembelihle	Refurbishment of Strydenburg Wastewater Treatment Works			Jan-24	Jul-26	R11,500,000.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Siyancuma	Campbell bulk water supply augmentation			Jan-24	Sep-25	R 41 951 058.01	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Siyancuma	Campbell internal water and sewer reticulation (BEP)					R 75 440 525.44	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation
Renosterberg	Emergency repairs to Philipstown wastewater treatment works			Jun-25	Jul-27	R23,616,436.00	o MSO 3: To Monitor and support local municipalities to enhance service delivery	Chapter 3 & 4: An economy that will create jobs	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	6. Clean Water and Sanitation

4.2.2.4. COGHSTA

Name of the Intitution	Project Name	Beneficiaries		Start date	End date	Project cost	Institutional strategic Goal Linkage	NDP Linkage	AU agenda 2063 Linkage	SDG Linkage
		Male	Female							
	Norvalspont			15-Aug-24	30-Nov-25	R 5,441,983				
	Prieska 4000			15-Aug-24	20-Nov-25	R 1,000,000				
	De Aar 353			15-Aug-24	22-Nov-25	R 1,000,000				
	Victoria West 120			01-Apr-25	31-Mar-25	R 1,000,000				
	Individuals			01-Apr-24	31-Mar-26	R 1,104,000				
	Ouboks			01-Apr-24	30-Nov-25	R 1,000,000				
	Ubuntu Loxton 51			15-Aug-24	30-Nov-25	R 1,000,000				
	Norvalspont			15-Aug-24	30-Nov-25	R 6,000,000				
	Siyancuma Breipal 506			15-Aug-24	30-Nov-25	R 6,000,000				
	Emthanjeni Britstown 848			15-Aug-24	30-Nov-25	R 6,000,000				
	Siyancuma Dalton 177			15-Aug-24	30-Nov-25	R 6,000,000				
	Thembelihle Strydenberg 58			15-Aug-24	30-Nov-25	R 6,000,000				
	Thembelihle Hopetown 200			15-Aug-24	30-Nov-25	R 6,090,000				

CHAPTER 5 PERFORMANCE MANAGEMENT AND M&E

5.1. Performance management

The municipal performance management function describes, measures and reports on how the Municipality's processes relating to the implementation of the IDP will be conducted, organised and managed. Performance management therefore holds the key to the successful implementation of the IDP. Integrated development planning enables the achievement of the planning stage of performance management. The Service Delivery and Budget Implementation Plan (SDBIP), the Performance Information System, performance agreements and plans underpin effective performance management. The following table is useful in understanding important performance management concepts:

CONCEPT	BROAD DEFINITION
Key Performance Areas (KPAs)	Critical function / domain that is crucial to the achievement of organis goals.
Objective	Statement about the ultimate and long-term outcomes the organisati wishes to achieve.
Key Performance Indicators (KPIs)	Measures (qualitative and quantitative) that indicate whether progres being made towards achieving set objectives.
Input indicators	An indicator that measures equipment, resources, economy and effi for example: ○ Budget projection ○ % capital budget spent by 30 June. ○ Unit costs for delivering water to a single household
Output indicators	Indicators that measure results, usually expressed in quantitative terr number / %), e.g. Number of households connected.
Outcome indicators	Indicators that measure the impact of reaching the target, e.g. Perce of households with access to water.
Impact indicators	Indicators that measure the marked effect or influence of achieving s outcomes.
Key Performance Elements (KPEs)	Focus areas linked to the identified Key Performance Areas.
Baseline indicators	These provide quantitative and / or qualitative levels of performance the beginning of the monitoring period in respect of which the institut aims to improve.
Performance targets	Quantifiable levels of the indicators that the organisation wants to ac at a given point in time.
Performance plan	Plan of agreed Key Performance Areas, Objectives, Key Performanc Indicators and Targets covering a specific financial year.
Institutional performance review cycle	12 months' period (continuous), that constitutes the financial year of Municipality: 1 July to 30 June of the following year.

Review	A comprehensive assessment of the economy, efficiency, effectiveness and impact as far as the key performance indicators and performance targets set by the Municipality are concerned

Performance management is a strategic approach to management, which is aimed at equipping leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. It is a requirement for local government in terms of the MSA which requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance-based indicators linked to their IDP;
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have their annual performance report audited by the Auditor-General; and,
- Involve the community in setting indicators and targets and in reviewing municipal performance.

5.1.1. Performance Management system

Performance information indicates how well a municipality is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of its mandate. Performance information is key for effective management, including planning, budgeting, and implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling councillors, members of the public to track progress, identify the scope for improvement and better understand the issues involved. The Municipality delivers services essential to the well-being and development of the communities. To ensure that service delivery is as efficient and economical as possible; municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance Management System is a legislated function and also a critical monitoring and evaluating service delivery tool within local government sphere, its performance is audited by the Auditor General (AG). Performance auditing plays an important role in keeping the oversight bodies and other interested parties well informed about governmental actions and the outcomes. It increases public transparency and accountability, providing objective and reliable information on how public services are being performed.

5.1.2. Legislative requirements

Section 40 of the Municipal Systems Act obligates municipalities to establish mechanisms to monitor and review its performance management system (PMS). This is achieved through the development and implementation of a performance management system (PMS) that is commensurate with the resources of the municipality. Section 34 of the MSA furthermore points out that the IDP has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the organisational performance management and performance contracts of Section 57 managers. The Local Government: Municipal Planning and Performance Management Regulations stipulates in more detail what is expected from municipalities in implementing its PMS, inter alia, requiring this policy which must clarify all processes and the roles and responsibilities of each role-player, including the local community, in the functioning of the system. It also regulates the establishment, composition and functioning of a Performance Audit Committee (PAC).

The Local Government: Municipal Finance Management Act, Act No. 56 of 2003 (MFMA) requires a service delivery and budget implementation plan (SDBIP) based on specific targets and performance indicators derived from the IDP thus linking the IDP, the PMS and the budget. In terms of Section 72 thereof a municipality is required to submit a mid-year budget and performance assessment before 25 January of each year. Section 165 stipulates the existence of an internal audit unit which inter alia, advises the Municipal Manager and reports to an Audit Committee (AC) on the implementation of an internal audit plan including performance management. Section 166 requires the establishment of an independent AC advising the political and administrative executive on inter alia matters relating to performance management and performance evaluation.
The constitution of S.A (1996), section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of Performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources,
- accountable public administration
- to be transparent by providing information,
- to be responsive to the needs of the community,
- and to facilitate a culture of public service and accountability amongst staff.

5.1.3. Benefits of performance management

Performance management is critical in order for an organisation to successfully achieve its set objectives. The effectiveness of performance management is based on the quality of performance information. Performance information indicates how well an institution is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of government's mandate. Performance information is key to effective management, including planning, budgeting, implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling legislators, members of the public and other interested parties to track progress, identify the scope for improvement and better understand the issues involved.

The public sector delivers services essential to the well-being and development of the nation. To ensure that public service delivery is as efficient and economical as possible, all government institutions are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

Performance information also plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, appropriate and timely. The most valuable reason for measuring performance is that what gets measured gets done. If an institution knows that its performance is being monitored, it is more likely to perform the required tasks - and to perform them well. In addition, the availability of performance information allows managers to pursue results-based management approaches, such as performance contracts, risk management, benchmarking and market testing. MFMA Circular 63: This circular provides guidance to municipalities and municipal entities on the format and content of the annual report. It reinforces and emphasises the need for municipalities and municipal entities to prepare annual reports for each financial year in accordance with section 46 of the MSA and section 121 of the MFMA. The circular dictates that annual reports must be aligned with the planning documents and municipal budget for the year reported on. This means that the IDP, budget, SDBIP, in-year reports, annual performance report and annual report should have similar and consistent information in order to facilitate understanding and to enable linkage between plans and actual performance. The circular further provides the timelines for the various activities of the development process of the annual report.

5.1.4. Link between organizational and individual performance

The MSA requires the Municipality to establish a PMS that is commensurate with its resources; best suited to its circumstances and in line with the IDP. It is required to create a culture of performance throughout the Municipality.

The PMS should obtain the following core elements:

- Setting of appropriate performance indicators;
- Setting of measurable performance targets;
- Agree on performance measurement;
- Performance monitoring, reviewing and evaluation;
- Continuous performance improvement;
- Regular performance reporting; and
- Intervention where required.

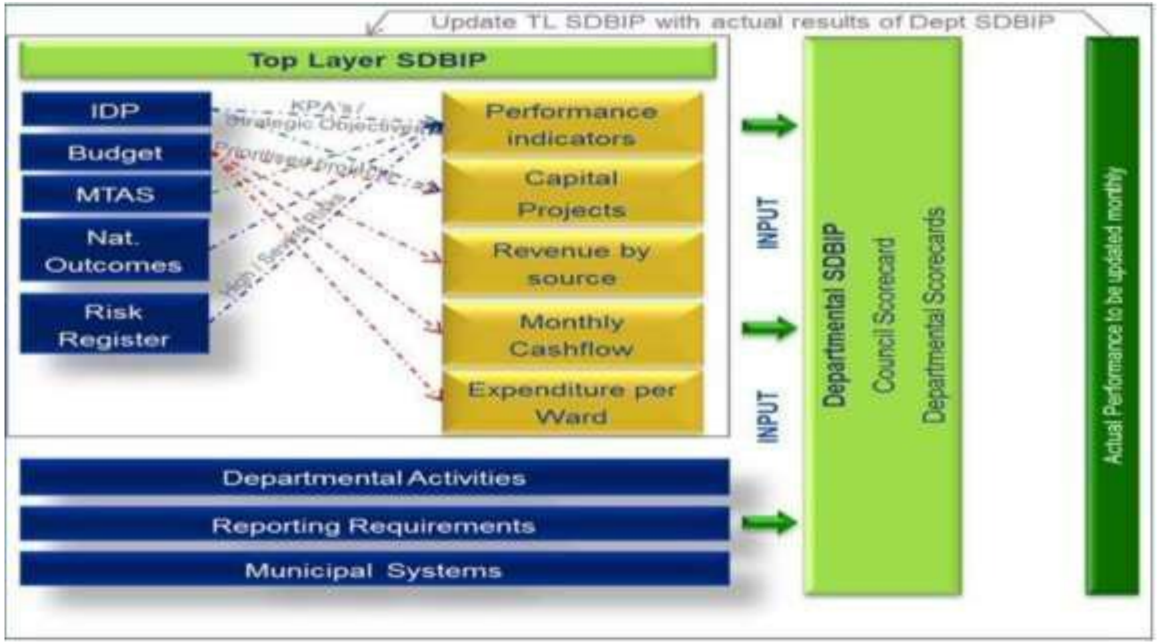


Figure 25. SDBIP with actual results

The performance of the Municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set our consolidated service delivery targets and provides and overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities. The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the Municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible for, in other words, a comprehensive picture of the performance of each directorate/sub-directorate.

DRAFT Top-layer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL1	Office of the Executive Mayor	Compliance with the tenets of good governance as prescribed by legislation and best practice	Submit a report to council by 31 May 2026 on the monitoring and evaluation of community participation	Report submitted to council by 31 May 2026	Municipal Manager	Number	1				1
TL2	Office of the Executive Mayor	Compliance with the tenets of good governance as prescribed by legislation and best practice	Host commemorative days as per the approved list by the Municipal Manager and Mayor	Number of commemoratives days hosted	Municipal Manager	Number	5	2	1	1	1
TL3	Office of the Executive Mayor	Compliance with the tenets of good governance as prescribed by legislation and best practice	Facilitate the meeting of the district HIV/AIDS council	Number of meetings held	Municipal Manager	Number	2		1		1
TL4	Office of the Executive Mayor	Compliance with the tenets of good governance as prescribed by legislation and best practice	Facilitate "Council meets the People" meetings for each municipality by 30 June 2026	Number of meetings facilitated	Municipal Manager	Number	8				8
TL5	Office of the Executive Mayor	Compliance with the tenets of good governance as prescribed by legislation and best practice	Facilitate the meeting of the District Communication Forum	Number of meetings held	Municipal Manager	Number	2		1		1
TL6	Office of the Executive Mayor	Compliance with the tenets of good governance as prescribed by legislation and best practice	Compile and distribute the District Municipality's external newsletter	Number of newsletters compiled and distributed	Municipal Manager	Number	4	1	1	1	1
TL7	Office of the Executive Mayor	Compliance with the tenets of good governance as prescribed by legislation and best practice	Facilitate the quarterly meetings of the Political District Intergovernmental Forum	Number of meetings facilitated	Municipal Manager	Number	4	1	1	1	1

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL8	Municipal Manager	Compliance with the tenets of good governance as prescribed by legislation and best practice	Facilitate the quarterly meetings of the Technical District Intergovernmental Forum	Number of meetings facilitated	Municipal Manager	Number	4	1	1	1	1
TL9	Municipal Manager	Compliance with the tenets of good governance as prescribed by legislation and best practice	Sign 57 performance agreements with all directors by 31 July 2025	Number of performance agreements signed by 31 July 2025	Municipal Manager	Number	4	4			
TL10	Municipal Manager	Monitor and support local municipalities to enhance service delivery	Report quarterly to council on Shared Services	Number of reports submitted	Municipal Manager	Number	4	1	1	1	1
TL11	Municipal Manager	Compliance with the tenets of good governance as prescribed by legislation and best practice	Complete the Risk Assessment and submit the updated risk register to the Risk Management Committee by 31 March 2026	Risk Analysis completed and updated risk register submitted to the Risk Management Committee by 31 March 2026	Municipal Manager	Number	1			1	
TL12	Internal Audit	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Submit a Quality Assurance Plan for Pixley Ka Seme District Municipality to the Audit Committee by 30 June 2026	Quality Assurance Plan submitted by 30 June 2026	Chief Audit Executive	Number	1				1

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL13	Internal Audit	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Submit internal audit reports to the local municipalities in terms of the Service Level Agreements	Number of reports submitted	Chief Audit Executive	Number	28	7	7	7	7
TL14	Internal Audit	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Compile the Risk Based Audit Plan (RBAP) for Pixley Ka Seme District Municipality and submit to the Audit Committee for consideration by 30 June 2026	RBAP submitted by 30 June 2026	Chief Audit Executive	Number	1				1

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL15	Internal Audit	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Compile the Risk based audit plans (RBAP) for the local municipalities in terms of the Service Level Agreements by 30 June 2026 and place on the agenda of the next Audit Committee meeting	Number of plans completed by 30 June 2026 and placed on the agenda of the next AC meeting	Chief Audit Executive	Number	7				7
TL16	Internal Audit	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Review the 3 year Strategic Audit Plan for Pixley Ka Seme District Municipality and submit to the Audit Committee by 30 June 2026	Revised 3 year Strategic Audit plan submitted to the AC by 30 June 2026	Chief Audit Executive	Number	1				1

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL17	Internal Audit	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Review the 3 year Strategic Audit Plan for the Local Municipalities in terms of the Service Level Agreements by 30 June 2026 and place on the agenda for the next Audit Committee meeting	Revised 3 year Strategic Audit plans by 30 June 2026 and placed on the agenda of the next AC meeting	Chief Audit Executive	Number	7				7
TL18	Internal Audit	To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined	Facilitate the quarterly Audit Committee meetings during the 2025/2026 financial year for Pixley Ka Seme District Municipality	Number of Audit Committee meetings facilitated	Chief Audit Executive	Number	4	1	1	1	1
TL19	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Compile and submit an Audit Action Plan to Council by 31 January 2026 to address the issues raised by the AG	Audit Action Plan compiled and approved by 31 January 2026	Chief financial Officer	Number	1			1	

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL20	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Report quarterly to council on meetings with and correspondence to defaulting municipalities on debt relating to services rendered	Number of reports submitted	Chief financial Officer	Number	4	1	1	1	1
TL21	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Prepare and submit the draft budget to Council by 31 March 2026	Draft budget submitted by 31 March 2026	Chief financial Officer	Number	1			1	
TL22	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Prepare and submit the final budget to Council by 31 May 2026	Final budget submitted by 31 May 2026	Chief financial Officer	Number	1				1
TL23	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Prepare and submit the adjustments budget to Council by the 28 February 2026	Adjustments budget submitted by 28 February 2026	Chief financial Officer	Number	1			1	
TL24	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Submit the annual financial statements to the Auditor-General by 31 August 2025	Statements submitted to the AG by 31 August 2025	Chief financial Officer	Number	1	1			

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL25	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Financial viability measured in terms of the Municipality's ability to meet it's service debt obligations by 30 June 2026 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% debt coverage as at 30 June 2026	Chief financial Officer	Percentage	45				45
TL26	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2026 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash as at 30 June 2026	Chief financial Officer	Number	0.01				0.01
TL27	Finance	Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favorable audit outcome	Develop an implementation plan for the Revenue Enhancement Plan and submit to Council by 31 May 2026	Implementation plan for the Revenue Enhancement Plan developed and submitted to Council by 31 May 2026	Chief financial Officer	Number	1				1
TL28	Corporate Services	Compliance with the tenets of good governance as prescribed by legislation and best practice	Submit the Top layer SDBIP for approval by the Mayor within 14 days after the budget has been approved	Top Layer SDBIP submitted 4 to Mayor within 14 days after the budget has been approved	Senior Manager: Corporate Services	Number	1				1
TL29	Corporate Services	Compliance with the tenets of good governance as prescribed by legislation and best practice	Submit the draft Annual Report to Council annually by 31 January 2026	Draft annual report submitted to council by 31 January 2026	Senior Manager: Corporate Services	Number	1			1	

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL30	Corporate Services	To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Spent 1% of personnel budget on training by 30 June 2026 (Actual total training expenditure divided by total personnel budget)	% of the personnel budget spent on training as at 30 June 2026	Senior Manager: Corporate Services	Percentage	1				1
TL31	Corporate Services	To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Implement the WSP measured by the % of identified employees that completed training as identified in WPSP by 30 June 2025 (Total number of officials that received training as was identified in the WSP for 2025/2026 /total number of officials that were identified for training in the WSP for 2025/2026	% of identified employees that completed training as identified in WSP by 30 June 2026	Senior Manager: Corporate Services	Percentage	90				90
TL32	Corporate Services	To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Limit the vacancy rate of all funded and vacant posts to 10% of funded posts by 30 June 2026 so that 90% of posts are filled ((Number of funded posts vacant/Total number of funded posts)x100)	% vacancy rate of funded posts (Number of funded posts vacant/Total number of funded posts)x100	Senior Manager: Corporate Services	Percentage	10				10
TL33	Corporate Services	To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Review the Workplace Skills Plan and submit to the LGSETA by 30 April 2026	Plan submitted to the LGSETA by 30 April 2026	Senior Manager: Corporate Services	Number	1				1

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL34	Corporate Services	To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2026	Number of people employed (newly appointed)	Senior Manager: Corporate Services	Number	1				1
TL35	Corporate Services	To provide disaster management services to the citizens	Host training session by 31 May 2026 to train volunteers ito Disaster Management (In collaboration with all departments)	Training session hosted by 31 May 2026	Senior Manager: Corporate Services	Number	1				1
TL36	Corporate Services	To provide disaster management services to the citizens	Review the Disaster Management Plan annually and submit to Council by 31 May 2026	Reviewed plan submitted to council by 31 May 2026	Senior Manager: Corporate Services	Number	1				1
TL37	Corporate Services	To provide municipal health services to improve the quality of life of the citizens	Compile monthly water quality analysis reports to local municipalities in terms of the Water Quality Monitoring Programme	Number of reports compiled	Senior Manager: Corporate Services	Number	96	24	24	24	24
TL38	Corporate Services	To provide municipal health services to improve the quality of life of the citizens	Submit quarterly reports to Council on municipal health services rendered	Number of reports submitted	Senior Manager: Corporate Services	Number	4	1	1	1	1
TL39	Corporate Services	To provide a professional, people-centered human resources and administrative service to citizens, staff and Council	Review the organizational structure of the district Municipality and submit to council by 31 May 2026	Reviewed Organizational Structure submitted to council by 31 May 2026	Senior Manager: Corporate Services	Number	1				1

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL40	Infrastructure, Housing, Planning and Development	Monitor and support local municipalities to enhance service delivery	Submit quarterly progress reports to the Portfolio Committee on the activities in the department including expenditure on all MIG projects of local municipalities in the district and infrastructure grants/allocations implemented by the district municipality	Number of reports submitted	Sen Man Infrastructure, Housing,Planning and Development	Number	4	1	1	1	1
TL41	Infrastructure, Housing, Planning and Development	Guide local municipalities in the development of their IDPs and in spatial development	Compile the IDP review and submit draft to Council by 31 March 2026	Draft IDP review submitted to Council by 31 March 2026	Sen Man Infrastructure, Housing,Planning and Development	Number	1			1	
TL42	Infrastructure, Housing, Planning and Development	Guide local municipalities in the development of their IDPs and in spatial development	Compile an IDP framework by 31 August 2025 to guide local municipalities	IDP framework completed by 31 August 2025	Sen Man Infrastructure, Housing,Planning and Development	Number	1	1			
TL43	Infrastructure, Housing, Planning and Development	Promote economic growth in the district	Create full time equivalents (FTE's) through the Expanded Public Works Programme (EPWP) by 30 June 2026 [Person days / FTE (230 days)]	Number full time equivalents (FTE's) created by 30 June 2026	Sen Man Infrastructure, Housing,Planning and Development	Number	12				12
TL44	Infrastructure, Housing, Planning and Development	Promote economic growth in the district	Facilitate quarterly LED forum meetings	Number of meetings Facilitated	Sen Man Infrastructure, Housing,Planning and Development	Number	4	1	1	1	1
TL45	Infrastructure, Housing, Planning and Development	Promote economic growth in the district	Develop an implementation plan for the District Tourism Strategy Plan and submit to Council by 31 May 2026	Implementation Plan for the District Tourism Strategy Plan developed and submitted to Council by 31 May 2026	Sen Man Infrastructure, Housing,Planning and Development	Number	1				1

DRAFT Toplayer Service Delivery Budget Implementation Plan for 2025/2026

Int Ref	Department	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL46	Infrastructure, Housing, Planning and Development	Promote economic growth in the district	Host an annual Tourism and Investment summit by 30 June 2026	Tourism and Investment summit hosted annually by 30 June 2026	Sen Man Infrastructure, Housing,Planning and Development	Number	1				1
TL47	Infrastructure, Housing, Planning and Development	Promote economic growth in the district	Review the LED Strategy that includes an implementation plan and submit to Council by 31 May 2026	Reviewed LED Strategy that includes an implementation plan submitted to Council by 31 May 2026	Sen Man Infrastructure, Housing,Planning and Development	Number	1				1

5.1.5. Individual Performance: Senior managers

Performance agreements are concluded with the Municipal Manager and the Section 57 managers annually and includes the following:

- Key performance indicators of the approved Top Layer SDBIP to ensure seamless integration with the IDP, budget and SDBIP; and
- Core Competencies in terms of Regulation 21 of 17 January 2014.

In terms of the legislative requirements:

- Performance evaluations are conducted quarterly, with the first and third quarter only verbal. The second and fourth quarter is formal evaluations
- The formal assessments are conducted by a panel
- Record must be kept of formal evaluations
- The overall evaluation report and results must be submitted to Council
- Copies of any formal evaluation of the MM is sent to the MEC for Local Government.

5.1.6. Performance reporting

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

5.1.6.1. Quarterly reports

Reports on the performance in terms of the Top Level SDBIP are compiled and submitted to Council. This report is published on the municipal website on a quarterly basis.

5.1.6.2. Midyear assessment

The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment of KPI's, if necessary. This report is submitted to the Mayor for approval before 25 January of each year and the Mayor submit the report to Council by 31 January of each year. The report is furthermore published on the municipal website.

Annual assessments

The performance of the financial year should be assessed at year-end in terms of Section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor-General by 30 August annually. This report will be included in the Annual Report of the Municipality. The Annual Report is submitted to Council for approval before 25 January of each year and published for comment on the municipal website.

ANNEXURE 1: PIXLEY KA SEME ENVIRONMENTAL PROFILE

PKSDM
Environmental Profil