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Integrated Development Plan

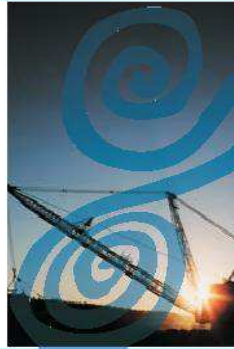
2013/14
Review



DR. KENNETH KAUNDA
DISTRICT MUNICIPALITY



DR. KENNETH KAUNDA
DISTRICT MUNICIPALITY



Welcome to the region of prosperity

The Dr. Kenneth Kaunda District of the North West Province, is one of Southern Africa's legendary landmarks. Confluent with abundance of land and humble people, united in restoring its humanity, providing mining opportunities, rich with agricultural and farming expertise, consistent with its educational and medical excellence, a hub of manufacturing and development.

The Dr. Kenneth Kaunda District on the N12 treasure route, strategically linking the city of Johannesburg and city of Cape Town is a base camp for the 2010 soccer games. A must destination for soccer fans, just 180 km outside Johannesburg km, Rustenburg 160 km and Bloemfontein 250km away from these official host cities.

The region of prosperity...


EXPLORING PROSPERITY

Political Leadership



**Speaker
M Zephe**



**Executive Mayor
BE Moloji**



MMC K Ndincede



MMC MI Martins



MMC NM Koloti



MMC OM Mogale



MMC MF Dlamini



MMC WM Matinyane



MMC MM Mataboge



MMC TK Lehloo

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FOREWORD BY THE EXECUTIVE MAYOR

It is my singular honour and pleasure to introduce the 2013/14 Review of the Dr. Kenneth Kaunda District Municipality's 2012-2016 Integrated Development Plan (IDP) which was adopted not so long after our current municipal council came into office, consistent with the provisions of Section 25 (1) of the Municipal Systems Act, No.32 of 2000.

The review itself is mandatory in terms of Section 34 of the same piece of legislation and seeks to induce a fresh breath of life to our IDP such that it takes into account the changing priorities and planning outcomes of our local municipalities and sector departments within our district.

As we have indicated previously, the current version represents a third generation IDP for the Dr. Kenneth Kaunda District Municipality and will remain in force until the completion of the term of office of the current municipal council. It seeks to emulate the previous version, a second generation IDP which was among the best in the North West Province.

This document is a product of a broad consultation process which culminated in a successful IDP Representative Forum held in Matlosana on the 10th May 2013 wherein sector departments had to confirm and approve projects they had prioritized. The Forum was also a platform for us as a District Municipality to report back on the implementation of projects carried out in the previous financial year.

In line with the spirit and letter of co-operative governance as spelt out in section 41 of the Constitution of the Republic of South Africa, our District IDP as reviewed is accordingly informed by and aligned to the developmental priorities of the four local municipalities and the 16 sector departments of our district, including some state owned enterprises and the business community. This Review comes in the backdrop of the adoption by Cabinet of the National Development Plan 2030 which is a long-term vision and strategic plan aimed at eliminating poverty, creating employment and reducing inequality by the year 2030.

From this year onwards, all our IDP Reviews will attempt to align our own district-wide planning to the National Development Plan so that the two should dovetail and speak to each other in a seamless and integrated manner since both seek to lay in place critical building blocks for the creation of a truly non-racial, non-sexist, democratic and prosperous society. It is for this reason that the currently commissioned Provincial Development Plan will be anticipated with eagerness by the district community in order to foster further alignment. Our inclusive IDP process seeks to involve all stakeholders in a

coherent planning in pursuit of qualitative improvement in the living conditions of all the people of our district – be they in the urban or rural hinterlands of our jurisdiction.

As we march towards the national celebration of the 20 years of our democracy and freedom next year, let us all re-commit ourselves to the attainment of the promise of a better life for all our people, black and white, united in our diversity.

The Dr. Kenneth Kaunda IDP 2012-2016 and this 2013/14 Review, in particular, is a collective effort to that noble goal of our democratic government. Let us all put our shoulders to the wheel.



Councillor Boitumelo Mloi
Executive Mayor



LIST OF ABBREVIATIONS

ABP	Area Based Approach
ACLA	Advisory Commission Land Allocation
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated Shared Growth Initiative of South Africa
BEE	Black Economic Empowerment
BFHI	Baby Friendly Hospital Initiative
CASP	Comprehensive Agricultural Support Programme
CFO	Chief Financial Officer
CHC	Community Health Centre
CHS	Community Health Service
CHW	Community Health Worker
COGTA	(Department of) Cooperative Governance and Traditional Affairs
COHASA(COHSASA)	Council for Health Service Accreditation of South Africa
CSOs	Civil Society Organizations
DACE	Department of Agriculture Conservation and Environment
DBSA	Development Bank of Southern Africa
DDLG & H	Department of Developmental Local Government and Housing
DEAT	Department of Environmental Affairs and Tourism
DHP	District Health Plan
DLA	Department of Land Affairs
DMP	Disaster Management Programme
DOA	Department of agriculture/Dead on Arrival
DOTS	Directly Observed Treats
DPLG	Department of Provincial Local Government
DPW	Department of Public Works
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EAP	Employee Assistance Programme
ECD	Early Childhood Development
EDL	Essential Drug List
EDSC	Environmental Data Standard System
EPWP	Extended Public Works Program
GAMAP	Generally Accepted Municipal Accounting Practice
GDP	Gross Domestic Product
GGP	Gross Geographic Product
GIS	Geographic Information System
GITO	Government Information and Technology Office
GNP	Gross National Product
GRAP	General Recognized Accounting Practice
GVA	Gross Value Added
GVA-R	Gross Value Added by Region
HIV	Human Immune Virus
HOD	Head Of Department
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Inter-Governmental Relations
IMCI	Integrated Management Of Childhood Illnesses
INP	Integrated Nutrition Programme
ISRDP	Integrated Sustainable Rural Development Programme
IT	Information Technology
JDF	Joint Development Forum
JIPSA	Joint Initiative on Priority Skills Acquisition
KEDEP	KOSH Early Development Programme
KOSH	Klerksdorp-Orkney-Stilfontein-Hartebeesfontein
KPA	Key Performance Area
KPI	Key Performance Indicator

LA	Local Authority
LDO	Land Development Objectives
LED	Local Economic Development
LG	Local Government
LTS	Land Tenure System
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MMC	Member of Mayoral Committee
MSDF	Municipal Spatial Development Framework
MSIG	Municipal Systems Improvement Grant
MTEF	Medium Term Expenditure Framework
MTRF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
NDA	National Development Agency
NGO	Non-Governmental Organization
NQF	National Qualification Framework
NSA	National Skills Authority
NSDP	National Spatial Development Perspective
OHSA	Occupational Health and Safety Act
PGDS	Provincial Growth Development Strategy
PHC	Primary Health Care
PIMSS	Planning Implementation Management Support System
PMS	Performance Management System
PMTCT	Prevention from Mother to Child Transmission
PSC	Public service commission
PSDF	Provincial Spatial Development Framework
RLCC	Regional Land Claims Commission
RPL	Recognition of Prior Learning
SAPS	South African Police Services
SAQA	South African Qualification Authority
SASSA	South African Social Services Agency
SDF	Spatial Development Framework
SDL	Skills Development Levy
SDM	Southern District Municipality
SEA	Strategic Environment Assessment
SMME	Small Medium And Micro Enterprise
SOE	State of the Environment
SOP	Standard Operating Procedure
STI	Sexually Transmitted Infection
TADSA	Technical Aid To The Disabled in South Africa
TB	Tuberculosis
UNESCO	United Nations Education, Science and Cultural Organization
URP	Urban Renewal Programme
VIP	Ventilated Improved Pit-latrine
WSA	Water Services Authority
WSDP	Water Services Development Programme

A. EXECUTIVE SUMMARY

A.1 Introduction and Legal Framework

The Integrated Development Plan (IDP) for the period 2012 to 2016 of the Dr Kenneth Kaunda District Municipality IDP is submitted in terms of the Municipality's legal obligation according to Local Government: Municipal Systems Act of 2000 as amended, as well as other legislation such as the Constitution, the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003.

The Constitution of the Republic of South Africa, Act No. 108 of 1996, section 152(1) state that the objects of local government are;

- (a) to provide democratic and accountable government for local communities;
- (b) to ensure the provision of services to the 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 organizations in the matters of local government.

Integrated Development Planning is a process through which municipalities prepared a strategic development plan. In terms of Chapter V of the Local Government: Municipal Systems Act No. 32 of 2000, local government bodies are required to formulate and implement Integrated Development Plans (IDPs) for their respective areas of jurisdiction in response to the requirements of the Constitution. The details of the IDP, the planning and adoption processes are further given in detail in Chapters 2 and 3 of the Local Government: Municipal Planning and Performance Management Regulations, Regulations No. 22605 of 2001.

The IDPs are meant to deal with all planning, budgeting, management, decision-making and developmental related issues for a period of five years. They are reviewed annually for the subsequent years. The planning process, according to the IDP Guide Pack of 2002, entails;

- ⊕ analysing the existing situation
- ⊕ making strategic choices
- ⊕ designing specific proposals
- ⊕ screening and integrating these proposals
- ⊕ getting the IDP assessed, aligned and approved

The **Analysis Phase** deals with the existing situation and ensures that the IDP and its review are based on:

- ⊕ the community's priority needs

- ✦ information about current level of development
- ✦ information about available resources
- ✦ an understanding of the causes of priority needs (issues/problems) and the influences the municipality has to bring about the necessary changes.

The **Strategies** are based on the understanding of the situation and are the solutions that address the problems. This phase includes the formulation of:

- ✦ a *vision* , mission and values,
- ✦ development *objectives* for each priority issue,
- ✦ development *strategic choices* for each issue and
- ✦ an *identification of projects* with a financial framework

The design and specification of **Projects** ensures that

- ✦ the identified projects have a purpose , targets, location, indicators, responsible agencies,
- ✦ cost estimates and sources of finance
- ✦ routine maintenance projects are included in the budget
- ✦ sector proposals are taken into account
- ✦ related activities are grouped (linked or scheduled properly)

The **Integration** process ensures that the IDP

- ✦ is realistic and practical
- ✦ relates to the financial plan and the capital investment programme
- ✦ aligns local and district municipalities plans
- ✦ consolidates spatial, financial and other institutional frameworks
- ✦ is aligned with Provincial Development Plans
- ✦ includes a Performance/Monitoring Management System
- ✦ incorporates sector and service provider plans
- ✦ includes the Disaster Management Plan and
- ✦ other Integrated Development Plans (Transport, Water Service, Waste)

The **Approval** ensures that the IDP,

- ✦ is adopted by the Council with the support of the community, other spheres of Government and other stakeholders
- ✦ has a sound basis of legitimacy, well supported and relevant

The IDP will be difficult to implement if it is not properly aligned with the Budget. The Budget should reflect and fully support the implementation of the IDP priorities. The Municipal Systems Act requires the municipal budget to be informed by the IDP. The annual municipal budget should reflect the objectives, strategies, projects and programmes contained in the revised IDP.

The mandate of the municipality is derived from among others the following legislations;

- ✚ Constitution of the Republic of South Africa, Act No. 108 of 1996,
- ✚ Development Facilitation Act, 1995 (No. 67)
- ⓪ Disaster Management Act, 2002 (No. 57)
- ✚ Local Government: Municipal Systems Act, 2000 (No. 32),
- ✚ Local Government: Municipal Structures Act, 1998 (No. 117),
- ✚ Local Government: Municipal Demarcation Act, 1998 (No. 27)
- ✚ Local Government: Municipal Finance Management Act, 2003 (No. 56)
- ⓪ Municipal Property Rates Act, 2004 (No. 6)
- ✚ National Environmental Management Act, 1998 (No.107)

A.2 Brief Description of the District Municipality

The Dr Kenneth Kaunda DM is situated at the southern part of the North West province and borders both the Gauteng and Free State provinces. It consists of four (4) local municipalities i.e. Maquassi Hills, Matlosana, Tlokwe and Ventersdorp. Between 2006 and 2009 the district municipality comprised of five local municipalities which included Merafong City Council, which has since been re-demarcated to the Gauteng province.

The area covered by the District Municipality appears on the map (**Figure B.1**), and according to Statistics South Africa (*Census 2011*), the **population** of the entire DM was about **695 933**, when considering the new boundaries in 2010. According to Statistics South Africa (*Census 2011*), the **population** of the Dr. Kenneth Kaunda District (based on 2010 boundaries) is **695 933**, increased from 599 670 in 2001 (Consider **Table B.1**). The population is unevenly distributed among the four Local Municipalities and the average annual growth rate of the district is 1.49%.

The majority of households in the DM (97%) have access to piped water either inside the dwelling and access to electricity in their homes for lighting, cooking, etc. Significant improvements have been made in the area of service delivery in general and this information is available in sections of Municipal Demographics and Social and Economic Analyses.

The major causes of death are included, indicating that with the exception of other combination of causes, tuberculosis is the leading vice in taking the lives of the people of the district at 14.1%. (**Fig B.4.2**). The income levels and unemployment rates as provided by the 2011 Census are also provided for in this IDP, such that future planning will be more realistic.

Annual GDP growth in the DM broadly follows the national trend, though it is generally lower than both the national and provincial average. An upward trend in GDP growth rates has been experienced in the DM since 2001 (**Fig.B.4.3 (a)**). A fairly stagnant economic growth trend within the DM, i.e. the rate of growth has remained fairly constant and negative growth rates were experienced in certain local municipalities in some years.

From the DM LED Strategy, some of the following general guidelines for growth and investment from the North West PGDS are given;

- (a) Focus on diversification of economic base
- (b) Focus on areas/industries with comparative advantage and/or development potential
- (c) Identification of skills gaps, leading to skills development initiatives.
- (d) Creating an enabling environment for small businesses
- (e) Public sector interventions should be focused on physical infrastructure and technical support to **SMME's**.
- (f) Economic growth viewed as prerequisite for achievement of all other policy objectives.
- (g) Growth target for NW: 6.6% per annum.
- (h) Investment target for NW: R6.3 billion per annum
- (i) Growth target for Dr. Kenneth Kaunda District Municipality: 6.4% per annum.
- (j) Investment going to DM: 22.17% of NW investment budget
- (k) Municipalities are encouraged to prepare implementation & business plans in order to access these funds. These plans & project lists must meet certain basic requirements to qualify for approval

Implications for Dr. Kenneth Kaunda District LED Strategy are, but not limited to;

- (i) GDS must focus on bringing marginalised communities into economic mainstream
- (ii) Deliberate diversification of the economic base is of prime importance
- (iii) Industries targeted by PGDS incl. Food processing, agro-processing, mining & mineral beneficiation, manufacturing, tourism & cultural industries, transport & communications
- (iv) Transversal objectives: SMME development, skills development and tourism
- (v) Strengthening and concentration of developments along N12
- (vi) Identification of available land and infrastructure to accommodate development along the corridor.

(vii) Identification of infrastructural backlog that should be addressed

A.3 Sectoral Comparative Advantage of the DM

The **comparative advantage** of an area indicates a relatively more competitive production function for a product or service in that specific economy, than in the aggregate economy. The economy therefore produces the product or renders the service more efficiently. The location quotient is an indication of the comparative advantage of an economy. A **location quotient** (given in a table under **section B.4.4**) of larger than one indicates a relative comparative advantage in that sector.

The Dr Kenneth Kaunda District economy has a comparative advantage in several sectors, relative to the aggregate provincial economy, namely in: Manufacturing, Electricity & Water provision, Construction, Trade, Finance & Business Services and Government services. It is also important to note that though agriculture, education and sports and recreation (some not compared) seem to hold no advantage, the skill base positions the district at a significant advantage both provincially and nationally in these activities.

The **OVERALL PSDF: District Perspective** map (in **section D.1**) also shows the economic activities in the district will be influenced by the secondary corridor developed along the Vredefort Dome-Potchefstroom-Ventersdorp route, which is in addition to the primary corridor of the N12 Treasure Route. This significantly enhances Ventersdorp as a development centre, lifting it to similar levels as Maquassi Hills provincially. This is in contrast to **Figure H.2.1.2: Priority Investment Areas Matrix for NW Province** (in **Section H.2.1.2**) in the PGDS which places the priorities of Ventersdorp in the same category as Kgetleng at low economic potential and medium socio-economic potential. This latter perspective presupposes that Ventersdorp has a relatively healthy investment potential, and could be marketed as such by the DM.

A.4 The IDP Planning Process

A.4.1 Institutional Arrangements (Roles and Responsibilities)

The IDP Coordinating Committee

The Dr Kenneth Kaunda DM has an IDP Coordinating Committee constituted by all the local municipalities' IDP Managers and the Manager: Planning, (District Municipality IDP Manager) as chairperson.

The IDP Steering Committee

The Dr Kenneth Kaunda DM has an IDP Steering Committee formerly constituted according to the accompanying IDP Framework and Process Plans and consists of the following members:

- ✚ Municipal Manager as chairperson
- ✚ All Members of the Mayoral Committee (MMCs) of the DM
- ✚ All Heads of Department (HODs) of the DM
- ✚ Manager: Planning (IDP)

As from the beginning of the 2010/11 planning process, the Office of the Premier, NW Department of Local Government and Traditional Affairs (NW DLGTA) and SALGA-NW have been requested to attend all IDP Coordinating and Steering Committee Meetings of all municipalities in the Dr Kenneth Kaunda DM. It is the responsibility of the affected municipality to extend the invitation to these institutions.

The IDP Representative Forum

The DM has an IDP Representative Forum constituted according to Chapter 4 of the Local Government: Municipal Planning and Performance Management Regulations, Regulation No. 22605 of 2001 which meets according to the Process Plan of the DM or as need arises and comprises of the following:

- (i) Executive Mayor of the Dr Kenneth Kaunda DM as Chairperson
- (ii) All Executive Mayors and Mayors of local municipalities
- (iii) All Municipal Managers of local municipalities
- (iv) MMCs of the Dr Kenneth Kaunda DM
- (v) All part-time councillors of the Dr Kenneth Kaunda DM
- (vi) Directors and Managers of the Dr Kenneth Kaunda DM
- (vii) The Mining Sector
- (viii) The Business Community (Organized and Informal)
- (ix) The Agricultural Sector
- (x) The Labour Movement
- (xi) Non-governmental Organizations (NGOs)
- (xii) NPOs
- (xiii) Sector Departments
- (xiv) Manager: Planning (IDP) of the Dr Kenneth Kaunda DM
- (xv) All IDP Managers of local municipalities in the DM
- (xvi) Community Members

A.5 Planning Process Overview

A.5.1 IDP Framework 2012-2016

A.5.1.1 Introduction

The Dr Kenneth Kaunda District, in collaboration with the local municipalities has developed an IDP Framework to guide integrated development planning processes across the district. The Framework covers the following area;

- ✚ Structures of the IDP Process Plans
- ✚ Planning Timeframes
- ✚ Mechanisms and Procedures for Alignment
- ✚ Procedures and Principles for monitoring the planning process and amendments.

The underlying principle for the development of an IDP framework is Section 27 of the Local Government: Municipal Systems Act, 2000 that delegates responsibility for preparing an IDP framework to the district municipality. The Section reads as follows:

- (1) *Each district municipality, within a prescribed period after the start of its elected term, after following a consultative process with the local municipalities within its area, must adopt a framework for Integrated Development Planning in the area as a whole.*
- (2) *A framework referred to in subsection (1) binds both the district municipality and local municipalities in the area of the district municipality, and must at least-*
 - (a) *identify plans and planning requirements binding in terms of national and provincial legislation on the district and local municipality or any specific municipality;*
 - (b) *identify the matters to be included in the integrated development plans of the district municipality and the local municipality that require alignment.*
 - (c) *specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and*
 - (d) *determine procedures-*
 - (i) *for consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans; and*
 - (ii) *to effect essential amendments to the framework.*

The district IDP framework is binding to both the district and local municipalities. A district municipality must conduct its own IDP Planning in close consultation with the local municipalities in that area.

According to Section 2 of the Local Government: Municipal Planning and Performance Management Regulations, promulgated under Notice R796 dated 24 August 2001, the IDP Framework is not the same

document as the Institutional Framework which must also be part of the IDP Document itself, and further states;

2. (1) *A municipality's integrated development plan must at least identify-*
 - (a) *the institutional framework, which must include an organogram, required for-*
 - (i) *the implementation of the integrated development plan; and*
 - (ii) *addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan*

The function of the framework is to ensure that the processes of the development and review of district and local IDPs are mutually linked and can inform one another. Parallel processes are supposed to be smoothly interlinked, meaning all have to agree on a joint time schedule and some crucial joint milestones.

The framework is to be adopted by all the municipalities in the Dr Kenneth Kaunda District, including the Dr Kenneth Kaunda DM, and it has to be used by all municipalities as a base for drafting their process plans.

A.5.1.2 Process for amending the Integrated Development Plans

In any given financial year, a municipality may be required to amend its integrated development plan in order to;

- i. maintain and foster alignment to budget expenditure when spending requirements so desires
- ii. cover for changing circumstances so as to redirect resources to where there is urgent need (as in unexpected disasters)
- iii. formalize information submitted late by other sectors into the municipality system
- iv. respond to normal budget adjustments
- v. account for diverted funds or resources from where need has ceased to exist
- vi. in the case of the district municipality, respond to changed priorities from a specific local municipality
- vii. respond to a particular provincial or national legislative change or proclamation

Section 3 of the Local Government: Municipal Planning and Performance Management Regulations, prescribes a comprehensive process for amending the IDP

A.5.1.3 Organizational Structures

The organizational structure which was proposed in the 2002 IDP Guide Pack and fully implemented in the preparation of the second generation IDP comprises three committees namely the **District IDP Forum**, the **District IDP Steering Committee** and the **IDP Co-ordinating Committee**. The Dr Kenneth

Kaunda District **Intergovernmental Relations (IGR) Forum** was effectively used as a complementary structure to ratify some decisions before they were tabled in the IDP Representative Forum since the 2007 planning process. The extended version (Extended IGR) of the forum was utilized for the second time in the 2008/09 review process and has become institutionalized.

Another complementary structure that consists of the Office of the Premier, provincial sector departments, local municipalities and SALGA has since been constituted. This structure has increased the number of times it was convened annually from one (1) in 2007/08 to three (3) from the 2010/011 review process. Its main purpose is to align the local municipality and district IDPs with provincial programs. Due to its usefulness, the sector engagements will continue to be expanded to include valuable programmes in the planning, reporting and monitoring processes

On the political side is the District IDP Representative Forum that comprises the Executive Mayor of Dr Kenneth Kaunda DM (chairing the meetings), Executive Mayors, Mayors from local municipalities and representatives of all the political parties, state owned enterprises (SOEs), Church Based Organizations (CBOs), Non-governmental Organizations (NGOs) and the Private Sector. This structure combines both the political and administrative leadership in government with business.

At the official and technical levels the District IDP Steering Committee consists of the Municipal Manager who chairs the meetings, Heads of Departments, Members of the Mayoral Committee and the IDP Manager.

The IDP Coordinating Committee consists of the district IDP Manager (who chairs the meetings) and IDP Managers and Coordinators of the local municipalities. From the 2010/11 planning process, the Office of the Premier, Department of Developmental Local Government (NW) and SALGA-NW were invited to these meetings. The district IDP Co-ordinating Committee meets on regular bases to fulfill the following objectives:

- ✦ Discuss contributions for each phase outlined,
- ✦ To report back on progress made during the past month in terms of implementation of IDP proposals,
- ✦ To discuss problems encountered and possible solutions,
- ✦ To discuss technical matters with relevant provincial/national departments,
- ✦ To review the implementation programs and agree on its changes, and
- ✦ To facilitate alignment between municipalities and sector departments.

Representatives from the provincial departments represent an IDP External Committee where local IDP and senior managers are also invited.

Following the meeting of the district IDP Steering Committee, progress reports will be forwarded to the district IDP Representative Forum for consideration. The district IDP Rep Forum will meet as and when required.

Starting with the 2008-2009 IDP Review Process, local municipalities in the Dr Kenneth Kaunda District will introduce Community-Based Planning (CBP) in their Process Plans and this will be accompanied by a higher involvement of Ward Committees in the development of Ward Plans. This will require flexible programming, support and monitoring on the side of the Dr KKDM in order to provide sustained assistance.

A.5.1.4 Framework Programme and Timeframes

The target date for completion of all the phases is **end March every year**, which implies that the draft and draft reviewed Integrated Development Plans of all local municipalities, should be completed by **March annually**. The Dr KKDM will adapt its programs according to the completion dates of the local municipalities, depending on their realistic plans and legislative requirements. The district IDP Office is available to assist local municipalities in all phases and it would be appreciated if local municipalities inform/invite this office in advance.

The following must be taken into consideration at the onset and throughout of the planning process;

- ✦ Comments received from the previous assessments of the IDPs and draft IDP's ,
- ✦ Critical areas requiring additional attention in terms of legislative requirements
- ✦ Consideration, review and inclusion of any relevant and new information.
- ✦ Shortcomings and weaknesses identified during the previous planning processes,
- ✦ The preparation and review of relevant sector plans and their alignment with the IDP
- ✦ Current status of the implementation process,
- ✦ All the available and necessary guidelines in the development of the IDP

The IDP Guide Pack of 2002 defines and describes the following phases in the IDP process;

Phase 1: Analysis

This phase of the process comprises the livelihood analysis through community participation. This process needs to be completed by **mid September**.

Phase 2: Strategies

This phase will commence towards the **end of September** and will again entail the development of strategies associated with each of the priority issues raised in Phase 1. The provincial/national departments and other state owned enterprises will be involved in the strategy phase of the IDP. It is anticipated that the strategy phase should be completed by **end September**. The strategies phase is also informed by the strategic goals of the individual municipality and those of the specific department or unit of the municipality.

Phase 3: Projects

In October-November the projects emanating from the strategies and priority issues will be revised and confirmed where necessary, additional information on projects will be obtained.

Phase 4: Integration

In January-February the District IDP Steering Committee will then focus on integrating components of the Integrated Development Plans of the five local municipalities and the Dr KKDM. The District IDP Office will have to be informed by local municipalities about their IDP Steering Committee and IDP Representative Forum meetings.

Phase 5: Approval

The revised Draft Integrated Development Plan of Dr KKDM must be completed and published for comments **in March-April-May**, subsequent to the completion of the local municipalities' phases. **A period of at least 21 days** must be allowed for comments in terms of Section 3 (4) (b) of the Local Government: Municipal Planning and Performance Management Regulations, promulgated under Notice R796 dated 24 August 2001.

The completed Integrated Development Plans of the local municipalities must be tabled for consideration by the municipality on time to ensure that the Integrated Development Plan of Dr KKDM is adopted on time. This will again lead the way for budgeting processes for the following financial year to proceed according to legislative requirements.

Community participation is a fundamental part of the Integrated Development Plan process and local municipalities must conduct community participation programmes, both in terms of monitoring the implementation of Integrated Development Plans, as well as the revision of the Integrated Development Plan process. The results and findings from the implementation process will continuously feed into the various phases of the Integrated Development Plan. *The accompanying table outlines the time frames of the process:*

IDP Meetings	Date	IDP Phase
IDP Coordinating Committee	August	Analysis
IDP Skills Training Workshop		When required
IDP Steering Committee	August	Analysis
IDP Coordinating Committee	Early September	Strategies
IDP Steering Committee	Mid-September	Strategies
IDP External Committee (Sector Departments)	Late September	Analysis & Strategies (at local municipalities)
IDP Representative Forum-First	Early October	Reaffirm analysis and strategies (local municipalities), and repeated after each significant phase
IDP External Committee (Sector Departments)	Mid October	Sector Departments make first half-yearly implementation reports on current year projects (at district level)
IDP Coordinating Committee	Mid October	Projects
IDP Steering Committee	Late October	Projects
IDP External Committee	Early November	Projects
IDP External Committee (Sector Departments)	November-December	<ul style="list-style-type: none"> ⚡ Integration ⚡ Presentations on forthcoming financial year plans (projects/programs) (At district municipality level)
IDP Coordinating Committee	January	Integration
IDP Steering Committee	January	Integration
Executive Mayoral Road Shows	February-March	Identification and confirmation of the Dr KKDM-funded projects in local municipalities
IDP External Committee (Sector Departments)	March-April	<ul style="list-style-type: none"> ✓ Integration and finalizing projects and programs funded by sector departments ✓ Sector Departments make second half-yearly implementation reports on current year projects
Extended IGR Forum	February-March-April	Finalizing the Dr KKDM-funded projects in local municipalities
IDP Representative Forum-Final	Sept-April	Reaffirm projects and integration as per municipality
Approval	March-May	Advertisements, tabling and adoption of the draft IDP by Councils in the Dr KKDM

Table: Time Frames of the IDP Development Process for the DM

A.5.1.5 Issues, Mechanisms and Procedures for Alignment

Alignment is the purposeful effort to establish harmony and co-operation where the entire IDP process is linked with different sector departments in order to achieve the stated goals. Furthermore, alignment can also be seen as the process aimed at the integration of the activities of different sector departments. More attention must be paid to alignment of the IDP process at all phases to ensure that the process functions as much as possible as a unit. From this it can be concluded that the activities of the different sector departments influence one another and also influence the objectives of the IDP process as a whole. A lack of alignment often leads to a loss of time and resources. Therefore different sector departments and the district municipalities working together is an asset to the IDP process.

For alignment purposes the district IDP Co-ordinating Committee was established with the following roles and responsibilities:

- ⚡ Capacitating councillors/Officials involved in the IDP process through the sharing of knowledge and experiences,
- ⚡ Coordinating and monitoring of the IDP process of different municipalities.
- ⚡ Alignment of IDPs of different municipalities.

- ✦ Standardization of certain processes, information gathering and outputs for the entire district.
- ✦ Communication channels between the different IDP Steering committees.
- ✦ Co-ordination and integration of other plans to be produced.
- ✦ Advise and make recommendations to the IDP Steering Committee on issues of district interest.
- ✦ Monitoring the progress of the IDP process.
- ✦ Facilitating the resolution of any disputes relating to IDPs.

The principle is to make the committee all inclusive without being too prescriptive and to keep the size of the committee manageable in order to meet frequently.

The following organizational structure of the IDP Coordinating Committee in the DM has evolved on the basis of need during the development and review processes of the second generation IDP:

- ✦ IDP Manager
- ✦ IDP Coordinator/Specialist
- ✦ North West Department of Cooperative Governance and Traditional Affairs (NW COGTA)
- ✦ SALGA-NW
- ✦ Office of the Premier (NW)

The municipality IDP Service Providers to Council will be included if and when necessary. In situations where CBP is implemented, most of the integration and alignment will be done sooner than the suggested program as the process will be faster and more efficient.

A.5.1.6 Guiding Plans and Planning Requirements

The following plans will be utilized by the district to monitor and assist with the development and review of the IDP;

- ✦ Integrated Transport Plan
- ✦ Disaster Management Plans
- ✦ Integrated Waste Management Plans
- ✦ Accelerated Service Growth Initiative of South Africa (ASGISA).
- ✦ Joint Initiative on Priority Skills Acquisition (JIPSA)
- ✦ National Spatial Development Perspective and (NSDP)
- ✦ NW Provincial Growth and Development Strategy : 2004-14 (PGDS) (Review)
- ✦ NW Provincial Spatial Development Framework 2008 (PSDF) (Review)
- ✦ The Five Year Local Government Strategic Agenda (Latest Version)
- ✦ The Basel Convention
- ✦ Millennium Development Goals
- ✦ National Framework for Local Economic Development

- ✦ The Annual State of the Nation Address
- ✦ Framework on an Integrated LG Response to HIV and AIDS
- ✦ Youth Development for Local Government: The Framework (March 2008)
- ✦ Gender Policy Framework For Local Government (National)
- ✦ State of the Nation and Province Addresses (all applicable)
- ✦ Medium Term Strategic Framework (all applicable)

A.5.1.7 Monitoring the Planning Process and Amendment of the Framework

It is anticipated that professional technical support will be required to deal with the administration, coordination and technical alignment functions in the district IDP process. The IDP (Planning) Unit at the Dr Kenneth Kaunda DM will play a significant role with regard to:

- ✦ Monitoring of the process and compliance of the actual IDP process of all the municipalities with the framework
- ✦ Provision of methodological/technical guidance
- ✦ Facilitation of planning workshops
- ✦ Assist in the drafting and documentation of the outcome of the planning activities
- ✦ Quality assessment on the content of all documents and plans

A.5.1.8 Way Forward

This framework plan has been circulated to all local municipalities for comments purposes in order for it to be adopted by the Dr Kenneth Kaunda DM. The first in the series of annual meetings of the district IDP Coordination Committee will be convened in July/August of each year.

A.5.2 IDP Process Plan: 2012-2013 Review

The Dr Kenneth Kaunda DM Council adopted an IDP Process Plan for the period 2012-2016 and the IDP development process of the DM sought to align itself according to it. It was then reviewed for the 2012/13 IDP review process. The process plan is given below:

A.5.2.1 Introduction and Legal Framework

In order to develop the Integrated Development of the municipality, the Council of the Dr Kenneth Kaunda DM has prepared the IDP Process Plan as required by legislation. This IDP Process Plan details the legislative mandate of the municipality, the duties of the different role players, the schedule for the development and its monitoring and the strategic documents that will assist the process.

The Process Plan fulfils the function of a business plan or an operational framework for the IDP process. It defines in a simple and transparent manner what has to happen when, by whom, with whom, and where and it consider the operational budget through which it can be concluded.

Section 28 of the Local Government: Municipal Systems Act states that *“Each Municipal Council within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.*

Section 29 process to be followed:

The process followed by a municipality to draft its Integrated Development Plan, including its consideration and adoption of the draft plan, must-

- (a) be in accordance with a predetermined programme specifying time frames for the different steps*
- (b) through appropriate mechanisms, processes and procedures established in terms of chapter 4 ,allow for-*
 - (i) the local community to be consulted on its development needs and priorities;*
 - (ii) organs of the state ,including traditional authorities ,and other role players to be identified and consulted on the drafting of the integrated development plan*
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and*
- (d) be consistent with any other matters that may be prescribed by regulation*

A District Municipality must-

- (a) plan integrated development plan for the area of the district municipality as whole but in close consultation with the local municipalities in that area;*
- (b) align its integrated development plan with the framework adopted in terms of section 27;and*
- (c) draft its integrated development plan, taking into account the integrated development process of, and proposals submitted to it by the local municipalities in that area.*

Section 34 of the Act states:

A municipal council-

- (a) must review its integrated development plan-*
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41: and*
 - (ii) to the extent that changing circumstances so demand: and*
- (b) may amend its integrated development plan in accordance with a prescribed process.*

A.5.2.2 Process of amending the Integrated Development Framework

The Dr Kenneth Kaunda DM may be required to amend its integrated development plan in order to;

- i. maintain and foster alignment to budget expenditure when spending requirements so desires,
- ii. cover for changing circumstances so as to redirect resources to where there is urgent need (as in unexpected disasters)
- iii. formalize information submitted late by other sectors into the municipality system
- iv. respond to normal budget adjustments
- v. account for diverted funds or resources from where need has ceased to exist
- vi. in the case of the district municipality, respond to changed priorities from a specific local municipality
- vii. respond to a particular provincial or national legislative change or proclamation

Section 3 of the Local Government: Municipal Planning and Performance Management Regulations, prescribes a comprehensive process for amending the IDP

A.5.2.3 Description of the Municipality

The Dr Kenneth Kaunda DM is situated at the southern part of the North West province and borders both the Gauteng and Free State provinces and covers an area of about 15 712 km².. It consists of four (4) local municipalities i.e. Matlosana, Tlokwe, Maquassi Hills, and Ventersdorp. Between 2006 and 2009 the district municipality comprised of five local municipalities which included Merafong City Council, which has since been re-demarcated to the Gauteng province. The accompanying **table** gives the **Historical Growth Rate** and hence the **Size of the Population up to 2007**. A more detailed and comprehensive description of the municipality is found in the main body IDP document itself.

	Total 2001	Total 2007	Annual Growth (%)
Kenneth Kaunda DM (new boundaries)	599673	634134	1.0
Kenneth Kaunda DM (old boundaries)	810154	849997	0.8

A.5.2.4 Institutional Description

The organizational structure of the Dr Kenneth Kaunda DM is under review and the changed structure will first be adopted in Council and will be reflected future documents. The current operational is as follows;

A.5.2.4.1 Political Leadership

The Executive Council of the municipality is led by the Executive Mayor and the Speaker, and currently the municipal manager is acting.

The following is the political leadership of the Dr Kenneth Kaunda DM:

LEADER	PORTFOLIO
Executive Mayor (BF)	Cllr. BE Moloji
Speaker (BM)	Cllr. M. Zephe
MMC Environmental Health (BM)	Cllr. K. Ndincede
MMC District Economic Development (BF)	Cllr. N.M. Koloti
MMC Sports, Arts and Culture (BF)	Cllr. M. Mataboge
MMC Disaster, Roads and Transport (BF)	Cllr. M.F. Dlamini
MMC Corporate Services (BM)	Cllr. W.M. Matinyane
MMC Financial Services (BM)	Cllr. O. Mogale
MMC Infrastructure (BF)	Cllr. R. Martins
MMC Special Projects and Rural Development (BM)	Cllr. T.K. Lehloo

A.5.2.4.2 Administrative Leadership

The following top management (director) positions are on the basis of fixed term performance based contracts and presently the status is as indicated:

POSITION	NAME
Municipal Manager (Acting) (BM)	S.K. Sebolai
Manager: Corporate Services (Acting) (BF)	S.C. Abrams
Chief Financial Officer (Acting) (WM)	M. Daffue
Manager: Infrastructure Development (Acting) (BM)	T. Tshukudu
Manager: District Economic Development and Tourism (Acting) (BM)	T. Rampedi
Manager: Roads, Public Transport, Community Safety and Disaster Risk Management (Acting) (WM)	R. Lesar
Manager: Municipal Health Services (Acting) (BF)	N.P. Xaba

The municipality has a strategic unit, with the four managers reporting directly to the municipal manager, the positions of which are filled;

POSITION	NAME
Manager: Internal Audit (BF)	P. Gaaname
Manager: Communications (BF)	W. Sokupha
Manager: Performance Management Systems	Vacant
Manager: Planning (IDP and GIS) (BM)	T. Mokatsane

A.5.2.5 Stakeholder Description of the Municipality

The following stakeholders are significant in the IDP processes of the DM and are consulted as far as is practically possible;

- ✚ Council
- ✚ Ward councillors and committees (in local municipalities)
- ✚ Local community formations & structures
- ✚ Business formations & structures
- ✚ Government departments (provincial and national) ,
- ✚ State Owned Enterprises
- ✚ Non-government organization
- ✚ Labour movements,
- ✚ Community Based Organizations

A.5.2.6 Organizational IDP Structures/ Institutional Arrangements

The following are the functional IDP Structures in the DM integrated development planning processes;

A.5.2.6.1 IDP Coordinating Committee

The IDP Coordinating Committee consists of the **district IDP Manager (who chairs the meetings) and IDP Managers and Coordinators of the local municipalities**. It was agreed in the previous IDP Steering Committee and IDP Coordinating Committee Meetings that from the 2010/11 planning process, the Office of the Premier, Department of Developmental Local Government (NW) and SALGA-NW will be invited to these meetings. The district IDP Coordinating Committee meets on regular bases to fulfill the following objectives:

- ❖ Discuss contributions for each phase outlined,
- ❖ To report back on progress made during the past month in terms of implementation of IDP proposals,
- ❖ To discuss problems encountered and possible solutions,
- ❖ To discuss technical matters with relevant provincial/national departments,
- ❖ To review the implementation programs and agree on its changes, and
- ❖ To facilitate alignment between municipalities and sector departments.

The primary purpose of this committee will be to coordinate and align matters of mutual concerns between the district municipality and local municipalities.

A.5.2.6.2 IDP Steering Committee

At the official and technical levels the District IDP Steering Committee consists of;

- ❖ Municipal Manager (Chairperson),
- ❖ Members of the Mayoral Committee
- ❖ Heads of Departments, and
- ❖ IDP Manager (Secretariat)
- ❖ Any other official the Steering Committee may decide to include

The IDP Steering Committee performs the following functions;

- ❖ Provide the terms of reference for the various planning activities,
- ❖ Commissions research studies,
- ❖ Considers and comments on;
 - Inputs from other committee, consultants and departments,
 - Inputs from Local Municipalities, Sector Departments Meetings and other support providers
- ❖ Processes, summarizes, and documents outputs,

- ✦ Makes recommendations to Council on submissions from all sectors,
- ✦ Prepares, facilitates and documents meetings of the IDP Representative Forum, Mayoral Road Show, Council, Mayoral Committee, and any other activity commissioned by Council,
- ✦ Considers and provides support to local municipalities

A.5.2.6.3 Mayoral Road Show and Extended IGR Forum

The Mayoral Road Show is the flagship program of the Dr Kenneth Kaunda DM, in which the **Executive Mayor** leads a delegation of **Members of the Mayoral Committee and the Administrative Leadership (led by the Municipal Manager)** to the local municipalities within the district to discuss district municipality funded projects for the forthcoming financial year. It was introduced during the 2007/08 planning process and it has bridged many challenges that relate to misrepresentation in the submission of development projects. During the 2012/13 planning cycle, a Technical IGR Forum, headed by the DM Municipal Manager was introduced to precede the Extended IGR Forum.

The DM delegation meets their counterparts at local level to align and clear misunderstandings related to the funding of projects. The Road Show is followed by the **Extended IGR Forum in which municipal managers and IDP Managers are invited** to finalize the project funding on the basis of set guidelines developed by the DM. The amounts distributed to the municipalities should in principle depend upon the at least some of the following criteria;

1. Projects that fall within the legal mandate of district municipalities
2. Strategic direction of the district
 - a. If the DrKKDM focuses on addressing backlogs, these will be given priority
 - b. If the DrKKDM focuses on economic development as part of its legal mandate (in spite of the prevailing circumstances), projects that addresses LED will be given priority).
3. Emergency situations in the local municipalities that call for urgent response
4. Alignment with national and provincial programmes (e.g. Projects in support of the High Impact Projects in the PGDS)
5. Demographics at the stage of funding (e.g. Size of the municipality, HIV/AIDS situation, rural v/s urban, etc.).
6. Previous funding by the Dr KKDM; redressing or balancing previous funding needs

The Dr Kenneth Kaunda District Intergovernmental Relations (IGR) Forum was effectively used as a complementary structure to ratify some decisions before they were tabled in the IDP Representative Forum since the 2007 planning process. The extended version (Extended IGR) of the forum was utilized for the second time in the 2008/09 review process and has become institutionalized.

A.5.2.6.4 Local Municipalities

The local municipalities will drive the IDP process at local level. It will be their responsibility to liaise with residents, communities and stakeholders in their respective areas of jurisdiction. The local municipalities will continuously liaise with the DM to ensure that processes are synchronized. The Dr Kenneth Kaunda DM will be responsible for:

- ✚ Providing a district perspective as and when necessary
- ✚ Providing common sector specific guidelines as and where required to guide local municipalities,
- ✚ Playing a coordinating role between different sectors and local municipalities in the form of meetings and forums as and when necessary

A.5.2.6.5 Sector Departments

The IDP Guide Pack guidelines provide the roles of sector departments, some of which are;

- ✚ Ensuring **horizontal alignment** of the IDPs of the district municipalities within the province,
- ✚ Ensuring vertical/sector alignment between provincial/national sector departments/ strategic plans and the IDP process at local/district level by;
 - Guiding the sector departments' participation in and their required contribution to the municipal planning process; and
 - Guiding them in assessing draft IDPs and aligning their sectoral programmes and budgets with IDPs.
- ✚ Efficient financial management of provincial grants,
- ✚ Monitoring the progress of the IDP processes,
- ✚ Facilitation of resolution of disputes related to IDP,
- ✚ Assist municipalities in the IDP drafting process where required,
- ✚ Organizing IDP-related training where required,
- ✚ Coordinating and managing the MEC's assessment of IDPs.

The DM, together with the Department of Local Government and Traditional Affairs, SALGA-NW and Office of the Premier, have successfully coordinated the sector engagements in the past financial years, specifically throughout the Second Generation IDP development and its Review processes. The meetings have developed and graduated from the annual programme and projects submissions by sectors in December to three meetings. Two meetings (in October and April) are set aside for sector departments and municipalities to report on their project implementation for the benefit of Councils in the District.

The following national/provincial line functions and state owned enterprises (SOEs) have been called upon to provide technical and/or policy contributions into the IDP process, both in terms of current implementation and in terms of future programs:

- ✚ Agriculture and Rural Development,
- ✚ Agriculture, Forestry and Fisheries,
- ✚ Cooperative Governance and Traditional Affairs
- ✚ Correctional Services,
- ✚ Economic Development, Environment, Conservation and Tourism (DEDECT)
- ✚ Education
- ✚ Energy (Formerly Minerals and Energy),
- ✚ Environmental Affairs (National),
- ✚ ESKOM,
- ✚ Health,
- ✚ Home Affairs (National),
- ✚ Human Settlements,
- ✚ Labour,
- ✚ Public Works, Roads and Transport,
- ✚ Rural Development and Land Reform,
- ✚ Social Development, Women, Children and people with Disabilities,
- ✚ South African Police Services,
- ✚ South African Social Security Agency (National),
- ✚ Sports, Arts and Culture,
- ✚ Statistics South Africa (National),
- ✚ Water Affairs (National), etc.

A.5.2.6.6 IDP Representative Forum

On the political side is the District IDP Representative Forum that comprises **the Executive Mayor of Dr Kenneth Kaunda DM (chairing the meetings), Executive Mayors, Mayors from local municipalities and representatives of all the political parties, state owned enterprises (SOEs), Church Based Organizations (CBOs), Non-governmental Organizations (NGOs) and the Private Sector.** This structure combines both the political and administrative leadership in government with business.

Following the meeting of the district IDP Steering Committee, progress reports will be forwarded to the district IDP Representative Forum for consideration. The district IDP Rep Forum will meet as and when required. It is the final stakeholder structure that effectively transfers the final decision making of the planning process to Council for finalization.

A.5.2.6.7 Dr Kenneth Kaunda DM Council

The Dr Kenneth Kaunda DM Council is the ultimate structure of the municipality and will be responsible for final comments and approval of the Integrated Development Plan and its Amendments, the IDP Process Plan, the IDP Framework and all other related documents. All activities in the municipality lead and end up at Council level and all processes will therefore feed systematically until Council level.

Individual councillors will also be required to participate in the community participation programmes in their respective constituencies. The decisions emanating from each phase will be recorded by the IDP Unit and regular progress reports will be submitted to Council and the Mayoral Committee.

A.5.2.7 Distribution of Roles and Responsibilities

The distribution of roles and responsibilities can be defined at two levels namely internal and external. As far as internal roles and responsibilities are concerned, the following are the role players:

Dr Kenneth Kaunda DM Council

The Dr Kenneth Kaunda DM Council will be responsible for final comment and approval of the Integrated Development Plan. Individual councillors will also be required to participate in the community participation programs in their respective constituencies. The decisions emanating from each phase will be recorded by the IDP Unit and regular progress reports will be submitted to Council and the Mayoral Committee.

Executive Mayor

The Executive Mayor reports all IDP processes to Council through the Mayoral Committee. At DM level the Executive Mayor chairs the following IDP and Budget specific structures;

- ✚ IDP Representative Forum,
- ✚ Mayoral Road Show,
- ✚ Budget Steering Committee

All correspondence which concerns the IDP, to and from the MEC and mayors of other municipalities goes through the Office of the Executive Mayor of the DM as required by legislation.

Members of the Mayoral Committee

The Members of the Mayoral Committee are standing members of the IDP Steering Committee and together with the Heads of Department, are required to make the necessary contributions required of each department. They also are required to attend the IDP Representative Forum, the Mayoral Road Show and any other activity related to the IDP as and when required.

Municipal Manager

The Municipal Manager of Dr Kenneth Kaunda DM will be responsible for the management of the IDP process in the district as a whole. He will serve as an interface between council and the officials of the District Municipality. He will also chair the IDP Steering Committee meetings.

Managers (Directors) of Departments

Each Manager of Department of Dr Kenneth Kaunda DM will serve on the internal IDP Steering Committee. It will be the responsibility of each manager to coordinate and evaluate contributions required from his/her Department during the IDP process and to ensure that contributions required are delivered on time.

Support Providers /Planning Professionals

Professional technical support will be required to deal with the administration, coordination and technical alignment functions in the district IDP process. The IDP (Planning) Unit will play a significant role in coordinating the necessary support inside the municipality and across the district in this regard.

A.5.2.8 IDP Processes and Phases

The target date for the completion of the revised Integrated Development Plans is 31 May 2013. For the sake of alignment between the Budget and IDP processes, the meetings of the responsible committees will preferably be convened on the same date with the Budget Steering Committee Meeting in the morning and the IDP Steering Committee Meeting in the afternoon wherever possible. The following phases for IDP development are defined in the IDP Guide Pack of 2002 and reproduced in the IDP Framework;

- **Phase 1: Analysis**
- **Phase 2: Strategies**
- **Phase 3: Projects**
- **Phase 4: Integration and Alignment**
- **Phase 5: Approval**

The draft Integrated Development Plan of the Dr Kenneth Kaunda DM must be completed and tabled in Council by the end of March 2013, and published for comments in March-April 2013. ***A period of at 21 days will be allowed for public and stakeholder comments in terms of Section 3 (4) (b) of the Local Government: Municipal Planning and Performance Management Regulations, promulgated under Notice R796 and dated 24 August 2001.***

A.5.2.9 Mechanisms and Procedures for Community Participation

At district level the community will have an opportunity to participate in the process through at least four distinct processes:

- (a) District IDP Representative Forum which will comprise of the Executive Mayors, Mayors, all political parties and various stakeholders in the DM's area of jurisdiction,
- (b) National, Provincial and District Imbizos wherever possible,
- (c) The Executive Mayoral Road Show, and
- (d) The direct participation of communities in local municipality IDP public processes, which include the twenty one (21) days allowance of public comments.

The completed IDPs of the local municipalities must also be tabled for consideration by the respective municipalities by 31 March 2013 to ensure that the IDP of the DM is adopted on time. This will lead the way for the budgeting process of the 2013/14 financial year to proceed smoothly. The accompanying table outlines the schedule:

A.5.2.10 Programme with Time Frames and Resource Requirements

Date	Activity	IDP Phase	Participants
July/Aug 12	Provincial IDP Assessments	2012/16 IDP Assessments	NW LG&TA & others
06 Sep 12	IDP Coordinating Committee meeting	1 st Annual Planning session for the District & its locals – Analysis phase and CBP programme	District IDP Managers, LG&TA, Premier's office & SALGA
17 Sept 12	IDP Steering Committee Meeting	Reporting and Prepare for Sector Departments engagements, Analysis and Strategies, 2011/12 Sector projects reports (progress)	MMC's, MM & Managers
18 Sep 12	MAYCO	Reporting	MAYCO
27 Sep 12	Full Council	1st Quarter Report by the District Planning Unit	Council
15 Oct 12	Technical IGR	Project Implementation Report Meeting	MMs. Senior Managers, IDP/PMS Managers
24 Oct 12	IDP External Committees (Sector Departments)	2012/13 Six Months Progress Report of Sector Departments Project Implementation	Local Municipalities & Sector Departments
23 Oct 12	MAYCO	Sector Departments & Municipalities reports	MAYCO
08 Nov 12	IDP Coordinating Committee Meeting	Reaffirm analysis, strategies & projects in Local Municipalities	District IDP Managers, LG&TA, Premier's office & SALGA
01 Nov 12	Workshop Councilors on IDP processes	Orientation meeting on the implementation of process plan	LG&TA, SALGA, Cllrs & Officials
Oct/Nov 12	Dr. KKDM Strategic Session	Planning Process	Management
19 Nov 12	IDP Steering Committee Meeting	Reporting – preparation for Sector Dept. Planning Session	MMC's, MM & Managers
29 Nov 12	Full Council	2nd Quarter report by the district Planning Unit	Council
06-07 Dec 12	IDP External Committees	Integration, 3 rd Quarter implementation reports and new plans for 2012/13	Local municipalities and Sector Depts.
14 Jan 13	Technical IGR	Project Implementation Report Meeting/Project Planning	MMs. Senior Managers, IDP/PMS Managers
23 Jan 13	IDP Coordinating Committee	Integration, final approval process planning (District & Locals)	Members
04 Feb 13	IDP Steering Committee	Sector Dept. Projects, Prepare for Mayoral Road Show, Draft IDP	Members
Feb 13/ Apr-May 13	Executive Mayoral Road Shows	Identification and Confirmation of the Dr KKDM funded projects in LM's	EM's, Mayor's, MMC's, MM's, IDP Officials, Managers & all stakeholders
Feb/Mar 13	Extended IGR Forum	Reaffirming the Dr KKDM funded projects in Locals	EM's, Mayor's, MMC's, MM's, IDP Managers, Senior Managers
21 Mar 13	MAYCO	Sector Depts. and 3 rd Quarter reports	MAYCO
28 Mar 13	Full Council	Tabling Draft 2012/13 IDP	Full Council
01 Apr 13	Placing Draft IDP for 21 Days Public Comments	Approval	Planning unit
14 Apr 13	Technical IGR	Project Implementation Report Meeting/ Project Planning	MMs. Senior Managers, IDP/PMS Managers
07 May 13	IDP External Committees	2012/13 Six Months Progress Report of Sector Depts. Project Implementation	Sector Dept. & Municipalities
08 May 13	IDP Representative Forum	Final projects integration	All Dr. KKDM Stakeholders
13 May 13	Budget & IDP Steering Committee Joint Meeting	Final Projects and Programs, Changes to Draft IDP Document	Dr. KKDM Senior Managers & MMC's
23 May 13	MAYCO	Reports, Final projects, changes to Draft IDP Document	MAYCO
30 May 13	Full Council	Adoption of IDP (Approval)	Council
17 Jun 13	Technical IGR	Project Implementation Report Meeting	MMs. Senior Managers, IDP/PMS Managers

Table: Time Frames of the IDP Development Process 2012-13

A.5.2.11 Guiding Plans/Documents

The various plans and planning requirements provided by Provincial and National Government as well as the district and local plans will be used (where applicable) in conducting the local and the district IDP process. The following are some of the plans and documents;

- ❖ Integrated Transport Plan (ITP)
- ❖ Disaster Management Plans (DMP)
- ❖ Integrated Waste Management Plans (IWMP)
- ❖ Spatial Development Frameworks (SDF)
- ❖ Performance Management Policy and Framework
- ❖ LED, Growth and Development (DGDS) and the Agricultural Strategies
- ❖ ASGISA and JIPSA
- ❖ National Spatial Development Perspective and (NSDP)
- ❖ NW Provincial Growth and Development Strategy : 2004-14 (PGDS) (Review)
- ❖ NW Provincial Spatial Development Framework 2008 (PSDF) (Review)
- ❖ The Five Year Local Government Strategic Agenda (Latest Version)
- ❖ The Basel Convention
- ❖ Millennium Development Goals
- ❖ National Framework for Local Economic Development
- ❖ The Annual State of the Nation Address
- ❖ Framework on an Integrated LG Response to HIV and AIDS
- ❖ Youth Development for Local Government: The Framework (March 2008)
- ❖ Gender Policy Framework For Local Government (National)
- ❖ State of the Nation Address (all applicable)
- ❖ Medium Term Strategic Framework (all applicable)
- ❖ Other internal strategic plans

A.5.2.12 Cost Estimates for the Planning Process

Each municipality, including the Dr Kenneth Kaunda DM will be responsible for funding the implementation of their own IDP processes in their normal budgeting processes. The DM will make provision to assist local municipalities in this regard wherever necessary and practical.

A.6 The Institutional Assessment of the Planning Process

The monitoring and assessment of the processes will proceed according to the relevant sections of the IDP Framework 2012-2016 and IDP Process Plan 2012-2016. The Dr Kenneth Kaunda DM introduced the Executive Mayoral Road Show (firstly in 2007) in order to maximize participation at municipal level. During the Road Show individual municipalities held meetings with the Executive Mayoral Team from the

DM that comprised of the Executive Mayor, the MMCs, some Part-time Councillors, the Municipal Manager, senior managers, the Managers in the office of the Executive Mayor and the Speaker, and the Planning (IDP) Manager. The main item on the agenda is the IDP and Budget alignment and funding of local municipalities' projects by the DM. In addition, an Extended Intergovernmental Relations (IGR) meeting is held in order to confirm project lists before Council adoption.

The draft document is tabled at the end of March and the public inputs are solicited for a period of 21 working days immediately thereafter.

The standard procedure followed to date is to integrate the district, local municipality, provincial and national government programmes and projects through the annual sector engagements, annually at the beginning of December. Through continuous collaboration, this particular process, facilitated at district level has been upgraded to the level in which the sectors and municipalities would report on the progress of project implementation on a half yearly basis.

A.6.1 Milestones in the 2012-16 IDP Development Process

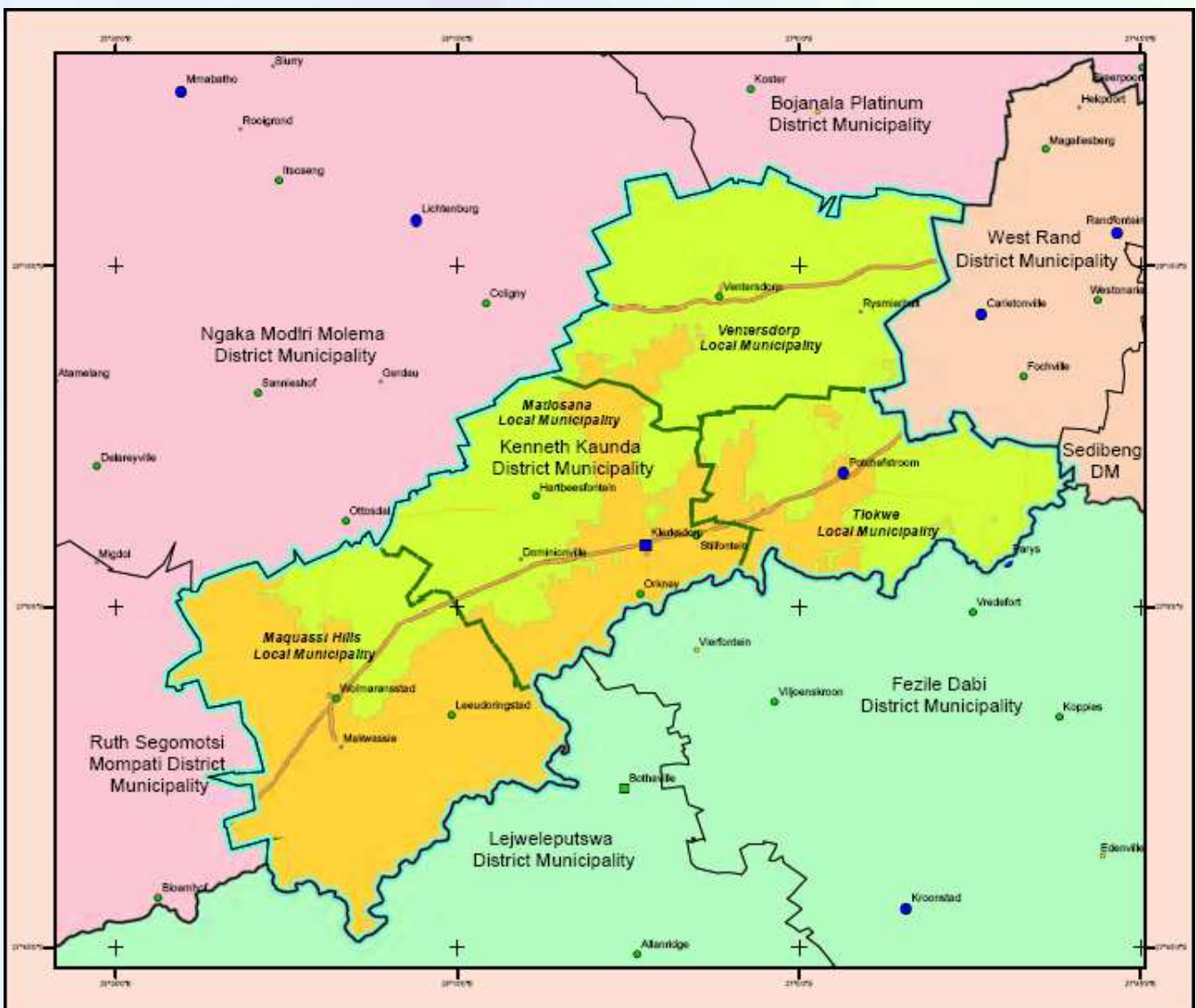
No	Activity	Date(s)
1.	IDP Coordinating Committee Meeting	24 November 2011
2.	IDP Steering Committee Meeting	29 November 2011
3.	Sector Departmental Meeting	06-07 December 2011
4.	2012-16 IDP Draft: Tabled in Council	29 March 2012
5.	2012-16 IDP Draft: Placed in Public Places for 21 Days Stakeholder Comments	02 April 2012
6.	Technical IGR Meetings: 2012/13 District Municipality funded Projects Shortlisted	10 and 17 April 2012
7.	IDP Steering Committee Meeting	07 May 2012
8.	IDP Representative Forum	08 May 2012
9.	Extended IGR Meeting: 2012/13 District Municipality funded Projects Finalized	30 May 2012
10.	Budget 2012/13 Adopted with Final Project Lists	31 May 2012
11.	2012-16 IDP Final Document: Adopted by Council	14 June 2012
12.	Technical IGR Forum	07 November 2012
13.	IDP Coordinating Committee Meeting and Unit Strategic Planning Session	21 November 2012
14.	Sector Departments Meeting	07-08 December 2012
15.	2013-14 IDP Review Draft: Placed for 21 Days Stakeholder Comments	02 April 2013
16.	Technical IGR Forum (Postponed)	30 April 2013
17.	IDP Representative Forum	10 May 2013
18.	IDP Steering Committee Meeting	13 May 2013
19.	Technical IGR Forum	13 May 2013
20.	Strategic Session (Dr Kenneth Kaunda DM)	21-23 May 2013
21.	2013-14 IDP Review Final Document: Adopted by Council	30 May 2013

B. THE SITUATION ANALYSIS

B.1 Introduction

The Dr Kenneth Kaunda DM consists of four local municipalities i.e. Matlosana, Tlokwe, Maquassi Hills, and Ventersdorp. The area covered by the District Municipality appears on the map below (**Figure B.1**) and this is followed by the demographics. The statistical information is the combination of the Census 2011, the 2007 Community Survey by StatsSA, the Quantec Research of 2008, the Dr Kenneth Kaunda DM Spatial Development Framework of 2011 and other analyses described hereunder. The analyses are based upon demarcation boundaries as at 2010 provided by Statistics South Africa.

Figure B.1 Map of Dr Kenneth Kaunda District Municipality



B.2 The Municipal Demographics

B.2.1 Total Population

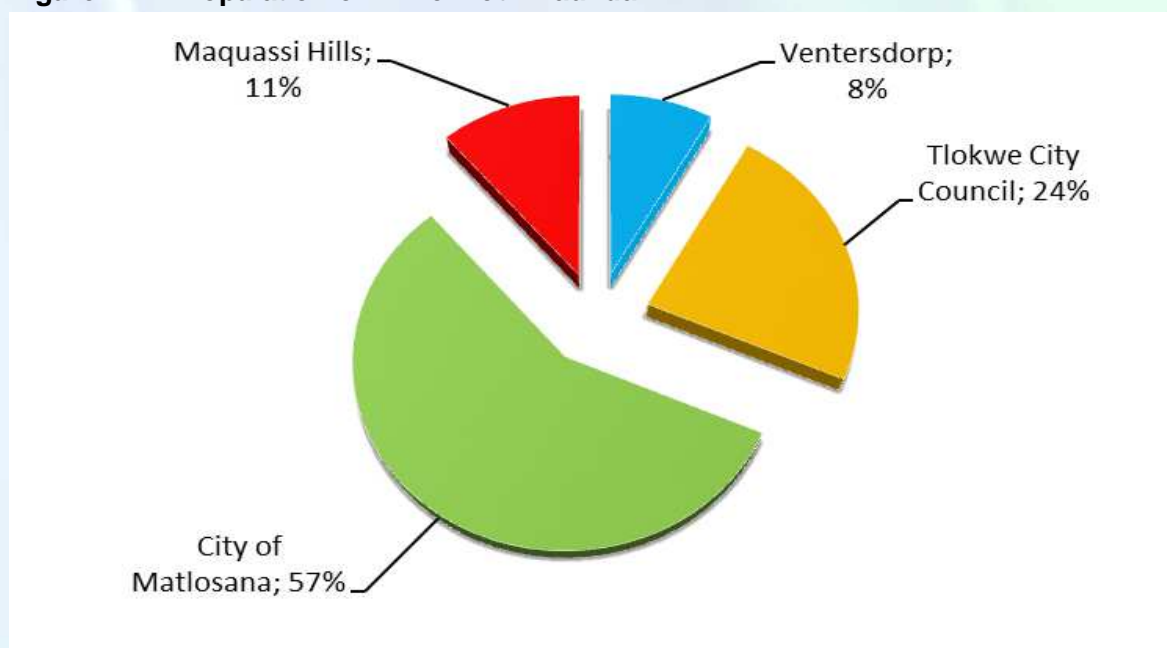
According to Statistics South Africa (*Census 2011*), the **population** of the Dr. Kenneth Kaunda District (based on 2010 boundaries) is **695 933**, increased from 599 670 in 2001 (Consider **Table B.2.1**). The population is unevenly distributed among the four Local Municipalities and the average annual growth rate of the district is 1.49%.

Table B.2.1: Population Figures

Municipality	Total Population		Population (%)		Annual Growth (%)	No. of Households	
	2001	2011	2001	2011	2001-2011	2001	2011
Kenneth Kaunda DM(DC40)	599 670	695 933	100	100	1.49	153560	208047
Ventersdorp (NW401)	43 078	56 702	7.18	8.15	2.75	11109	14562
Tlokwe City Council (NW402)	128 353	162 762	21.40	23.39	2.38	32038	52537
City of Matlosana (NW403)	359 202	398 676	59.90	57.29	1.04	93339	120442
Maquassi Hills (NW404)	69 037	77 794	11.51	11.18	1.19	17075	20505

The majority of the Dr. Kenneth Kaunda District population reside within the City of Matlosana LM (57.29%), followed by City of Tlokwe LM (23.39%). Two Local Municipalities with the smaller percentages of the Dr. Kenneth Kaunda District population are Maquassi Hills (11.18%) and Ventersdorp (8.15%). The number of wards per local municipality is Matlosana (35), Tlokwe (26), Maquassi Hills (11) and Ventersdorp (6) for a total of 78 in the DM, as on 02 September 2010. The number of **households** within the Dr. Kenneth Kaunda District was estimated at about **208,047** during 2011 (StatsSA, *Census 2011*).

Figure B.2.1 Population of Dr Kenneth Kaunda DM

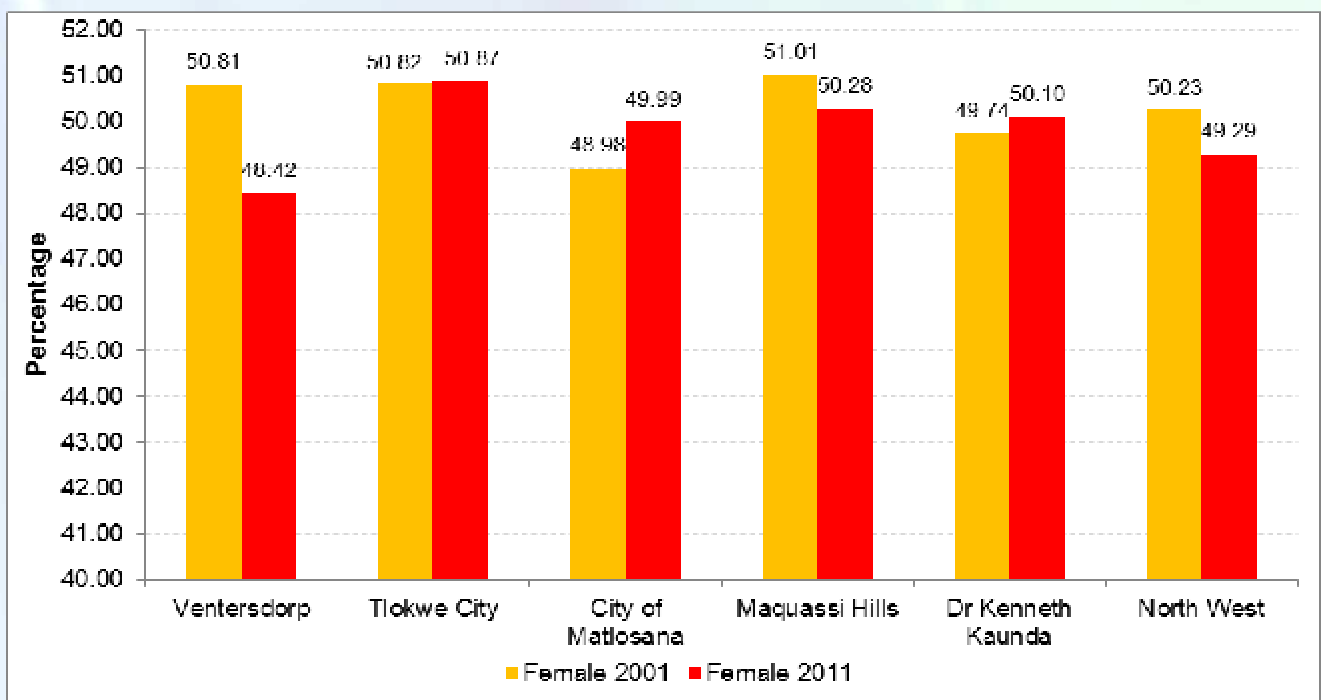


Source: Statistics SA, Census 2011

B.2.2 Population by Gender

The gender structure of the North West Province, Dr Kenneth Kaunda DM and its constituent local municipalities is depicted in **Figure B.2.2**. This information indicates a fairly equal distribution between male and female population in all constituent municipalities. The proportion of the female population is for Ventersdorp, 48.42, Tlokwe, 50.87, Matlosana, 49.99, Maquassi Hills, 50.28, and Dr Kenneth Kaunda DM averages at 50.10, while the NW Province at 49.29%. There are no apparent significant changes that have occurred between 2001 and 2011, except for Ventersdorp whose female population dropped by 2.39%. It would normally be expected that the gender structure of the population in an area dominated by the mining sector (such as Matlosana) is dominated by males due to the presence of migrant workers. The continuous closure of mines has seen the male: female population percentage ratio in Matlosana at almost 50: 50. This is consistent with the previous Census of 2001 and the Community Survey of 2007 estimates.

Figure B.2.2: Percentage Female Population

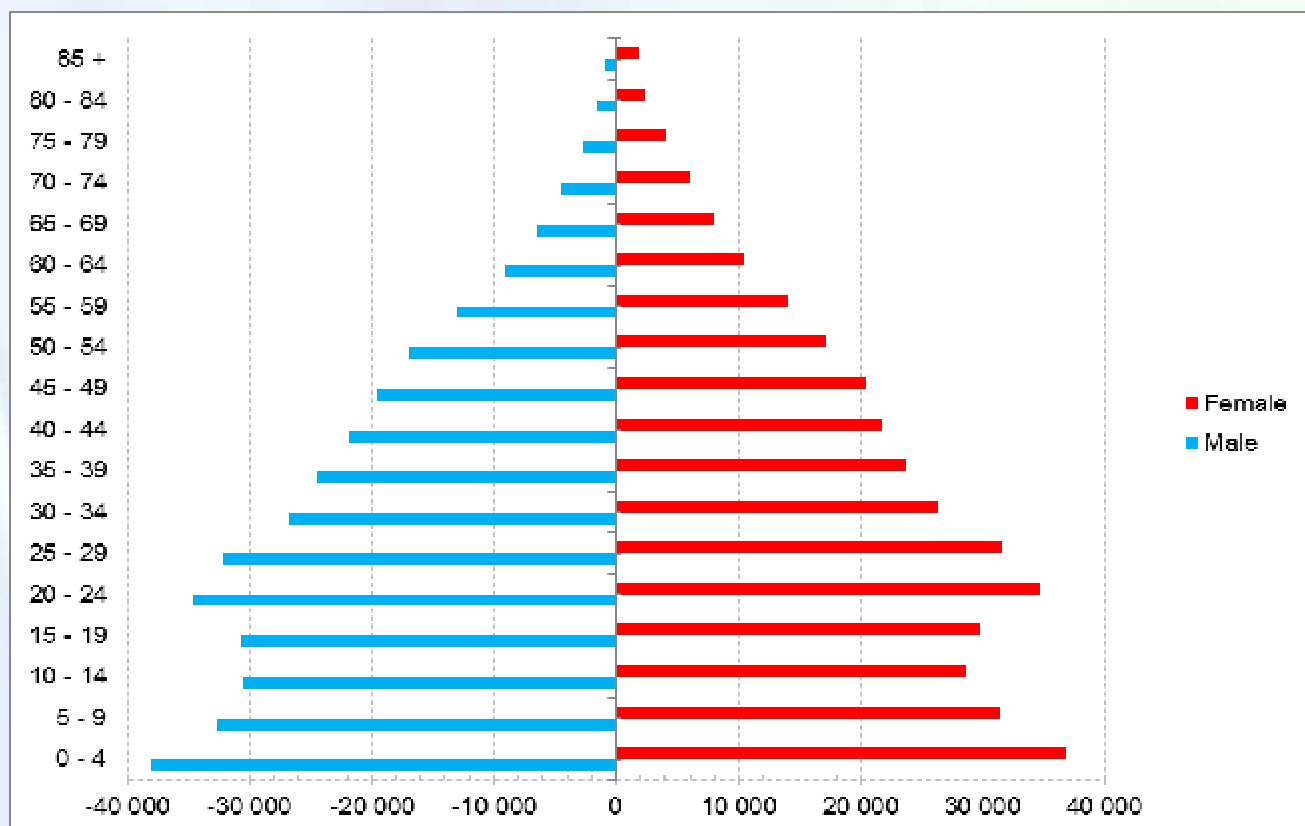


Source: 1. Statistics SA, Census 2001
2. Statistics SA, Census 2011

B.2.3 Population by Age

The population pyramid (Figure B.2.3) indicates that there were more people in younger ages, particularly in age groups 0–4 and 5–9, and less people in older ages, particularly from the ages 65 and older. A new cycle of the pyramid is being developed from the lower ages, barring some significant changes in the mortality rates.

Figure B.2.3: Population Pyramid



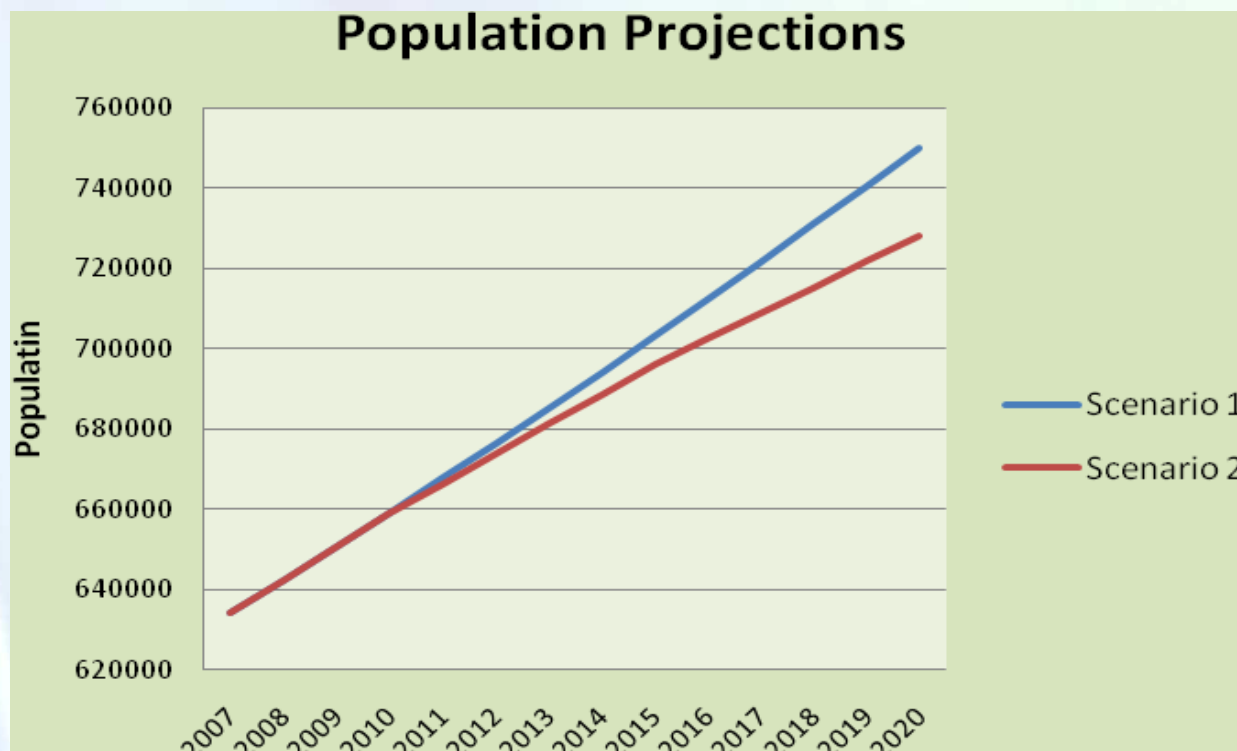
Source: Statistics SA, Census 2011

B.2.4 Population Growth Rate

The **population growth** figures for the district between 2001 and 2011 are summarized in Table B.2.1. According to the official Statistics SA data the total population have increased from just under 600 000 to 695 933 in 2011. This represents an average annual growth rate of approximately 1.49%.

Various **population growth** rates are being utilized for the purpose of population projections in various existing policy documents and plans. Two alternative population projections utilizing the base year figure in 2007 as provided by Statistic SA (634 134) is provided for the purpose of the SDF. The first scenario assumes a constant annual growth rate remaining at 1.3% per annum from 2007 to 2020. The second scenario assumes a decreasing growth rate using a figure of 1.3% per annum up to 2010, a figure of 1.1% per annum from 2011 to 2015, and 0.9% from 2016 to 2020. The projected 2020 population figure based on these alternative scenarios will be 750 000 and 728 000 respectively.

Figure B.2.4: Population Projections (*StatsSA, Community Survey, 2007*)

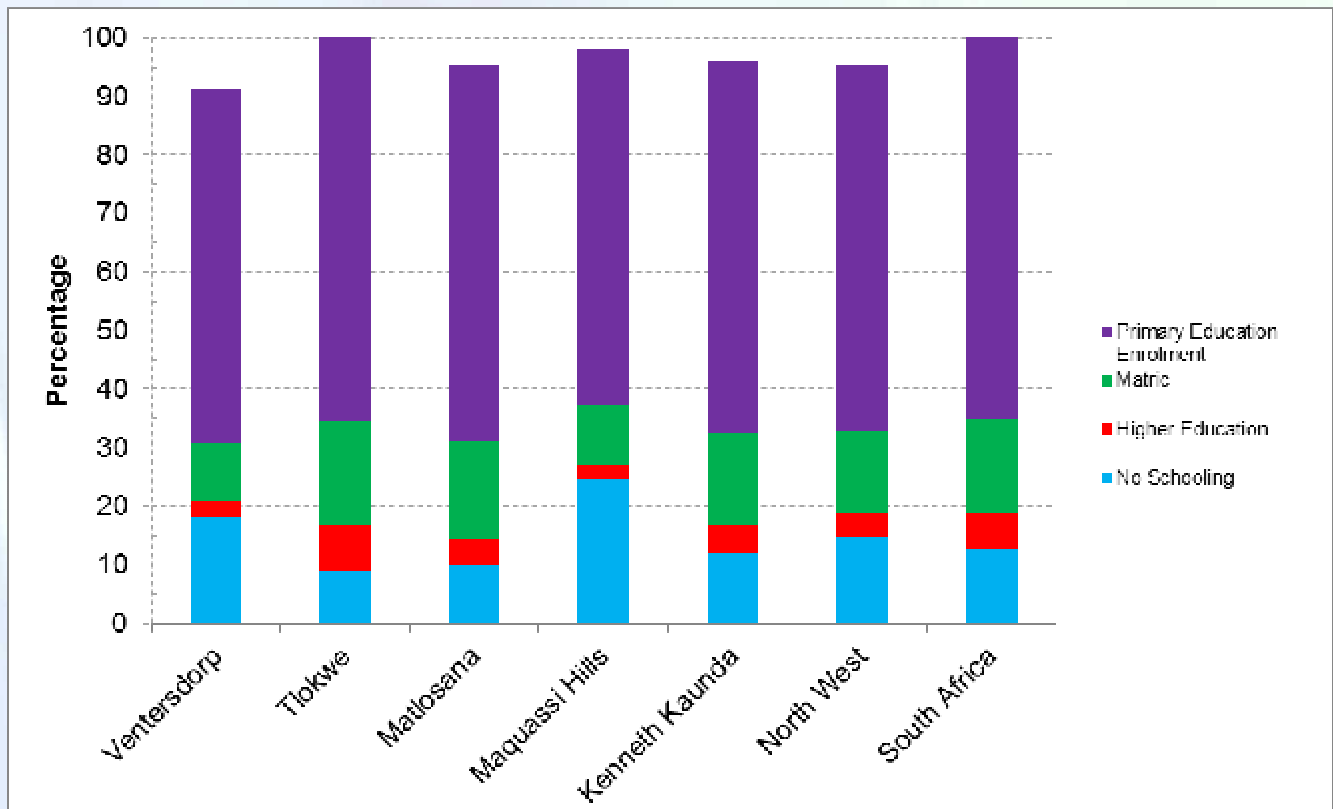


The population characteristics and trends as referred to above also need to take cognizance of migration trends to and from the district and its surrounding areas

B.2.5 Population Education Levels

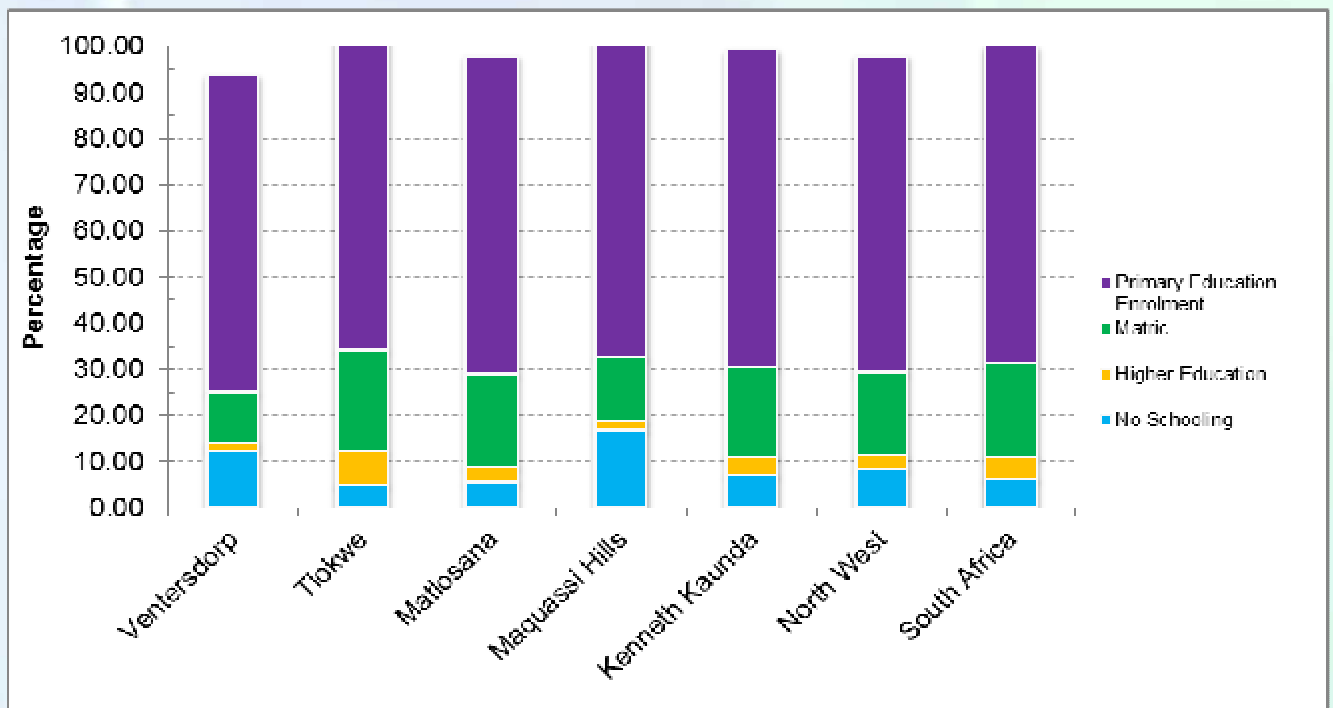
The the status and changes in the education profile of the district population between 2001 and 2011 is depicted on Figures 2.5 (a) to (d). Although there has been a significant improvement in overall skills levels (most notably the decrease of adult illiteracy), the increase in the propotion of population with tertiary degrees have been very limited. The most notable feature is the substantial decrease in adult literacy ranging between 4% in the case of Tlokwe to just under 8% in the Maquassi Hills LM. However, the proportion of the population with tertiary education decreased as a percentage of population size, but the highest population in this category is the Tlokwe LM with a 9.9%, and they have suffered only about 1.1% decline from 11% in 2001 in tertiary education. All municipalities experienced a decline in this area, with Ventersdorp and Matlosana experiencing higher decreases in the extent of the population with tertiary education with 2.2 and 1.6% respectively. The increase in size of the population with matric in the district is below that of the country and the province in general, and this is reason for concern. Only Tlokwe has a better matric outlook than the NW Province average.

Figure B.2.5 (a): Education Profile of Population Older than 20 Years (2001)



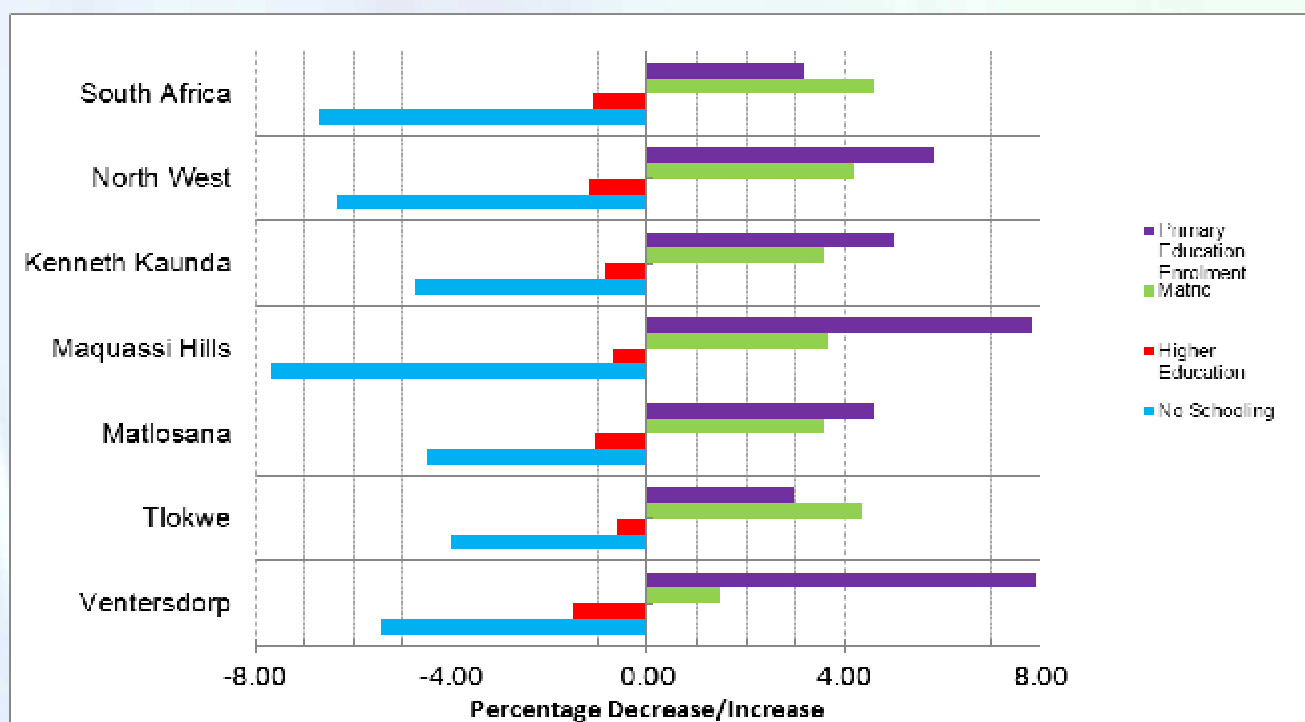
Source: Statistics SA, Census 2011

Figure B.2.5 (b): Education Profile of Population older than 20 Years (2011)



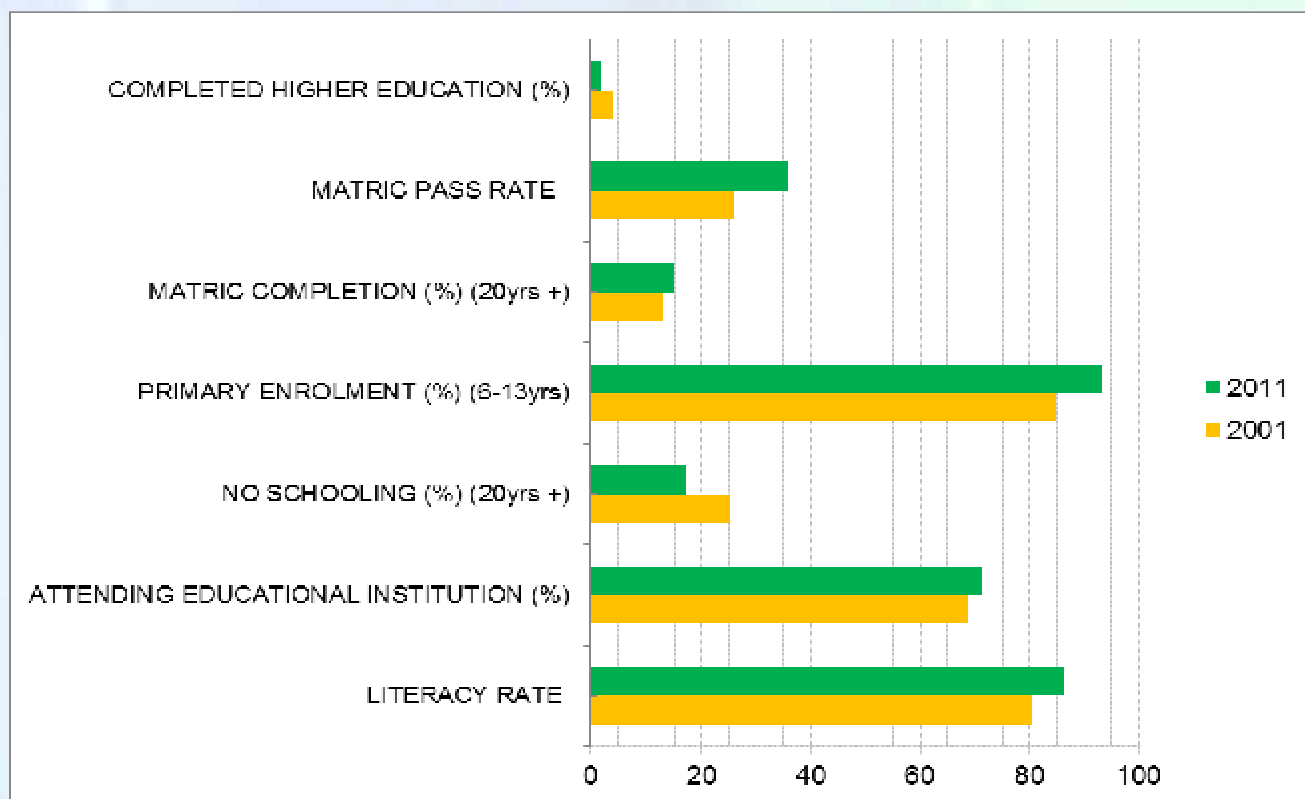
Source: Statistics SA, Census 2011

Figure 2.5 (c): Change in education profile: 2001 to 2011



Source: Statistics SA, Census 2011

Figure 2.5 (d): Overall Change in Education Profile: 2001 to 2011



Source: Statistics SA, Census 2011

B.2.6 Population Distribution

The **population density** within the Dr. Kenneth Kaunda District has steadily increased since 1995. While the population density was 45 people per square kilometre in 1995, it increased to 47.53 people per square kilometre in 2011.

AREA (Km ²)	14642.23
POPULATION DENSITY (POP/Km ²)	47.53
URBAN FORMAL AREA	630.12
TRADITIONAL AREA	7.19
FARM AREA	14004.95

Source: StatsSA, Census 2011

B.3 Spatial Analysis

The spatial analysis of the Dr Kenneth Kaunda DM is given in the Spatial Development Framework (SDF) review document adopted in March 2011. The review, which started in 2009, was of the original 2004 document which had become outdated due to the many developments that had occurred since it was completed-including Merafong City Local Municipality being incorporated into and out of the District Municipality.

Analysis and additional information, including the Strategic proposals based on both the 2004 and the 2011 adopted documents, is given under **Chapter D** of this IDP. (Also see **Annexure H.9**)

B.4 Social and Economic Analysis of Patterns, Trends and Risks

The analysis of patterns, trends and risks in the Dr Kenneth Kaunda DM are given in the Southern District Growth and Development Strategy (GDS) which was developed in 2005 and reviewed in February 2007. This document is given in **Annexure H.2**. The analysis was, however, updated also in the review of the SDF, which is attached in this document as **Annexure H.9**.

During the 2008/09 Financial Year, the DTI collaborated with the Dr Kenneth Kaunda DM to develop the latter's Local Economic Development (LED) Strategy, attached here as **Annexure H.1**. The following are the analyses completed for the development of the strategy.

B.4.1 Access to Basic Services

The following table indicate the access to basic services for households within the DM, according to the 2011 Census

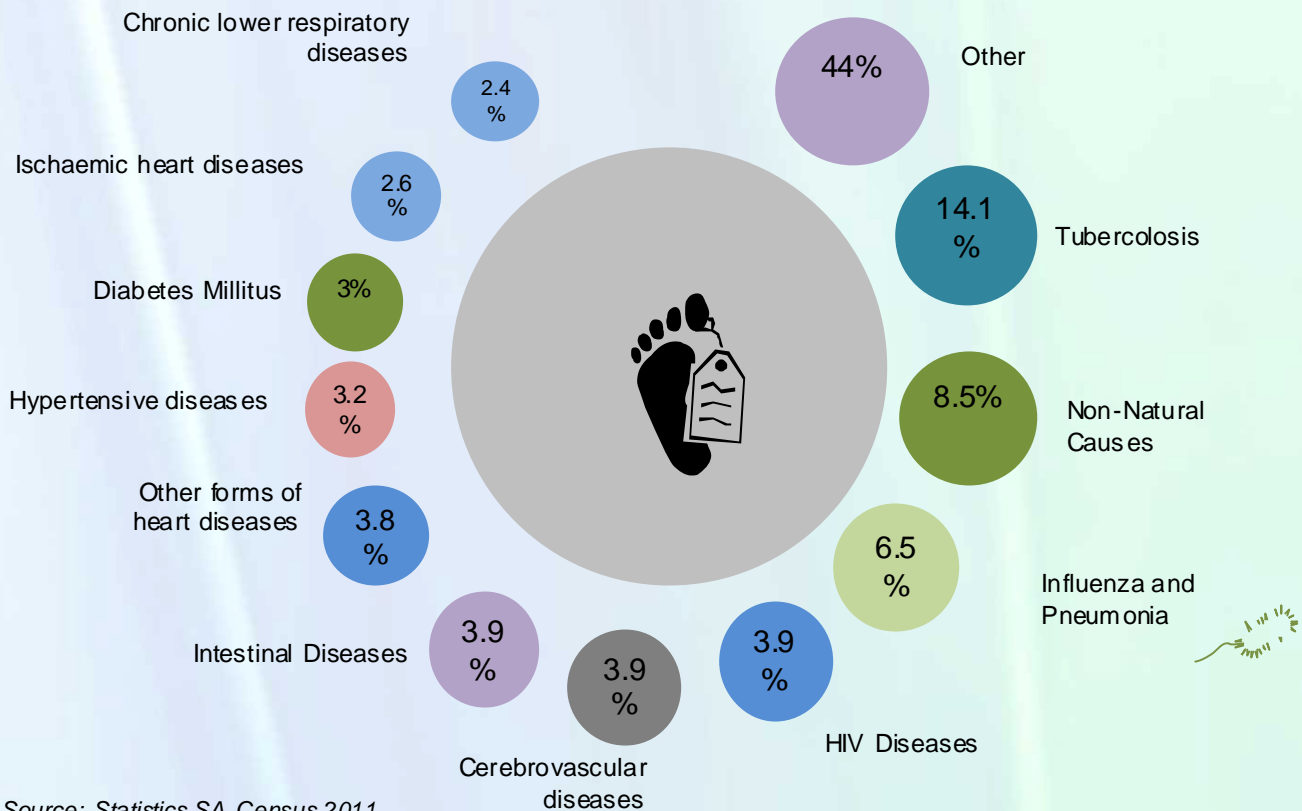
	Refuse Removal (at least once per week)	Sanitation (Connected to Sewage System)	Piped Water	Formal Dwelling	Electricity for Cooking	Electricity for Heating	Electricity for Lightin g
Dr Kenneth Kaunda	75.76%	84.92%	98.65%	78.46%	83.92%	81.36%	89.77%
Ventersdorp	36.52%	40.70%	97.80%	71.25%	68.87%	58.40%	77.94%
Tlokwe City Council	63.44%	81.44%	98.29%	77.36%	82.64%	79.84%	91.28%
City of Matlosana	89.64%	93.29%	98.96%	80.11%	86.75%	85.76%	91.28%
Maquassi Hills	53.31%	75.77%	98.19%	75.25%	78.42%	70.83%	83.19%

The majority of households in the DM (98.65%) have access to piped water either inside the dwelling, inside the yard or from an access point outside the yard. More than 75% have access to refuse removal for at least once a week, while almost 85% have sanitation that is connected to a formal sewage system. Almost 80% of the population stay in formal dwellings and more than 80% have access to one or another form of electricity access, with lighting in dwellings at about 90%.

B.4.2 Major Causes of Death in the DM

The major causes of death in the Dr Kenneth Kaunda district are lead by tuberculosis at 14.1%, followed by non-natural causes at 8.5%. The HIV infection rate was measured as 13.8% in 2007, up from 9.5% in 2000 and 2.4% in 1995. . The number of AIDS related deaths, as a percentage of the DM population is standing at 3.9% (Fig B.4.2).

Figure B.4.2 Major Causes of Death



Source: Statistics SA, Census 2011

The *South African Survey (2007)* by the South African Institute of Race Relations (SAIRR) indicates the following trends in terms of important health indicators:

- (a) The infant mortality rate (the number of infant deaths per 1,000 live births per annum) for the North West province has decreased by 15% between 1998 and 2006. Since the NW province and the DM share a similar population growth trend, this decrease is expected to apply to the DM as well.
- (b) The under-five mortality rate (the number of children under the age of 5 who die in a year, per 1,000 live births) also decreased between 1998 and 2006, by 5%. This decrease is lower than the decrease in the national average (9%).
- (c) The rate of children under 5 years of age with severe malnutrition also decreased in the NW province, from 17.8% in the 2001 to 13.3% in 2004.
- (d) The number of tuberculosis cases in the NW province increased by 51% between 2000 and 2002, which is an extremely worrying trend.
- (e) 64.3% of tuberculosis cases reported in the NW province were also HIV co-infected.
- (f) In terms of provincial expenditure on health, the NW province spent 22.6% of total expenditure on health, which is slightly lower than the national average (29.2%).
- (g) The number of public sector doctors in the NW province increased from 361 in 2000 to 506 in 2006. The 2006 people-to-doctor ratio was 6,668:1.
- (h) The number of public sector nurses in the NW province experienced only a slight increase from 2,855 in 2000 to 3,029 in 2006. The 2006 people-to-nurses ratio was 1,114:1.
- (i) The number of beds in public hospitals in the NW province equalled 7,026 in 2004, while the number of beds in private hospitals equalled 1,538.

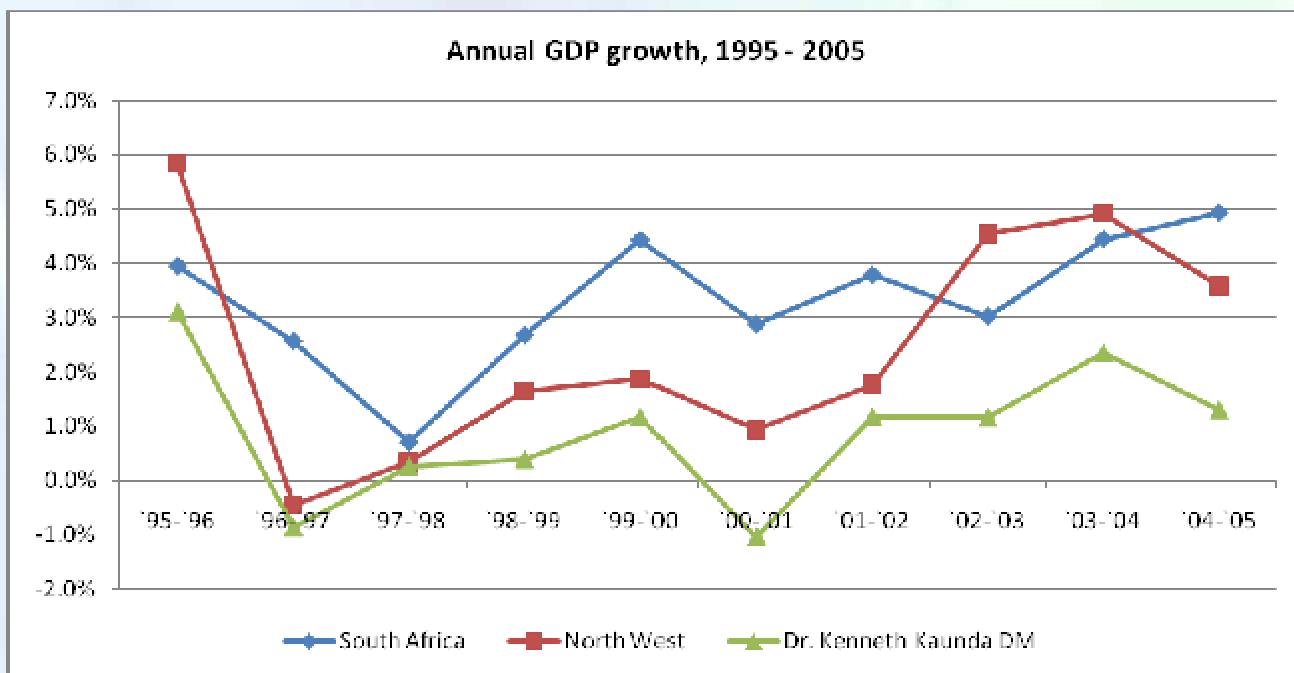
B.4.3 Economic Performance and Trends

The following information on the economic profile of the DM is based on the old boundaries that included Merafong City Council. Much of the analysis is based on the Dr Kenneth Kaunda DM LED Strategy of 2008, but additional information and analyses (excluding Merafong) which may duplicate some of the following information, derived from the Dr Kenneth Kaunda DM SDF of 2011 follows immediately after that. The purpose of the presentation is to take note of the developing trends.

Annual GDP growth in the DM broadly follows the national trend. DM GDP growth is generally lower than both the national and provincial average. An upward trend in GDP growth rates has been experienced in the DM since 2001 (**Fig.B.4.3 (a)**). The next graph (**Fig.B.4.3 (b)**) indicates annual GDP growth rates for the local municipalities within the DM over the period 1995 – 2008. Although data was only available up

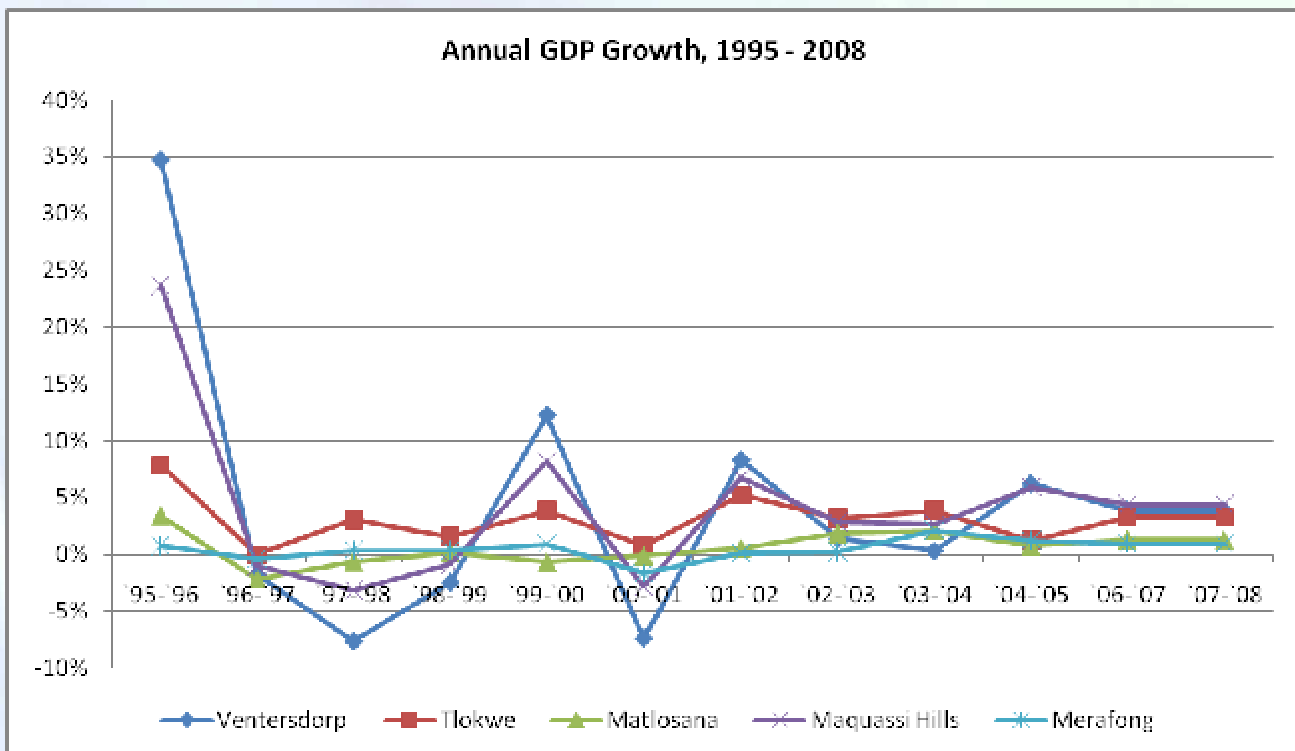
to 2005, growth rates for the local municipalities were extrapolated to obtain estimates of GDP growth between 2005 and 2008.

- ◆ The graph indicates a fairly stagnant economic growth trend within the DM, i.e. the rate of growth has remained fairly constant.
- ◆ Negative growth rates were experienced in certain local municipalities in some years, mainly in Ventersdorp and Maquassi Hills.



Source: Quantec Research and Urban-Econ calculations, 2008

Figure B.4.3 (a) Annual GDP Growth Rate, DM



Source: Quantec Research and Urban-Econ calculations, 2008

Figure B.4.3 (b) Annual GDP Growth Rate, Local Municipalities

North West PGDS – General guidelines for growth & investment

- (a) Focus on diversification of economic base
- (b) Focus on areas/industries with comparative advantage and/or development potential
- (c) Identification of skills gaps, leading to skills development initiatives.
- (d) Creating an enabling environment for small businesses
- (e) Public sector interventions should be focused on physical infrastructure and technical support of **SMME's**
- (f) Economic growth viewed as prerequisite for achievement of all other policy objectives.
- (g) Growth target for NW: 6.6% per annum
- (h) Investment target for NW: R6.3 billion per annum
- (i) Targets are not fixed, but are normative guidelines
- (j) Growth target for Dr Kenneth Kaunda District Municipality: 6.4% per annum.
- (k) Investment going to DM: 22.17% of NW investment budget
- (l) Municipalities are encouraged to prepare implementation & business plans in order to access these funds. These plans & project lists must meet certain basic requirements to qualify for approval

Implications for Dr Kenneth Kaunda District LED Strategy

- (i) GDS must focus on bringing marginalized communities into economic mainstream
- (ii) Deliberate diversification of the economic base is of prime importance
- (iii) Industries targeted by PGDS incl. Food processing, agro-processing, mining & mineral beneficiation, manufacturing, tourism & cultural industries, transport & communications
- (iv) Transversal objectives: SMME development, skills development and tourism
- (v) Strengthening and concentration of developments along N12
- (vi) Identification of available land and infrastructure to accommodate development along the corridor.
- (vii) Identification of infrastructural backlog that should be addressed

B.4.4 Sectoral Comparative Advantage

The **comparative advantage** of an area indicates a relatively more competitive production function for a product or service in that specific economy, than in the aggregate economy. The economy therefore produces the product or renders the service more efficiently. The location quotient is an indication of the comparative advantage of an economy. A location quotient of larger than one indicates a relative comparative advantage in that sector.

Table 4.4: Location quotients for Dr Kenneth Kaunda District, 2007

Sector	Sectoral % contribution to GGP: Dr Kenneth Kaunda District	Sectoral % contribution to GGP: North West Province	Location Quotient: Dr. Kenneth Kaunda District
Agriculture	2.3	2.5	0.9
Mining	19.6	26.0	0.8
Manufacturing	8.8	7.6	1.2
Electricity & water	1.4	1.1	1.3
Construction	3.5	2.9	1.2
Trade	17.3	13.6	1.3
Transport & Comms	9.1	10.6	0.9
Finance	16.2	14.5	1.1
Services	8.0	8.6	0.9
Government	13.8	12.7	1.1

Source: Quantec Research and Urban-Econ calculations, 2008

The Dr Kenneth Kaunda District economy therefore has a comparative advantage in several sectors, relative to the aggregate provincial economy, namely in: Manufacturing, Electricity & water provision, Construction, Trade, Finance & business services and Government services.

The following analysis is presented in the Dr Kenneth Kaunda DM SDF of 2011;

The economic performance of the district can mainly be attributed to the decline in the gold mining sector. This information indicates that the mining sector in the KKDM has been growing negatively at a rate of 6.6% per annum over the decade from 1996 to 2005 and at a negative rate of 3.7% per annum for the period 2005 to 2010. This trend is further highlighted by the decrease in the proportional contribution of the KKDM to the total GVA of the mining sector in the North West Province. It decreased from 52.6% in 1996 to an expected 29.8% in 2010. At the same time the share of mining output from Bojanala Platinum increased from 44.7% to in excess of 70%. Clearly this negative trend of the mining economic sector in the KKDM has significantly impacted on the economic performance of the district over the last decade.

This negative performance in the mining sector however also had positive spinoffs for the district with an improved performance in the tertiary sector of the economy in the district with significant growth in the retail and trade; transport and communication; financial and business services; and community and social services sectors. The decrease in the output of the mining sector has to some extent been offset by the performance of these sectors.

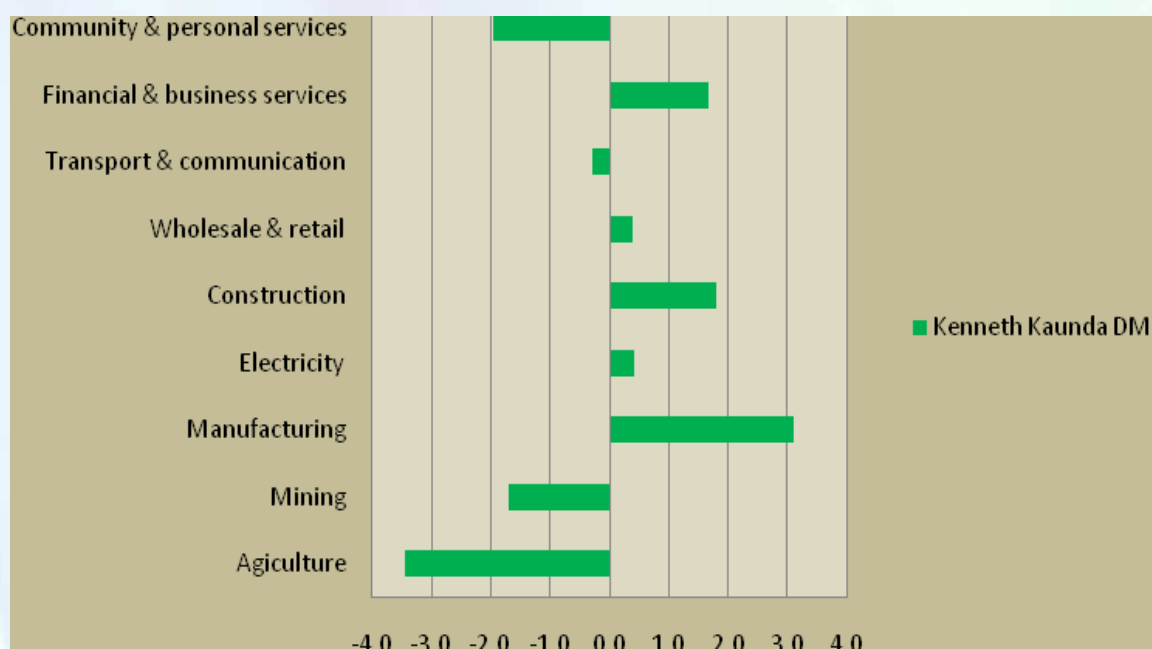
The latest available information of the sectoral contribution to the district economy as contained in the KKDM Integrated Development Plan of 2009/2010 shows that the contribution of the retail and trade (17.3%) and financial and business services (16.2%) to total district GGP now nearly equals the contribution of the mining sector (19.6%).

The spatial distribution of employment opportunities within the district is mainly concentrated in the Matlosana municipality and to a lesser extent in Tlokwe. In 2007, approximately 64% of all employment opportunities within the district were located in Matlosana. This is in stark contrast to the Ventersdorp Local Municipality which accounted for less than 4% of employment in the district.

*As outlined in **Figure B.4.4**, the most notable decrease in the sectoral contribution to total employment between 2001 and 2007 has been in the agricultural and mining sectors. Conversely, the largest proportional gains has been achieved in the manufacturing, construction, and financial and business services sectors over the same period.*

Figure B.4.4: Change in sectoral contribution to employment: 2001 to 2007

Source: 1. Statistics SA, Census 2001
2. Statistics SA, Community Survey 2007



The economic structure of the Kenneth Kaunda District Municipality closely resembles the composition of the two adjacent district municipalities in the Free State Province i.e. the Lejweleputswa and Fazile Dabi District Municipalities.

B.4.5 Household Income

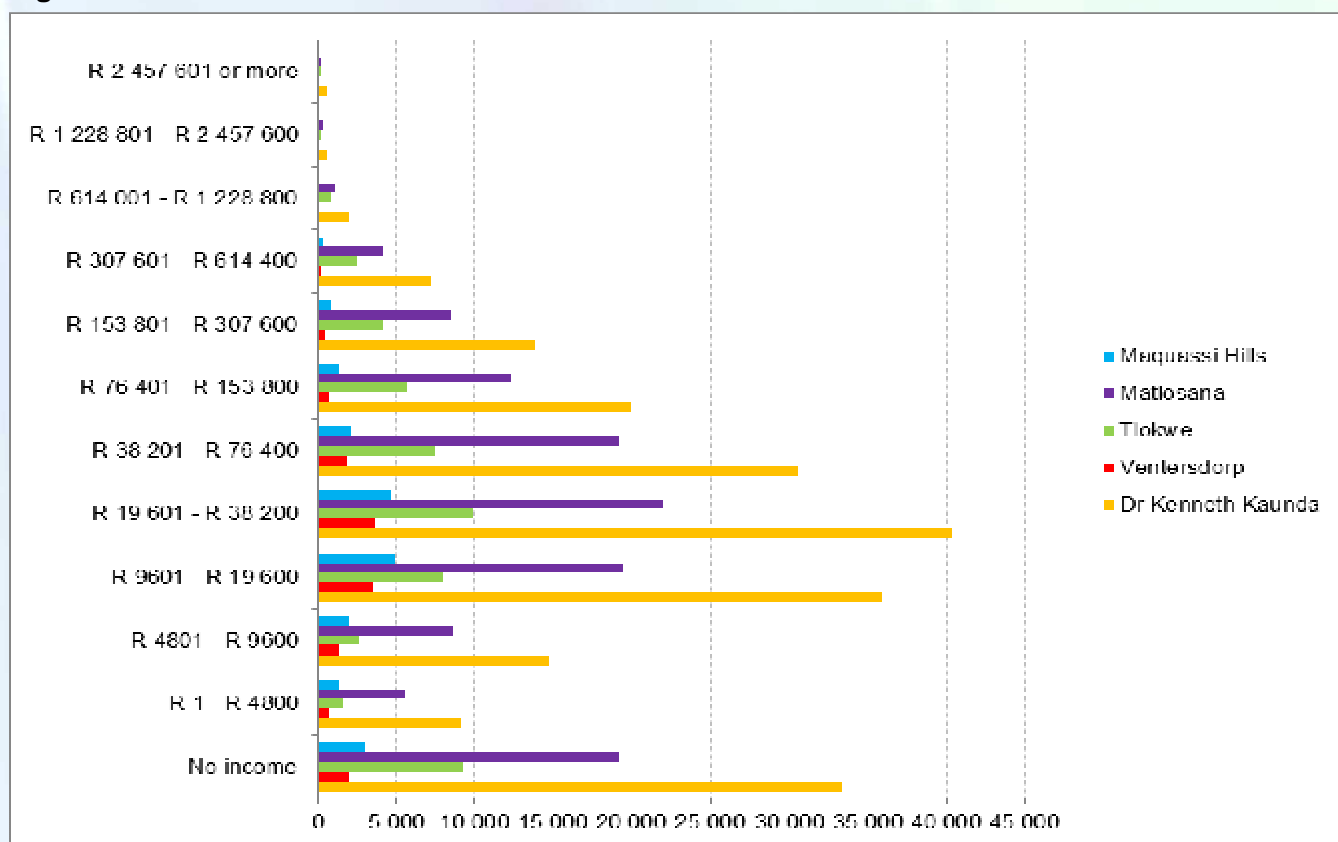
The income profiles (in Rands) of the municipalities within the district is depicted in **Table 4.5** and illustrated in the accompanying graph (**Figure 4.5**), showing the distribution of annual household income among the different income groups in the Dr. Kenneth Kaunda District Municipality, as measured in the 2011 Census.

	No income	1 - 4800	4801 - 9600	9601 - 19 600	19 601 - 38 200	38 201 - 76 400	76 401 - 153 800	153 801 - 307 600	307 601 - 614 400	614 001 - 1 228 800	1 228 801 - 2 457 600	2 457 601 or more
Dr Kenneth Kaunda	33 410	9 165	14 684	35 880	40 293	30 494	20 001	13 895	7 112	1 955	598	555
Ventersdorp	2 013	798	1 374	3 510	3 647	1 774	756	415	198	46	18	13
Tlokwe City Council	9 260	1 554	2 637	8 030	9 932	7 455	5 675	4 207	2 466	833	220	267
City of Matlosana	19 172	5 575	8 670	19 370	22 039	19 178	12 281	8 440	4 145	1 005	326	239
Maquassi Hills	2 966	1 238	2 004	4 970	4 675	2 087	1 289	834	303	71	34	36

According to the graph and table, the majority of households in the DM earn between R 19 601 - R 38 200 per annum, followed by those between R 9601 - R 19 600. The data also show that above 64% of households earned a monthly income of R 38 200 per annum (R3,200 p.m) or less.

The figures also indicate a proportionally higher income profile in Tlokwe compared to the other three local municipalities and particular low affordability levels being prevalent in both the Ventersdorp and Maquassi Hills municipalities. The proportion of households earning less than R1600 per month in the latter two areas is 53% and 55% respectively. Across the district, about 88% of households earn about **R6 400 or less** per month, the major contributors being Ventersdorp (90%) and Maquassi Hills (87%). In Tlokwe and Matlosana, above 26% and 21% of the households earn **above R6 400**. This trends has been consistent in the previous Census of 1996 and 2001. It is however, noteworthy that since the Community Survey of 2007, major improvements in the livelihoods of the district municipality citizens has been observed.

Figure B.2.5 Annual Household Income in the DM



Source: Statistics SA, Census 2011

A further analysis which integrates different variables will be done in the following versions of the 2012-16 IDP. It is worth mentioning at this stage that the low income levels of the two smaller municipalities in the district (Maquassi Hills and Ventersdorp) is coupled with significantly higher levels of unemployment as a percentage of their populations.

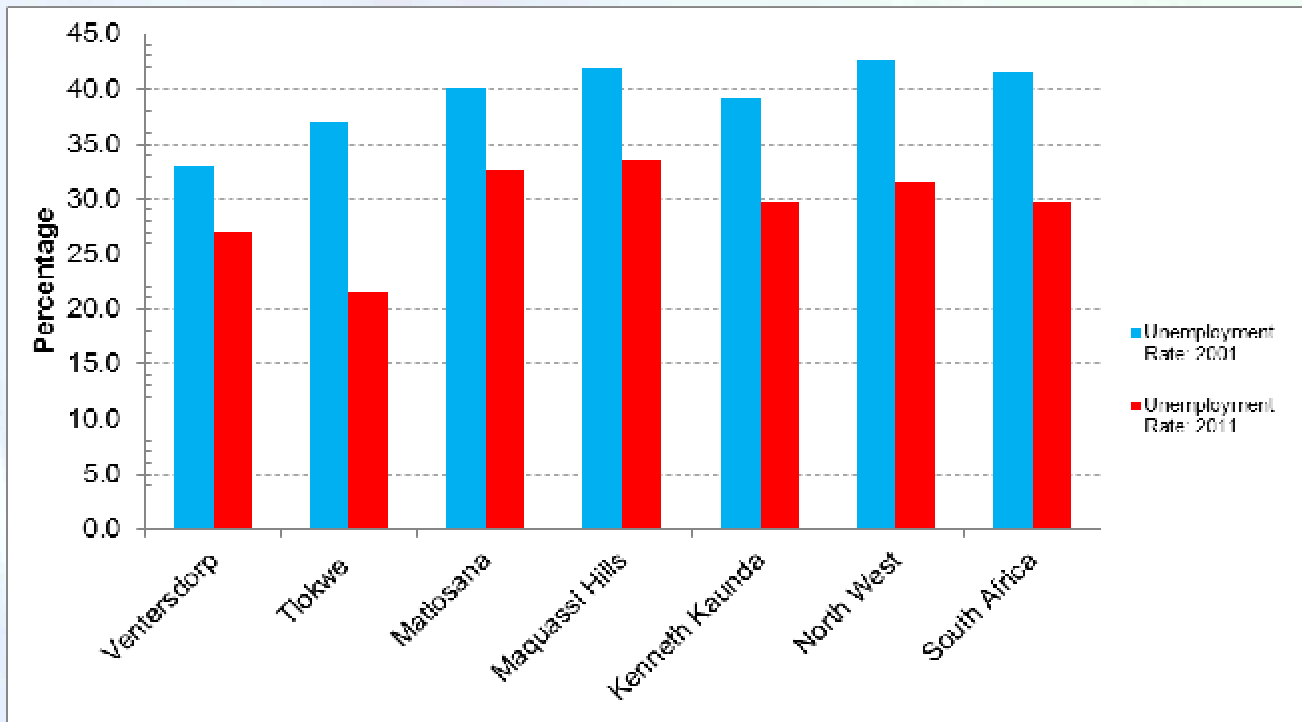
B.4.6 Employment and Labour Profiles

The overall unemployment rate in the Kenneth Kaunda District Municipality decreased from 39.1% to 29.7% between 2001 and 2011, representing a notable decrease of 9.5%. This decrease is mainly the result of the performance in the Tlokwe LM where the unemployment rate has decreased by more than 15% from 37.1% to 21.6% and the Matlosana Local Municipality from 40.0% to 32.7% (a decrease of 7.3%). The unemployment rate of the Maquassi Hills LM is 33.4% and that of Ventersdorp LM, 29.7%.

In the broader context of the surrounding district municipalities, the unemployment rate and the rate of decrease in the Kenneth Kaunda District Municipality is very similar to that of the Bojanala Platinum DM at 29.7 and 30,7% respectively. These rates compare favourably to those of the country (29,8%) and the NW Province (31.5%). The district fares better than the surrounding districts with Lejweleputs wa DM and Fezile Dabi DM in the Free State at 33,9 and 36,5% respectively. A notable feature is the persistent higher unemployment rates in the adjacent areas north and west of the Kenneth Kaunda DM at 33.7% in the Ngaka Modiri Molema DM and 35.8% in Ruth Mompati. This factor may also find expression in the migration figures with the possibility of unemployed economically active population of these two districts relocating to the Kenneth Kaunda area in pursuit of the possibility of improved economic conditions and finding a source of employment.

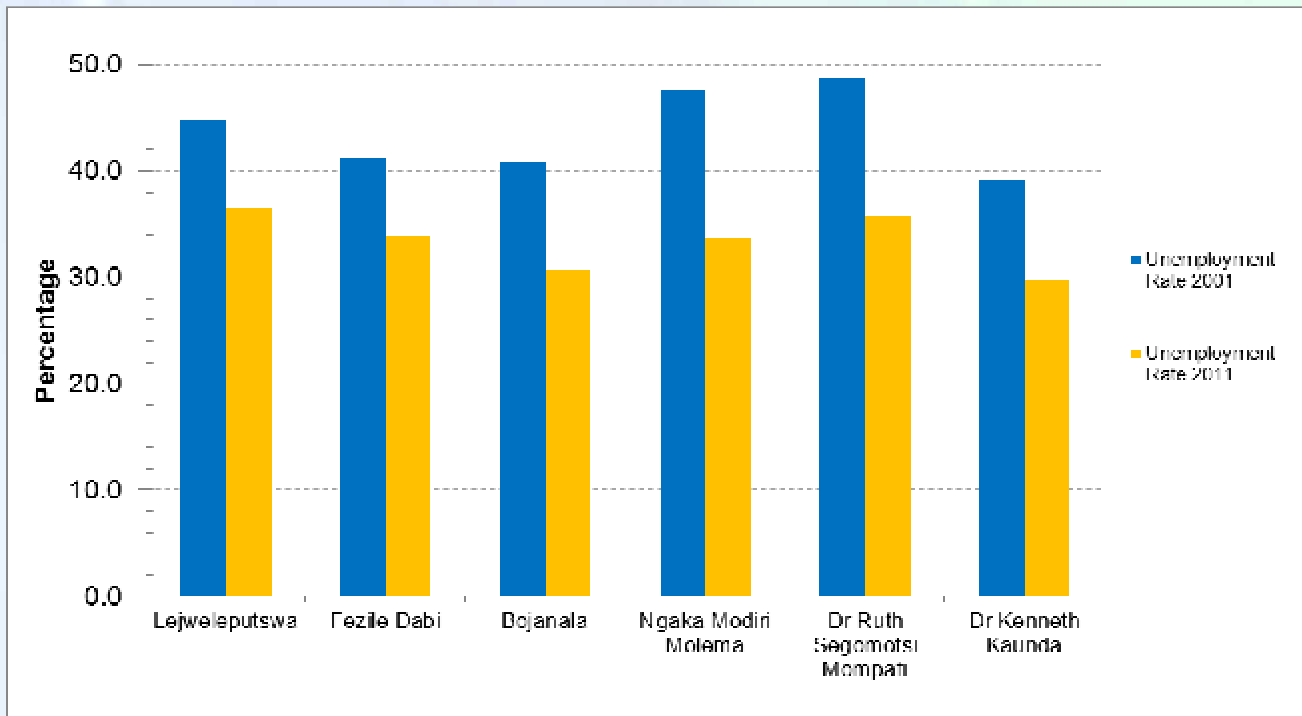
The new feature in the Census 2011 is that of youth unemployment, and it points to a higher than average unemployment rate across the country. This factor needs attention in order to put these economically active youth through different types of training in order to gain meaningful employment. The percentage of unemployed youth in the district is 39.2%. The main contributors to this high number are Matlosana at 43.1 and Maquassi Hills at 42.6%. Tlokwe LM and Ventersdorp LM have unemployed youth below the district average of 29.5 and 34.0% respectively. The picture of youth unemployment across the country is bleak at 48.9% and that of the province is just above the district percentage at 40.6. **The overall unemployment rate is, however, declining across the district and province.**

Figure B.4.6 (a): Unemployment Rate for the Total Population: Kenneth Kaunda DM



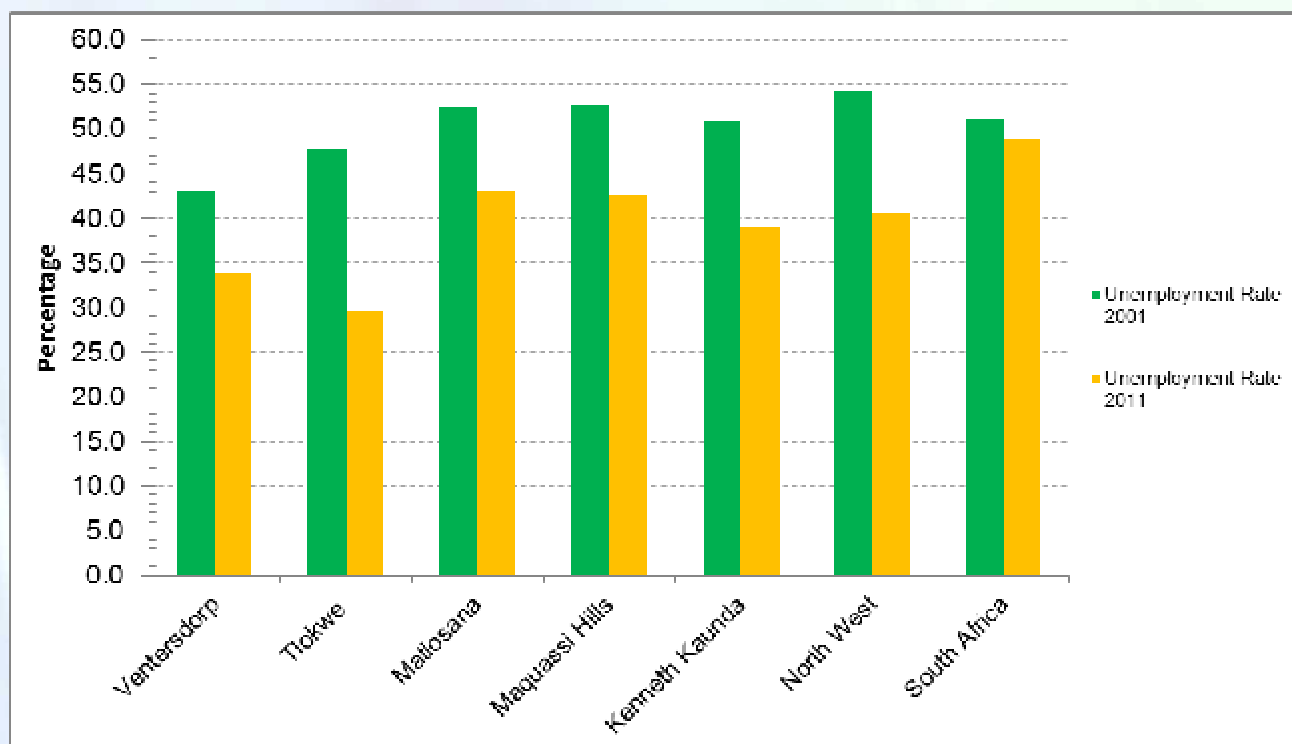
Source: Statistics SA, Census 2011

Figure B.4.6 (b): Unemployment Rate for the Total Population: KKDM and Surrounding District Municipalities



Source: Statistics SA, Census 2011

Figure B.4.6 (c): Unemployment Rate for the Total Population: Youth of KKDM



Source: Statistics SA, Census 2011

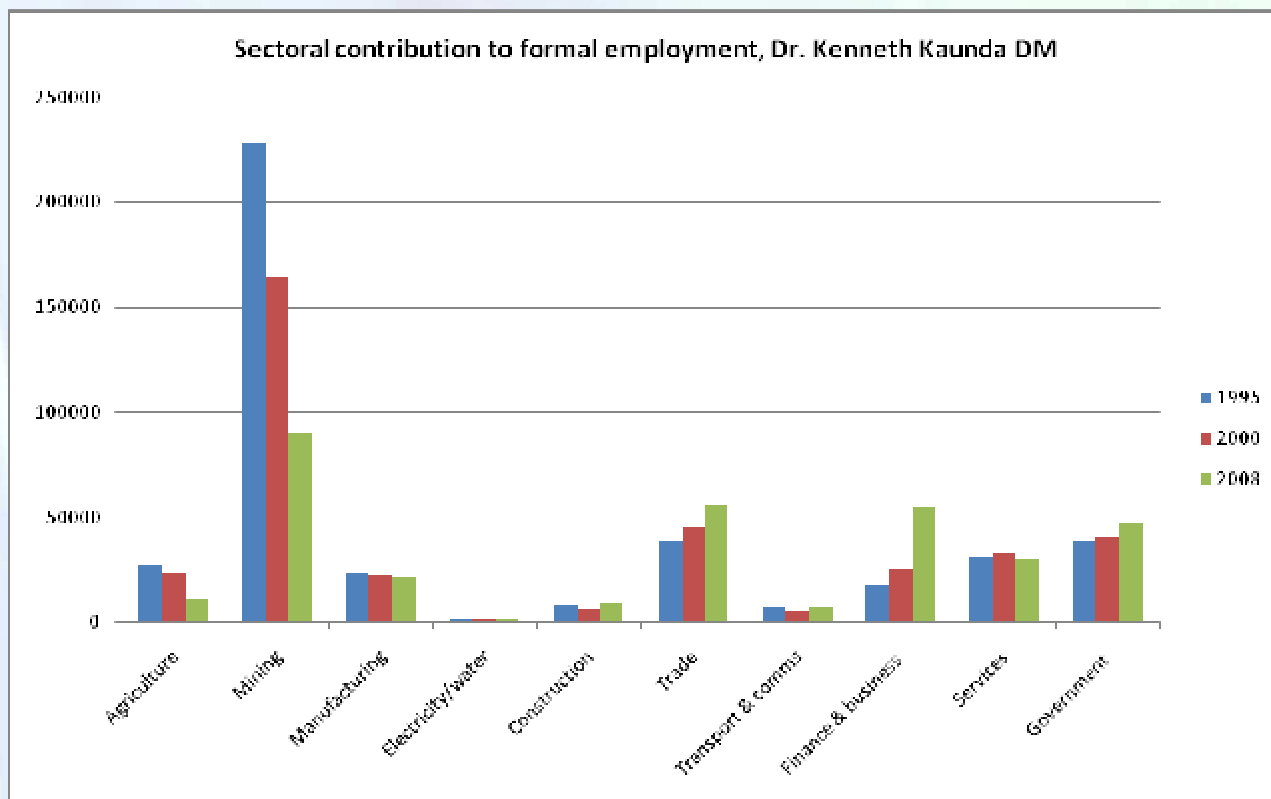
The unemployment rate of the district, on average is sitting at 29.7, down from 39.1% in 2001.

The comparative male and female unemployment rates for the period 1996 to 2007 are further given in the Dr Kenneth Kaunda DM 2011 SDF. This information indicates that the decrease in unemployment rate for both the male and female population has been most pronounced in the Tlokwe Local Municipality over the period 2001 to 2007. It again highlights the challenges in the Maquassi Hills Local Municipality exhibiting the highest unemployment rate for both males and females in the district and with the overall unemployment rate increasing over the period 2001 to 2007.

The Dr Kenneth Kaunda DM LED Strategy adopted in 2008 (which included Merafong LM), provides the following analysis (the analysis is still highly relevant for the DM);

- (a) Mining is still by far the most important sector in terms of formal employment
- (b) However, there has been a decline in formal employment in this industry over the past decade. This highlights the need for diversification of the economic base.
- (c) Other important employment sectors: Trade, financial & business services and government services.
- (d) Data shows a steady increase in the number of people employed in the trade and finance sectors over the past decade.
- (e) No significant increase in the % of the labour force employed in the manufacturing sector.

- (f) Percentage (%) employed in manufacturing is small relative to its contribution to GDP, which implies a need for more labour-intensive manufacturing industries.



Source: Quantec Research and Urban-Econ calculations, 2008

Figure B.4.6 (d): Sectoral Contribution to Formal Employment, DM

B.5 Institutional Analysis

The organizational structure of the Dr Kenneth Kaunda DM is under review and the changed structure will first be adopted in Council and will be reflected in future documents.

B.5.1 Political Leadership

The following is the political leadership of the Dr Kenneth Kaunda DM:

PORTFOLIO	NAME
Executive Mayor (BF)	Cllr. BE Moloi
Speaker (BM)	Cllr. M. Zephe
MMC Corporate Services (BM)	Cllr. W.M. Matinyane
MMC Roads, Public Transport, Community Safety and Disaster Risk Management (BF)	Cllr. M.F. Dlamini
MMC District Economic Development and Tourism (BF)	Cllr. N.M. Koloti
MMC Municipal Health Services (BM)	Cllr. K. Ndincede
MMC Financial Services (BM)	Cllr. O. Mogale
MMC Infrastructure Development (BF)	Cllr. R. Martins
MMC Rural Development and Special Projects (BM)	Cllr. T.K. Lehloo
MMC Sports, Arts and Culture (BF)	Cllr. M. Mataboge

B.5.2 Administrative Leadership

The following top management (director) positions are on the basis of fixed term performance based contracts and presently the status is as indicated:

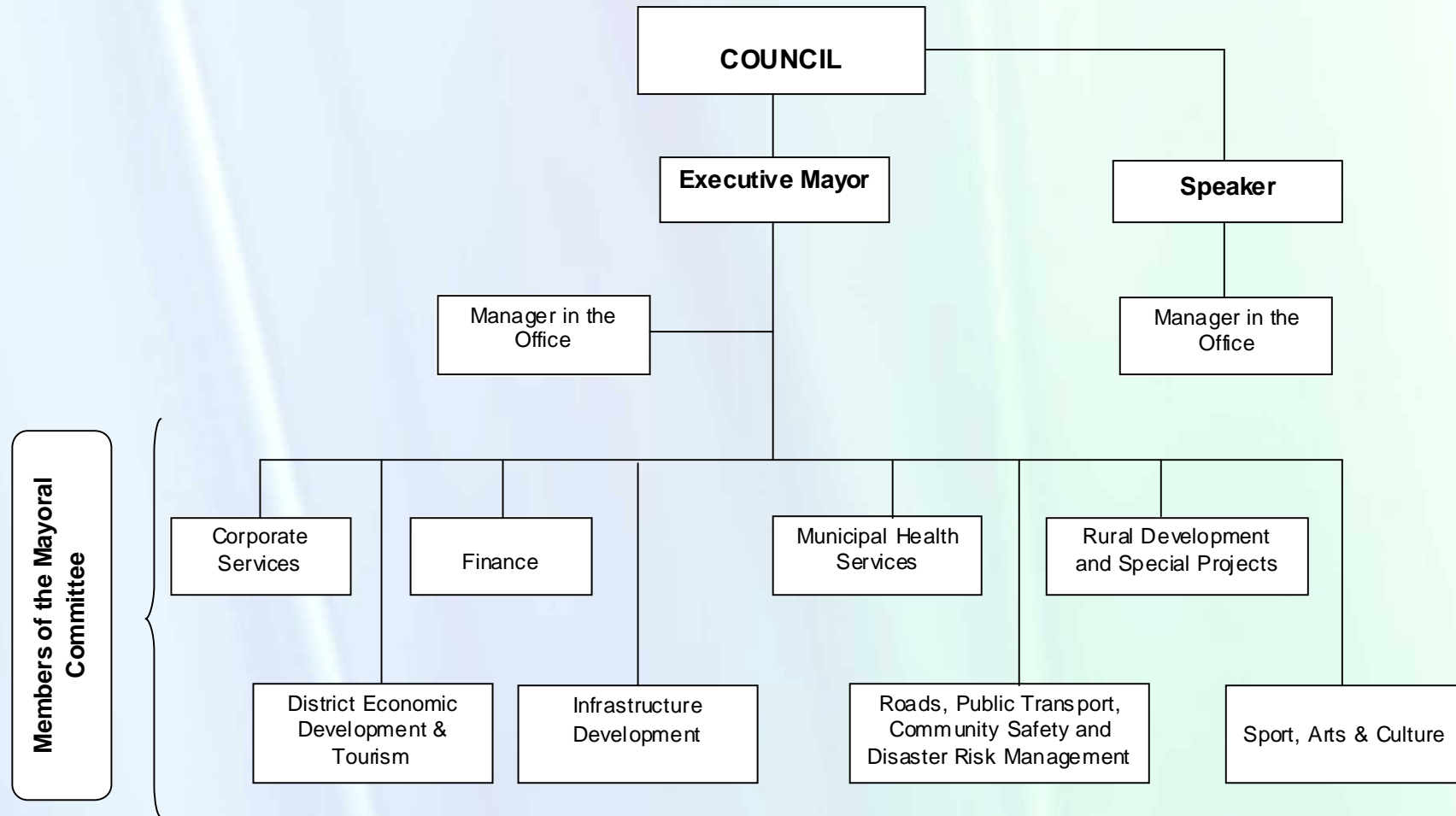
POSITION	NAME
Municipal Manager (Acting) (BM)	S.K. Sebolai
Director: Corporate Services (Acting) (BF)	S.C. Abrams
Chief Financial Officer (Acting) (WM)	M. Daffue
Director: Infrastructure Development (Acting) (BM)	T. Tshukudu
Director: District Economic Development and Tourism (Acting) (BM)	T. Rampedi
Director: Roads, Public Transport, Community Safety and Disaster Risk Man. (Acting) (WM)	R. Lesar
Director: Municipal Health Services (BF) (Acting)	N.P Tenza (Xaba)

The municipality has a strategic unit, with the four managers reporting directly to the municipal manager, and the positions of which are as follows

POSITION	NAME
Manager: Internal Audit (BF)	P. Gaaname
Manager: Communications (BF)	W. Sokupha
Manager: Performance Management Systems	Vacant
Manager: Planning (IDP) (BM)	T. Mokatsane

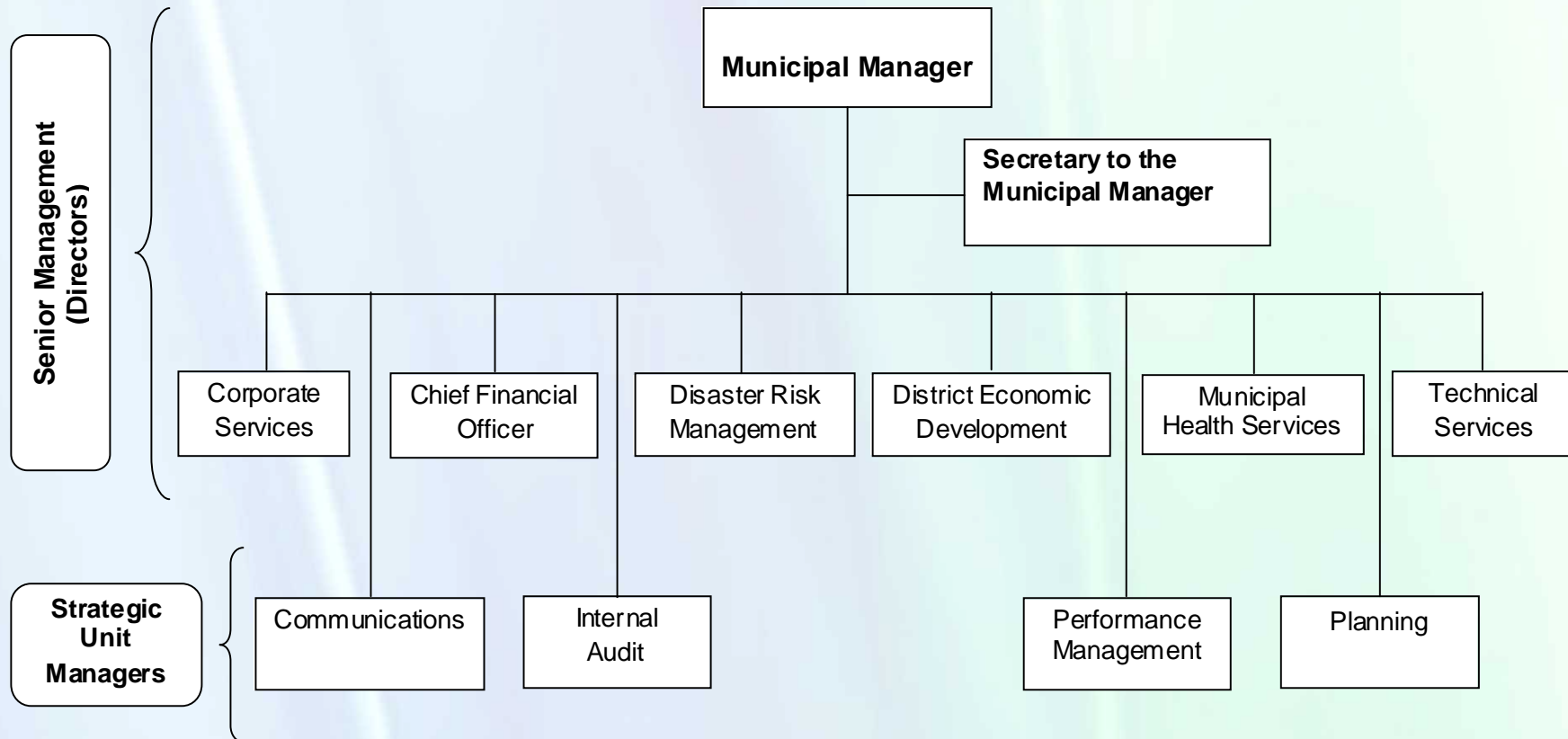
B.5.3 Organizational Structure

POLITICAL LEADERSHIP OFFICE STRUCTURE



ADMINISTRATIVE LEADERSHIP

The following is the current management organizational structure of the Dr Kenneth Kaunda District Municipality:



C. DEVELOPMENT STRATEGIES

C.1 Vision

Exploring prosperity through sustainable service delivery for all

C.2 Mission

To provide an integrated district management framework in support of quality service delivery

C.3 Strategic Goals and Objectives

The Strategic Planning Session of the DR Kenneth Kaunda DM was held on 21 to 23 May 2013, at the Stonehenge, Parys and the document produced mapped will be map out the strategic direction the municipality is taking currently. The vision, mission and strategic objectives of the 2008 Strategic Workshop are retained for continuity until the latest Strategic Document is adopted.. The following are the key (general) strategic goals and objectives adopted in 2008:

- To promote physical infrastructure development and services
- To promote socio-economic development
- To provide environmental health services
- To ensure disaster risk management
- To promote integrated transport services
- To promote community safety
- To ensure internal municipal excellence

These goals are in support of the 5 year strategic agenda for local government and in cognisance of the strategic imperatives facing the district. These goals were broken down into the following core strategic objectives.

C.4 Strategic Perspective

National KPA's:

1. Financial viability and management
2. Infrastructure development and service delivery
3. Good governance and public participation
4. Institutional development and transformation
5. District economic development

C.5 Key Performance Areas and Targets

The Dr Kenneth Kaunda District Municipality held their strategic session in May 2013 to set the vision for the Council in the next five (5) years. The strategic direction will take into consideration the previous work performed and the current outcomes based agenda of the national administration which was conceptualized after the 2009 national and provincial elections.

The Key Performance Areas and Key Performance Indicators and Targets of the municipality will be finalized with the adoption of the 2013/14 Service Delivery Budget Implementation Plan (SDBIP), with the resultant Strategic Document. These development strategies and objectives will be submitted to Council with the local municipality finalized project lists as Amendments to this IDP Review Document.

C.6 Corporate Services Department

C.6.1 Departmental Goals, Functions and Structure

Departmental Strategic Intent

To provide outstanding administrative support services to the entire municipality by ensuring effective records management, efficient committee management in all council meetings, up-to-date information technology systems, excellent human resource function and overall good governance.

Departmental Core Values (SPIRIT)

Service, Professionalism, Integrity, Respect, Integration, and Team-work

Major Strategic Goals

OBJECTIVE/GOAL	KPA	KPI
To ensure Internal Municipal Excellence	Internal Resource Management	Consolidated Municipal HR plan availability within 10 days for D Date (%)
		HR Policies required versus available (%)
		Average HR acquisition lead time for employed persons (weeks)
		Average HR acquisition lead time (weeks)
		Training programmes requested versus provided (%)
		Skills Training impact assessment report per training programme availability (%)
		Reduction in labour disputes (%)
		Compliance with Skills Development Act (%)
		Total labour cases versus favourable outcomes (%)
		Equity plan monitoring report (n)
To ensure Internal Municipal Excellence	Logistics/ Materials Management (Archives, filing, Minutes)	Document Retrievability rating (%)
		Average time to make meeting minutes available to attendees (days)
	Information Connectivity Technology (ICT)	Server availability online (%)
		Information user satisfaction rating (%)
		Average lead time to implement accepted urgent changes requested (days)
		Conduct regular ICT user satisfaction surveys & provide quarterly reports on implementation of recommendations
		Information security policy (n)
		Client compliance to information security policies report (n)
		Information security controls required versus available (%)
	Information/Knowledge Management	Knowledge planned to be documented versus documented (%)
	Effective Service Delivery	Fill all funded positions
	Facility Management	Plan to align municipal facilities to be user friendly to persons with disabilities

Committee Management

Committee Management is responsible for the facilitation of all meetings of Council. The section has two Committee Officers, whose responsibilities, inter alia, include taking minutes at all meetings, compiling the minutes for distribution, and ensuring that Council resolutions are implemented. With regard to the arranging of meetings, the Speaker's Office provides Corporate Services Department with a schedule of meetings for the whole year, which schedule will indicate the dates and time of meetings. In essence Council took a decision to hold its meetings bi-monthly.

IT Section

The IT Section has improved tremendously over the past year, with purchasing and installation of a new server to ensure the smooth running of all IT related functions. The off-site storage is still hosted and maintained by an external service provider.

C.6.2 Human Resources and Skills Development

EMPLOYMENT EQUITY

Employment Equity's purpose is to achieve equity in the workplace by:

- a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination and;
- b) Implementing affirmative action measures to address the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

Dr Kenneth Kaunda District Municipality as a municipality in terms of Chapter 7 of the constitution is regarded as a designated employer as per the definition in the Employment Equity Act. Therefore, Dr Kenneth Kaunda District Municipality as designated employer has to adhere to the requirements as set in the Employment Equity Act.

EMPLOYMENT EQUITY PLAN

In terms of Chapter 3 Section 20 of the Act, a designated employer must prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce.

To ensure that there is compliance in the compilation of Employment Equity Plan, the municipality has sought assistance from the Department of Labour. The first step of the process has been fulfilled, that is the establishment of the Employment Equity Committee that will drive the process. The committee has already received training from the Department of Labour. The following are the members of the Committee as per Council Resolution **ITEM A.122/10/2012**:

Representatives:

Capacity/Department	Names	Contact details
1/2/3	Khanyo Xaba (Ms.)	018 473 8024
4/5/6	Lilani Veldschoen (Mrs.)	018 473 8052
7/8/9/10/11/12	Mongezi Matshangaza (Mr.)	018 473 8116
13/14/15	Dithole Lekgetho (Mrs.)	018 473 8028
Disabilities	Sammy Moabi (Mr.)	018 473 8000
White Males	Richard Lesar (Mr.)	018 406 7000
SAMWU	Fikile Mothibedi (Mrs)	018 473 8018
IMATU	Thea Grove (Mrs.)	018 473 8040
EE Co-ordinator	Nkhensani Kouassi (Mrs.)	018 473 8090
Office of the Speaker	Chris Madaka (Mr.)	018 473 2105
Environmental Health Services	Nnana Sithole (Mrs.)	018 473 8122
Technical Services	Flora van Schalkwyk (Mrs.)	018 473 8069
Corporate Services	Sibusiso Dlungwane (Mr.)	018 473 8077
Planning	Mosa Seleke (Mr.)	018 473 8084
Internal Audit	Rebaone Seremo (Ms)	018 473 8057
Communications	Nick Maphelle (Mr.)	018 473 8003
Disaster Risk Management	Saras Naidoo (Mrs.)	018 406 7000

The Employment Equity Report of the municipality was finalized and submitted electronically to the Department of Labour on 15 January 2013 as per the requirement of the Act. Submitted is the EEA2 (**report**) and EEA4 (**income deferral**) forms.

Current status of employment statistics of officials in the Dr Kenneth Kaunda District Municipality is as follows:

1. WORKFORCE PROFILE

1.1 Total number of Dr Kenneth Kaunda DM **Employees** (including employees with disabilities)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	2	2	0	0	0	0	0	6
Professionally qualified and experienced specialists and mid-management	3	0	0	1	5	2	0	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	1	0	4	21	1	0	2	0	0	48
Semi-skilled and discretionary decision making	15	0	0	2	16	1	1	3	0	0	38
Unskilled and defined decision making	4	0	0	0	10	0	0	0	0	0	14
TOTAL PERMANENT	44	1	0	9	54	4	1	6	0	0	119
Temporary employees	7	0	0	0	7	1	0	0	0	0	15
GRAND TOTAL	51	1	0	9	61	5	1	6	0	0	134

1.2 Total number of employees with disabilities only

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	0	0	0	0	0	0	0	0	1
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	0	0	0	0	0	0	0	0	0	1

1.3 Total number of employees (including people with disabilities), that are involved in Core Operation Function

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	1	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	1	0	0	1	4	1	0	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	1	0	4	18	0	0	2	0	0	39
Semi-skilled and discretionary decision making	8	0	0	0	3	1	1	0	0	0	13
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	26	1	0	6	26	2	1	2	0	0	64
Temporary employees	1	0	0	0	1	0	0	0	0	0	2
GRAND TOTAL	27	1	0	6	27	2	1	2	0	0	66

1.4 Total number of employees (including people with disabilities), that are involved in Support Function

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	1	1	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	2	0	0	0	1	1	0	1	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	0	0	0	3	1	0	0	0	0	9
Semi-skilled and discretionary decision making	7	0	0	2	13	0	0	3	0	0	25
Unskilled and defined decision making	4	0	0	0	10	0	0	0	0	0	14
TOTAL PERMANENT	18	0	0	3	28	2	0	4	0	0	55
Temporary employees	6	0	0	0	6	1	0	0	0	0	13
GRAND TOTAL	24	0	0	3	34	3	0	4	0	0	68

2. WORKFORCE MOVEMENT

2.1 Recruitment

Total number of new recruits, including people with disabilities.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	0	0	0	2	0	0	0	0	0	7
Semi-skilled and discretionary decision making	1	0	0	0	2	1	0	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	6	0	0	0	4	1	0	0	0	0	11
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	6	0	0	0	4	1	0	0	0	0	11

2.2 Promotion

NONE

2.3 Termination

Total number of terminations in each occupational level, including people with disabilities.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management	1	0	0	1	2	0	0	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	0	0	1	0	0	0	0	0	3
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	1
TOTAL PERMANENT	4	0	0	1	4	0	0	0	0	0	9
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	0	0	1	4	0	0	0	0	0	9

Total number of terminations, including people with disabilities, in each **termination category**.

Terminations	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Resignation	4	0	0	0	1	0	0	0	0	0	5
Non-renewal of contract											
retrenchment – Operational requirements											
Dismissal - misconduct											
Dismissal - incapacity											
Retirement	0	0	0	0	1	0	0	0	0	0	1
Death	0	0	0	1	0	0	0	0	0	0	1
TOTAL	4	0	0	1	2	0	0	0	0	0	7

This information will change in due course after the finalization of the process of filling all position that are vacant in the Municipality.

Dr Kenneth Kaunda District Municipality Policies

The legal section within the Corporate Services Department is responsible for the development and reviewing of all policies of the municipality, in collaboration with the relevant departments. The following are policies of the municipality and their implementation status, per department:

LIST OF POLICIES WORKSHOPPED, ADOPTED AND APPROVED BY COUNCIL:

POLICY	STATUS	DATE OF ADOPTION	DATE OF REVIEW
Asset Management Policy	Workshopped (02/11/2011)	ITEM A.86/11/2011	Annually
Fleet Management Policy	Workshopped (02/11/2011)	ITEM A.86/11/2011	Annually
Municipal Supply Chain Management Policy	Workshopped (02/11/2011)	ITEM A.86/11/2011	Annually
Cellphone Allowance Policy	Workshopped (02/11/2011)	ITEM A.86/11/2011	Annually
Employee Assistance Policy	Workshopped (02/11/2011)	ITEM A.64/11/2011	Bi Annually
Experiential Policy	Workshopped (02/11/2011)	ITEM A.64/11/2011	Bi Annually
Funeral Policy	Workshopped (02/11/2011)	ITEM A.86/11/2011: REFERRED BACK	Bi Annually
Overtime Policy	Workshopped (02/11/2011)	ITEM A.86/11/2011	Annually
Standby Policy	Workshopped (02/11/2011)	ITEM A.86/11/2011	Bi Annually
User Account Management	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Policy on User Privileges and Expiry	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Anti-Virus Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
IT Asset Disposal Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Server Backup Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Change Control-Freezes and Risk Evaluation Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Change Management Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Copyright Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Downtime Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
E-mail Acceptable Use Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Hardware Sanitization Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
E-mail Communication Best Practices Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Instant Messaging/SMS Security Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Internet Acceptable Use Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Move/Add/Change Policy and Request Form	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Password Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Limited Personal Use of Network Resources	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
End-user Backup Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Printer Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Remote Access Policy and Agreement. Server space Usage Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Software Installation Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
IT Support Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Information Technology Standards Policy	Workshopped (04/11/2011)	ITEM A.64/11/2011	Annually
Supply Chain Policy;	Workshopped	ITEM A.74/05/2012	Annually
Assets Management Policy;	Workshopped	ITEM A.74/05/2012	Annually
Credit Control and Debt Management Policy;	Workshopped	ITEM A.74/05/2012	Annually
Municipal Investment Policy;	Workshopped	ITEM A.74/05/2012	Annually
Fleet Management Policy.	Workshopped	ITEM A.74/05/2012	Annually
Overtime Policy;		ITEM A.74/05/2012: REFERRED BACK	Annually
Overtime Policy;	Workshopped (26/07/2012)	ITEM A.119/07/2012 (Referred to LLF)- FINAL ADOPTED IN NOV. 2012	Annually
Subsistence, accommodation and travelling allowance policy;	Workshopped (26/07/2012)	ITEM A.119/07/2012 (Referred to LLF)- FINAL ADOPTED IN NOV. 2012	Annually
Transport allowance Policy and	Workshopped (26/07/2012)	ITEM A.119/07/2012 (Referred to LLF)- FINAL ADOPTED IN NOV. 2012	Annually
Cellular phone allowance policy	Workshopped (26/07/2012)	ITEM A.119/07/2012 (Referred to LLF)- FINAL ADOPTED IN NOV. 2012	Annually

SKILLS DEVELOPMENT

1. ENVIRONMENTAL PRACTICE NQF LEVEL 2 LEARNERSHIP

BACKGROUND

- ✚ LGSETA funded 50 learners to be trained on the Environmental Practice NQF Level 2 Learnership.
- ✚ Dr. Kenneth Kaunda District Municipality has recruited the 50 learners from the local municipalities within the District.
- ✚ The training provider was appointed through the Supply Chain Process.
- ✚ Training was concluded on the 30 April 2012.
- ✚ 47 Learners completed the programme and 26 were found competent.
- ✚ 2 Learners passed away and 1 dropped out.

BUDGET

R1,250 000.00 (for payment of the stipend and the training provider)

STIPPEND

On monthly basis learners were paid an amount of R1000.00.

2. NEW PROJECTS - 2012/2013

Name	Learning Programme	NQF Level	Targeted No. Currently Employed	Targeted No. Currently Unemployed
Fire and Rescue	Learnership	Level 4		100
Environmental Practice	Learnership	Level 3		100
LED Learnership	Learnership	Level 4		50
Municipal Finance and Administration	Skills Programme	Level 4	5	10
Leadership Development	Skills Programme	Level 4	10	10

BACKGROUND

- ✚ DRKKDM submitted the Declaration of Intent (DOI) of the above mention Learnership to LGSETA on the 31 March 2012 to be implemented in the 2012/13 financial year.
- ✚ The DOI was approved by LGSETA.
- ✚ LGSETA came to do the vetting and recommended to fund this programmes,
- ✚ A letter of approval of the programmes was received from LGSETA approved on the 25 April 2013.
- ✚ Still waiting for LGSETA to transfer the funds for implementation of the Programmes.

STIPPEND

On monthly basis learners will be paid an amount of R1000.00.

3. MUNICIPAL FINANCE MANAGEMENT PROGRAMME (CPMD)

BACKGROUND

- ✚ As per the Government Gazette 29967 of June 2007 the National Treasury requires that by 2013 all Finance officials, Senior Managers Middle Managers and Interns should have completed the said programme.
- ✚ Dr KKDM wrote a letter requesting for extension until June 2014.

PROGRESS REPORT - 2012/2013

OFFICIALS COMPLETED CPMD		OFFICIALS STILL BUSY WITH CPMD	OFFICIALS NOT COMPLETED CPMD	OFFICIALS STILL TO BE ENROLLED
2012	2013	2013	2012/2013	2013
Mkhontwana M	Qankashe K	Lesar R	Rampedi T	Trosello A (Not Interested)
Abrams SC	Steyn C	Modise S	Seromo R	Lombaard S
Matlhakola F	Sokupha G	Mosete N		Veldschoen L
Van Niekerk JM	Tenza N	Jiya D		
Nazo S	Boqo TP			
	Mosiane N			
	Mokatsane T			
	Molefe MB			

HUMAN RESOURCE REPORT AS PER ORGANOGRAM

Organizational Structure

To develop an organizational structure that will best enable the district to fulfill its statutory mandate.

The organizational structure need to be reviewed every financial year, Human Resource Department should ensure that all positions must appear on the organizational and be budgeted for before they are advertised.

VACANCIES

CRITICAL POSITIONS: SECTION 56 MANAGERS

1. Director: Corporate Services
2. Director: DED & Tourism
3. Director: Disaster Risk Management
4. Director: Technical Services
5. Director: Environmental Health Services
6. Chief Financial Officer
7. MISS Position - still vacant.

The Municipal Manager was appointed as of 01 May 2013.

C.7 Communications Unit

Strategic objective: To ensure internal municipal excellence

Key performance Areas: Media relations, Public/stakeholder relations, internal communications, development communications, website development and management, communication research and speech writing

Background

Preamble

Good external communications are an essential part of what we do. This strategy covers our approach to internal, external and developmental communications. Apart from communications in connection with particular complaints, the principal areas of external communication are:

- Increasing awareness of the services we provide;
- Municipal brand reputation management
- Ensure compliance with legislative role of local government communications
- Receiving feedback from our customers so we can improve our services;
- Providing general advice so local government and other bodies in our jurisdiction can learn from mistakes others have made, and improve administrative practice.

Our approach to communications needs to reflect the fact that we deal with some of the most vulnerable and disadvantaged people in South Africa; they may have particular difficulties in accessing information and expressing themselves. Other audiences have different but equally important needs for tailored and targeted information using suitable channels of communication. This strategy sets out our key objectives, with a programme of developmental activity over the next three years.

The national and provincial agenda as articulated in both the SONA and SOPA must find its resonance the SODA, it hence carried through a the key messages which are our district communications strategy embrace.

Scope of the corporate communications Function

1. Media relations
2. Public relations/stakeholder relations
3. Corporate communications – Internal and External communications
4. Website development and management
5. Speech writing and research
6. Below the line Marketing (brand development and management)

Legislative imperatives	Strategic goals: relevance and perspective	Participating industries
Constitution, municipal structures act, MFMA, municipal systems act, intergovernmental relations act	Public consultation and participation (Public Relations)	All stakeholders and service delivery beneficiaries of the DRKKDM
Access to information act, IT policy, the Bill of Rights, copy right act, basic employment act. Government communicators handbook guidelines	Corporate communications, research and speech writing	IT specialists, labour, communication strategists, research institutions
Safety at sports and recreation events act, council policy on events management	Events management	Technical productions, Arts and entertainment promotions, audio visual productions, content and technical specialist, venue management, graphics and technical designers.
The Independent Broadcasting Authority Act No 153 of 1993 (the IBA Act) Independent Broadcast Authorities guidelines, comtask recommendations, MDDA regulations and guidelines, broadcasting commission – regulator. The Electronic Communications Act	Media relations	Radio and television broadcasters, print media, journalists, media monitoring agents
The Freedom of Expression, Advertising Standards Authority of South Africa, Consumer Protection Act (CPA). The Code of Advertising Practice, All advertising on electronic broadcast media is subject to the Electronic Communications Act No. 36 of 2005. In terms of this Act all electronic broadcasters must adhere to the ASA Code as determined and administered by the ASA, Advertising is a service to the public and, as such, should be informative, factual, honest, decent and its content should not violate any of the laws of the country. All entities bound by the Code shall neither prepare nor accept any advertising which conflicts with the Code and shall withdraw any advertising which has subsequently been deemed to be unacceptable by the ASA Directorate, Advertising Standards Committee, Advertising Industry Tribunal or Appeal Committee.	Marketing and advertising	Publishers, advertising agents, marketing agents, brand development specialist.
IT policies, Intellectual Property Laws Amendment Act, No. 38 of 1997, Copyright Amendment Act, No. 9 of 2002, (To regulate copyright and to provide for matters incidental thereto)	Website development and management	Web designers, software developers, hosting agents, social networks/portals, digital media specialists

Objectives

- To ensure intergovernmental relations/stakeholder relations
- To be a portal of coordinated information representing all departments in their unique statue.
- To be more proactive in setting council agenda
- To ensure collective, consultative and participative planning and strategizing to serve our communities.
- To inform and educate our diverse communities on district municipal services.
- To make internal communication a priority to foster inter-departmental unified approach.
- To coordinate district communications through collective messaging

Business Goal 1: to increase awareness and understanding of our services through an accountable and transparent way

Business Goal 2: to give guidance and advice, so as to improve district and local authority services through improved consultation and participation.

Events and PR activities

- The department is responsible for the development events calendar that aligns itself with the commemorative and special events in the national calendar.
- There are only six major events that will address each department strategic goal. Special emphasis will be given to rural development as key to the special mayoral projects.
- Sub – events are based on commemorative, special mayoral events and hosting of national and provincial events.
- All actions are allocated resources and a responsible department/person and timeframes.
- The Section: Corporate Communication (Municipal specific) will be responsible for:
 - i) All Corporate, Mayoral and Special Council Events and will be responsible for managing the total event in line with the Municipal Event Management Policy and the sports and recreation act
 - ii) All other special events organized by individual Departments should involve an interdepartmental steering committee (with all relevant departments) chaired and managed by the owner department. The Section: Corporate Communication will in these instances play a supportive and advisory role.

District's core message,

All messages are derived from the state of the nation address, the state of the province and the state of the district municipality address by the executive mayor in launching the IDP and budget road shows.

The secondary messages are therefore generated from the internal strategic priorities as aligned to the national service delivery priorities with our payoff line “EXPLORING PROSPERITY”.

- To promote physical infrastructure development and services
- To ensure economic development and services access
- To ensure integrated policy framework.
- To ensure intergovernmental relations/stakeholder to enhance corporate governance.
- To promote capacity development services.
- To provide environmental health management.
- To ensure disaster risk management.
- To ensure internal municipal excellence

Corporate Image Refinement

“To succeed, similar to private sector brands, the public sector or government brand is under the microscope of its consumers, the citizens. Successful brands are those that are clearly defined, consistently delivered, constant or visible, those which own a position of leadership in at least one distinct attribute that’s meaningful to their most important stakeholder, and which invest in their

communities while remaining relevant through time.” - Public Sector Excellence 2009, by Brand Leadership academy

The challenge with District Municipalities is that they do not directly deliver the public services to the relevant civil recipients, local municipalities do. The various local municipalities - and in the case of Dr Kenneth Kaunda the 4 such municipalities Matlosana, Tlokwe, Ventersdorp and Maquasi Hills – have unique strengths and weakness that may complement one another, or in extreme cases compete against one another.

Thus, for any District municipality brand to succeed, it must ensure that its local municipalities are co-drivers of brand development and are completely sold on its promise. In addition, the local municipalities MUST actively incorporate the District brand’s value proposition in all their services to ensure that it becomes a living part of everyday service delivery.

Media relations

- Weekly press statements and releases
- Once in two months press conferences
- Media monitoring and analysis
- Once in two months national radio interviews
- Monthly local radio station interviews

Development Communication and District Communicators’ Forum

Municipal events can be described as infrequently occurring occasions outside the normal activities of the organization. The most important core attributes of a special event can be listed as:-

- (a) Being out of the ordinary
- (b) Having some or even significant economic impact
- (c) Attracting media attention
- (d) Raising awareness of the region or the Municipality, aimed at enhancing its image or profile
- (e) Being of limited duration
- (f) Offering a social experience
- (g) Attracting tourists or stimulating tourism development

Critical to consultation and mass mobilization of communities towards dissemination of information on local government strategic service delivery priorities, the district, has in its priority community participation programs align itself with the IDP processes through mass media as follows:

Phase 1: Analysis (stakeholder engagement)

Where the livelihood analysis through community participation is conducted and completed by **mid-September**.

Phase 2: Strategies (stakeholder priorities v/s district priorities)

Held towards the **end of September** and will again entail the development of strategies also informed by the strategic goals of the individual municipality and those of the specific department or unit of the municipality.

Phase 3: Projects (stakeholder engagements v/s community priorities)

In October-November the projects emanating from the strategies and priority issues will be revised and confirmed where necessary, additional information on projects will be obtained.

Phase 4: Integration

In January-February the District IDP Steering Committee will then focus on integrating components of the Integrated Development Plans of the five local municipalities and the Dr KKDM. PIMSS will have to be informed by local municipalities about their IDP Steering Committee and IDP Representative Forum meetings.

Phase 5: Approval (derive key message for the state of the district address)

Subsequent to the completion of the local municipalities' phases, a **period of at least 21 days** must be allowed for comments in terms of Section 3 (4) (b) of the Local Government: Municipal Planning and Performance Management Regulations, promulgated under Notice R796 dated 24 August 2001.

District Communicators Forum

As prescribed in the local government communicators' handbook the district communicators' forum is a structure that convenes all local municipal communicators, Community liaison officers, public information education relations officers and the community development worker.

The district communicators' forum seats once in two months at alternate venues across the district. The main objective of the forum is to align all communication messages through developed strategic plans that seek to uplift smaller municipalities like Maquassi Hills and Ventersdorp local municipalities.

The chairperson attends the Provincial Communicators Forum bi-monthly.

Key Performance Objective (Vote)	Key Performance Indicator	Annual targets	Measurement of frequency	Activities
Stakeholder relations/Management	No. council meeting notices advertised	6 ordinary council and special councils as per need.	Placements on the media and website v/s council sittings and public inputs received	Coordinate Council meeting notices, inputs on municipal budgets and service delivery other related notices for publication and community participation and inputs.
	No. Service delivery road shows	Two (2) (2 nd and 3 rd quarter)	Road show program and attendance	Planning and implementation of the service delivery road show to local municipalities led by administration.
	No. Provincial and national service delivery road shows	Two (2) (2 nd and 3 rd quarter)	As per sphere request/schedule	Participate through exhibitions at such events and consolidate district specific issues
	No. Mayoral Imbizos and road shows	Two (2) (1 st and 4 th quarter)	IDP and Budget circle.	Planning and coordination of presentations of projects and handing over to beneficiaries.
Corporate communications	Internal communication manual	Annually (1 st and 4 th quarter)	Developed strategy, manual and templates	Develop an internal communication policy and strategy and produce a manual on communication protocol.
	Workshop on the use of council intranet	Annually (2 nd quarter)	No. of Work shopped officials and the dialogue program assessment report.	Plan and coordinate the workshop. Implement a staff dialogue program.
Media relations, update and monitoring	Media monitoring and analysis	Bi-monthly	No of media and current affairs trends analysis/monitoring report produced	Develop and Implement a media monitoring software and provide trends analysis.
	Media tours/briefings/conferences	Quarterly	No of media relation activities held	Plan and coordinate all engagements with the media
	Print Media feed and contributions	Quarterly	No. of produced media statements and alerts and participating media house	Plan and coordinate all engagements with the media to report on service delivery stories and special features.
	Recruit 2 media journalist	1 st quarter	No of journalist recruited for maquassi and ventersdorp	Recruitment and placement schedule
	local and national electronic media participation	Bi-monthly as per departmental thematic priorities	No. of local and national electronic media participation	Plan and coordinate all engagements with the electronic media for airtime and value added social programs.
Events management	Develop concepts and brief for special events.	Every month As per departmental need/programme	No. Completed Events management checklist in line with the calendar, implementation of special events	Plan and coordinate all council special events and ensure compliance.
	Special collaborations events with strategic partners	Quarterly	No. of Special events collaborations with strategic partners	Develop strategic partnerships on high profile events to leverage on the positioning of the district brand
	Events management committee formation and workshop	1 st quarter	One representative from each department	Events committee workshop, Formation and meeting schedule
Coordinate the district communicators forum	No. of DCF and PCFs meeting held	6 meetings held	Bi-monthly meetings	Plan and coordinate all communicators forum meetings
	District communications strategy developed	Annually	District strategy produced	Plan and coordinate the development of the strategy
	District communicators lekgotla held	Annually	one lekgotla held	Plan and coordinate
Rating				
Developmental communication	Production of council official community paper and internal publications	Bi-monthly	No. of council official community paper and internal publication produced	Produce council official publications on consistent bases.
	Production of info-brochures	Annually	No. of info-brochures produced	Develop and coordinate the production of info brochures as per departmental strategic priorities
	Conduct a Customer Satisfaction survey	1 st and 4 th quarters	No of surveys conducted	Develop a system , conduct and produce a report
Create marketing awareness to promote the District by	Generic promotional and corporate branding materials procured	Annually	As per departmental request	Plan for design, production, acquisition and placement

Key Performance Objective (Vote)	Key Performance Indicator	Annual targets	Measurement of frequency	Activities
effectively branding and positioning the District	No. of produced corporate videos	Annually	As per departmental key events	Develop brief, production and post-production
	Coordinate council Marketing and Advertising	Annually (atleast 24 adverts)	No of print and electronic adverts, notices, vacancies, tenders, and events placed	Develop a brief, design and production and placement locally and internationally
	Construct 4 billboards at district entry	2nd quarter	No of built billboards	Identify and apply for space, appoint constructor and flighting agent, regular update
	Develop a Fundraising policy	2nd quarter	Adopted policy document	Procurement process and workshop, then adopt
	Recruit 2 web and graphic design interns for maquassi and ventersdorp assistance	1st quarter	Recruit and placing work schedule	Recruit and monitor
<i>Website management</i>	Hosting, Updates and links, Hit rate on website(%), bulk sms system	Monthly	No of updates and hit rates and sent SMSs	Management of the website and sms systems
	Develop and manage social media network platform,	Monthly	No of update	Advocate and market social network to all stakeholders
	Workshop staff on social platforms and website		No of workshops held	Advocate and market ICT transformation within the institution

C.8 Internal Audit Unit

C.8.1 Internal Audit Shared Services

Background

Internal Audit Shared Service (IASS) was set up under sections 165(1) of the Municipal Finance Management Act (MFMA) NO. 56 of 2003 and mandated by Council Resolution under Item A.111/07/2007, A.190/11/2009, and a signed Service Level Agreement (SLA) as a shared service function for the Dr Kenneth Kaunda District Municipality (DRKKDM), which include DRKKDM, Ventersdorp, Maquassi Hills Local Municipalities, and Dr Kenneth Kaunda District Economic Agency (DRKKDMEA).

The Audit Committee was established in terms of the Municipal Finance Management Act No 56 of 2003, specifically Section 166 (5) and council resolution number A. 111/07/2007, A.190/11/2009, and SLA as a shared service function for the Dr Kenneth Kaunda District Municipality (DRKKDM), which includes DRKKDM, Ventersdorp, Maquassi Hills Local Municipalities, and DRKKDMEA and is fully functional.

Mission

To provide management with independent and objective assurance on risk management, control and governance processes design to add value and to continuously improve service delivery.

Scope of Internal Audit Function

The scope of Internal Audit Function in the municipality is defined by the Municipal Finance Management Act (MFMA). In terms of the MFMA, Internal Audit Function is expected to:

- a) Advise the Accounting Officer (Municipal Manager) and report to the Audit Committee on the implementation of the audit plan and matters relating to:
 - i) Internal audit;
 - ii) Internal controls;
 - iii) Accounting procedures and practices;
 - iv) Risk and risk management;
 - v) Performance management;
 - vi) Loss control, and
 - vii) Compliance with this Act, the annual division of Revenue Act and any other applicable legislation; and
- b) Perform such duties as may be assigned to it by the Accounting Officer.

To be able to comply with statutory functions, the scope of Internal Audit Function should include the following:

- Review of risk management;

- Review of internal controls and systems (including IT systems) and corporate governance practices;
- Review of adherence to acts, regulations, policies, procedures and contracts;
- Examination of financial and operating information for management;
- Review of performance measurement; and
- Consulting services

Although investigating fraud and other irregularities are not the primary focus of internal audit's approach, a close liaison with management will be maintained should such issues be identified, and such cases will be outsourced to the Forensic Auditing.

Scope of the Audit Committee

The Audit Committee shall advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality or the municipal entity, on matters relating to:-

- Internal financial control and internal audits;
- Risk management
- Accounting policies
- The adequacy, reliability and accuracy of financial reporting and information
- Performance management and performance evaluation
- Effective governance

C.8.2 Internal Audit SDBIP 2013-14

Thematic areas			PROVIDES THE VITAL LINK TO ADMINISTRATION						
KPA			GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
OUTCOME 9			TO PROMOTE GOOD GOVERNANCE						
OUTPUT 2			TO PROVIDE INTERNAL MUNICIPAL EXCELLENCE						
OUTPUT 4									
STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	BASELINE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	BUDGET	QUARTERLY PERFORMANCE		PORTFOLIO	EVIDENCE
	Facilitating risk assessments for the District, Ventersdorp & Maquassi Hills Local municipalities	2 risks assessment reports for 2009/10.(for MHLM & District) 1 risk assessment report 2012/13 (VLM)	Performed 2 risk assessments (District & Maquassi Hills)	2 risk assessment reports	Open	1	2	Risk assessment reports/risk registers	
						2	n/a		
						3	n/a		
						4	n/a		
	Develop an internal audit plans for the District, Maquassi Hills, Ventersdorp, and Economic Agency	4 approved audit plans for 2012/13	4 approved audit plans (District, Maquassi Hills, Ventersdorp, and Economic Agency)	4 approved audit plans	Open	1	4 draft audit plans	Draft audit plans, Audit committee resolutions (Minutes)	
						2	4 approved audit plans		Approved audit plans, Audit committee resolutions (Minutes)
						3	n/a		
						4	n/a		
	To issue internal audit reports per approved audit plan for DRKKDM	4 audits conducted in 2012/13	Number of audit reports issued for PMS, and other audits per the approved audit plan (DrKKDM)	5 audit conducted, as per approved audit plan	Open	1	2 audit report	Audit report & status of the audit plan submitted to Audit committee, (AC Minutes)	
						2	1 audit report		
						3	1 audit report		
						4	1 audit report		
To issue internal audit reports per approved audit plan for VLM	4 audit conducted in 2012/13	Number of audit reports issued for PMS, and other audits as per approved audit plan (VLM)	5 audit conducted, as per approved audit plan	Open	1	1 audit reports	Audit report & status of the audit plan submitted to Audit committee, (AC Minutes)		
					2	2 audit report			
					3	1 audit report			
					4	1 audit report			

Thematic areas				PROVIDES THE VITAL LINK TO ADMINISTRATION				
KPA				GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
OUTCOME 9	OUTPUT 2			TO PROMOTE GOOD GOVERNANCE				
	OUTPUT 4			TO PROVIDE INTERNAL MUNICIPAL EXCELLENCE				
STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	BASELINE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	BUDGET	QUARTERLY PERFORMANCE		PORTFOLIO EVIDENCE
								submitted to Audit committee
	To issue internal audit reports per approved audit plan for MHLM	1 audit conducted in 2012/13	Number of audit reports issued for PMS, and other audits per approved audit plan (MHLM)	4 audits conducted as per approved audit plan	Open	1	1 audit report	Audit report & status of the audit plan submitted to Audit committee
						2	1 audit report	Audit report & status of the audit plan submitted to Audit committee
						3	1 audit report	Audit report & status of the audit plan submitted to Audit committee
						4	1 audit report	Audit report & status of the audit plan submitted to Audit committee
	To issue internal audit report on risk based for DRKKDEA	2 audit conducted in 2012/13	Number of audit reports issued for 2 PMS, and 2 other audits as per the approved audit plan (DrKKDMEA)	4 audits conducted, as per approved audit plan	Open	1	1 audit report	Audit report & status of the audit plan submitted to Audit committee
						2	1 audit report	Audit report & status of the audit plan submitted to Audit committee
						3	1 audit report	Audit report & status of the audit plan submitted to Audit committee
						4	1 audit report	Audit report & status of the audit plan submitted to Audit committee
	Review internal audit (IA) Charters for DRKKDM, VLM, MHLM, and DRKKDMEA	4 approved IA Charters in 2012/13	Reviewed and approved internal audit charters (DRKKDM, VLM, MHLM, and DRKKDMEA)	4 reviewed and approved internal audit charters (DRKKDM, VLM, MHLM, and DRKKDMEA)	Open	1	n/a	
						2	n/a	
						3	Reviewed IA Charters	Audit committee resolutions (Minutes)
						4	Approved IA Charters	Audit committee resolutions (Minutes)
	Review audit committee (AC) charters for DRKKDM, VLM, MHLM, and DRKKDMEA	4 approved audit committee charters in 2012/13	Reviewed and approved audit committee charters (DRKKDM, VLM, MHLM, and DRKKDMEA)	4 reviewed and approved audit committee charters (DRKKDM, VLM, MHLM, and DRKKDMEA)	Open	1	n/a	
						2	n/a	
						3	Reviewed AC Charters	Audit committee resolutions (Minutes)
						4	Approved AC Charters	Audit committee resolutions (Minutes) and adoption at council(Council resolutions)
	To continue with professional development to enhance knowledge, skills and other competencies of internal audit staff	Training plan in place for 2012/13	Developed and implemented internal audit training plan	Developed training plan and implementation report as per training plan	Open	1	Developed training plan	Submission to skills development, inclusion in the skills development plan and AC (AC minutes)
						2	Report on implementation of the training plan	Training report to AC, and Skills Development (AC Minutes)
						3	Report on implementation of the training plan	Training report to AC, and Skills Development (AC Minutes)
						4	Report on implementation of the training plan	Training report to AC, and Skills Development (AC Minutes)
	Facilitation of audit committee effectiveness DrKKDM	Audit committee in place	Number of meeting held and audit committee report	6 set minutes and 2 audit committee reports	R580,000	1	2 Meetings (Normal Meeting, & special AC meeting to deal with AFA)	Audit committee minutes, and AC draft report on performance information

Thematic areas				PROVIDES THE VITAL LINK TO ADMINISTRATION				
KPA				GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
OUTCOME 9	OUTPUT 2 OUTPUT 4			TO PROMOTE GOOD GOVERNANCE TO PROVIDE INTERNAL MUNICIPAL EXCELLENCE				
STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	BASELINE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	BUDGET	QUARTERLY PERFORMANCE	PORTFOLIO EVIDENCE	
			submitted to council (DrKKDM)			2	2 Meetings (Normal meeting and AC special meeting for consideration of AG management report and draft report. Submitting AC half yearly report, and annual report to be included in the performance information	Audit committee minutes, AC final report on annual report, AC half yearly report, and council resolution.
						3	1 normal AC meeting	Audit committee minutes.
						4	1 normal AC meeting. submitting AC 2 nd half yearly report	Audit committee minutes, AC 2 nd half yearly report and council resolution.
	Facilitation of audit committee effectiveness DrKKDMEA	Audit committee in place	Number of meeting held and audit committee report submitted to council (DrKKDMEA)	6 set minutes and 2 audit committee reports	Funded by DrK KDM	1	2 Meetings (Normal Meeting, & special AC meeting to deal with AFA)	Audit committee minutes, and AC draft report on performance information
						2	2 Meetings (Normal meeting and AC special meeting for consideration of AG management report and draft report. Submitting AC half yearly report, and annual report to be included in the performance information	Audit committee minutes, AC final report on annual report, AC half yearly report, and council resolution.
						3	1 normal AC meeting	Audit committee minutes.
						4	1 normal AC meeting. submitting AC 2 nd half yearly report	Audit committee minutes, AC 2 nd half yearly report and council resolution.
	Facilitation of audit committee effectiveness VLM	Audit committee in place	Number of meeting held and audit committee report submitted to council (VLM)	6 set minutes and 2 audit committee reports	Funded by DrK KDM	1	2 Meetings (Normal Meeting, & special AC meeting to deal with AFA)	Audit committee minutes, and AC draft report on performance information
						2	2 Meetings (Normal meeting and AC special meeting for consideration of AG management report and draft report. submitting AC half yearly report, and annual report to be included in the performance information	Audit committee minutes, AC final report on annual report, AC half yearly report, and council resolution.
						3	1 normal AC meeting	Audit committee minutes.
						4	1 normal AC meeting. submitting AC 2 nd half yearly report	Audit committee minutes, AC 2 nd half yearly report and council resolution.
	Facilitation of audit committee	Audit committee in place	Number of meeting held and audit	6 set minutes and 2 audit committee	Funded	1	2 Meetings (Normal Meeting, & special AC meeting to deal with	Audit committee minutes, and AC draft report on performance information

Thematic areas				PROVIDES THE VITAL LINK TO ADMINISTRATION				
KPA				GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
OUTCOME 9	OUTPUT 2			TO PROMOTE GOOD GOVERNANCE				
	OUTPUT 4			TO PROVIDE INTERNAL MUNICIPAL EXCELLENCE				
STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	BASELINE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	BUDGET	QUARTERLY PERFORMANCE		PORTFOLIO EVIDENCE
	effectiveness MHLM		committee report submitted to council (MHLM)	reports	by DrK KDM		AFA)	
						2	2 Meetings (Normal meeting and AC special meeting for consideration of AG management report and draft report. submitting AC half yearly report, and annual report to be included in the performance information	Audit committee minutes, AC final report for annual report, AC half yearly report, and council resolution.
						3	1 normal AC meeting	Audit committee minutes.
						4	1 normal AC meeting. Submitting AC 2 nd half yearly report	Audit committee minutes, AC 2 nd half yearly report and council resolution.
	To Conduct Internal Quality Assurance (IQA) for DrKKDM	Internal quality assurance done in 2012/13	Number of IQA (DrKKDM)	1 IQA	Ope x	1	n/a	
						2	n/a	
						3	n/a	
						4	1	IQA reports, the audit committee minutes.
	To Conduct Internal Quality Assurance (IQA) DrKKDMEA	Internal quality assurance done in 2012/13	Number of IQA (DrKKDMEA)	1 IQA	Ope x	1	n/a	
						2	n/a	
						3	n/a	
						4	1	IQA reports, the audit committee minutes.
	To Conduct Internal Quality Assurance (IQA) VLM	Internal quality assurance done in 2010/11	Number of IQA (VLM)	1 IQA	Ope x	1	n/a	
						2	n/a	
						3	n/a	
						4	1	IQA reports, the audit committee minutes
	To Conduct Internal Quality Assurance (IQA) MHL	Internal quality assurance done in 2010/11	Number of IQA (MHLM)	1 IQA	Ope x	1	n/a	
						2	n/a	
						3	n/a	
						4	1	IQA reports, the audit committee minutes.
	Review internal audit manual	Draft Internal audit manual in place	Review ed internal and approved audit manual	Review ed and approved audit manual	Ope x	1	N/a	
						2	N/a	
						3	Review ed IA Manual	Audit manual and methodology
						4	Approved IA Manual	Audit manual and methodology

C.9 Planning Unit

C.9.1 Introduction

The Planning Unit (formerly PIMSS) is part of the Strategic Management Unit of the Dr Kenneth Kaunda DM and reports to the Municipal Manager. The Strategic Unit comprises Performance Management, Planning, Communications and Internal Audit. Currently the Planning Unit has four members, working closely with the Performance Management System due to the interrelatedness nature of the functions, and the basis upon which PIMSS Centres were originally established and operated. Formerly the PIMSS Centres incorporated both PMS and IDP functions, and hence they continue to operate closely.

The Planning Unit has two main line functions (fields): the Integrated Development Planning (IDP) and the Geographic Information Systems (GIS).

C.9.2 Integrated Development Planning (IDP)

The Integrated Development Planning (IDP) is the basis of this particular publication and is developed according to the legislations and guidelines as explained in Chapter A. The *planning process* is carried out according to the **IDP Process Plan** and **IDP Framework** in **Sections A.5** while the *Roles and Responsibilities* of different individual Administrative Officials and Political Leaders with their related Committees (Structures) are detailed in **Section A.4**. The Institutional Assessment of the Planning Process (Milestones) to date is given in **Section A.6**.

C.9.3 Geographic Information Systems (GIS)

C.9.3.1 GIS Work Outline

Project Description

The Dr. KKDM is seeking to implement a Geographic Information System (GIS) that will support their core business functions and enhance attempts to explore prosperity through sustainable services delivery. The district would like to implement the Enterprise GIS solution that will link various departments within the municipality together with the local municipalities.

Objectives of the project

The District Municipality is embarking on implementing an in-house GIS service. The district-wide GIS idea is to have the system within the district which will;

- serve as a central spatial database for all municipalities within the district,
- serve as a base for the development and implementation of the GIS Units in the local municipalities in the district,
- once the units are established in the locals, link the central database in the district with that of the local municipalities and hope the process called DATA REPLICATION, will allow the DM to centrally manage the spatial database and publish information on the website,

- support GIS development in the entire district

Approach and methodology

The methodology that will be used in the development of the district-wide GIS will include the following:

- an analysis and/or assessment of the current GIS service in the district: The Institutional Assessment performed in the DM partially dealt with this part, though there is still a need for a more focused GIS Needs Analysis,
- migration of spatial database from the original Service Provider to the district which was concluded at end of June 2010,
- updating of the information in the database to ensure that they reflect the current situation in the district;
- the user requirement analysis of the current GIS needs in the district and how they can be met;
- system acquisition and development;
- spatial data collection and population of datasets in the district spatial data warehouse

Development Phases

Based on the methodology in point 2.0 above, it is envisaged that the development of the district spatial data warehouse will take place in the following phases:

Phase 1: *Data migration from the service provider*

The scope of work must entail the following project components:

- making provision storage space from the current district server;
- collection of datasets from the service provider;
- gap analysis on the current datasets (continuous task);
- arrange for back-up space for the information to ensure that in case of disasters, the information remains with no loss of data (Need for an external hard drive as specified in the equipment list)
- design a list of different spatial data custodian and what information is available. How to access such information would also form part of the plan – Compilation of a GIS data dictionary

NB: These tasks were completed

Phase 2: *User Needs Analysis*

This is a crucial stage in the implementation of the GIS. This stage will ensure that sufficient information is available such as who will benefit from the introduction of GIS and how. This will also allow for negotiation as to how to fund the continuous development of the GIS service and in ensuring that the system implemented is continuously used to assist in meeting the mandate of the district and local municipalities.

The scope of work will entail:

- ❑ meetings with each department in the district to find out how they perform their tasks and how GIS can be used to simplify the procedure. The departments that will take priority include the Disaster Risk Management, Municipal Health Services, District Economic Development and Tourism, Infrastructure Development and Community Services and IDP. With the availability of funds, this should be extended to local municipalities especially Ventersdorp and Maquassi Hills;
- ❑ produce lists of department information products.
- ❑ produce a list of data products that each department has. The list should go with the format of the datasets, if already in GIS format it should state what coordinate reference system has been used to collect it and in what scale.
- ❑ produce list of the system used to produce the information product.
- ❑ show procedures for the development of information products

The deliverable of this phase is to have the document that would advise the district on the current technologies that are used by each department in the district and local municipalities to capture, store and retrieve spatial data. It will also give the extent of spatial database usage by departments in the district and local municipalities. At the end, this stage will advise on the design of the district GIS system.

This Phase was completed in October 2012

Phase 3: *Implementation Plan*

This phase will be advised mainly by the findings on phase 2. Here are the main components that should be described in this phase:

- ❑ the time frames for the GIS implementation. This will include other phases for GIS implementation and development. The phases and its deliverable are outlined below;
- ❑ the cost of implementation. This includes costs for hardware, software, supporting systems such as the GPSs acquisition and human resource cost. This should be included in the budget proposed expenditure;
- ❑ funding arrangements if not budgeted for in the GIS Vote;
- ❑ the plan for updating the information and the cost to be expected thereof;
- ❑ describing the role of local municipalities and the memorandum of understanding with the local municipalities or the envisaged contents

Phase 4: *System acquisition and design*

The scope of work in this phase will entail:

- ❑ setting a list of systems required. This phase will be advised mainly by the phase 2 and 3 (User Needs Analysis and Implementation Plan). This will also be advised on the amount budgeted for. This in simpler terms means bringing in the technology to the district;
- ❑ acquiring quotations of the required system;
- ❑ coming with the best possible ways for acquiring the system. The MFMA and supply chain policies will be taken into consideration and will advise on the best possible way for acquiring the system;
- ❑ Coming up with a list of service providers for the GIS equipment;
- ❑ Designing the GIS workflows and the spatial database;
- ❑ System testing with available datasets; and
- ❑ IT to provide the server environment for the success of the system

Phase 5: *Data collection, capturing and update*

This phase will ensure that the district put value for money in the information they have. Instead of having unstructured data, the GIS will provide a mechanism that will formalize the collection and capturing of the data. The main deliverable for this phase is that the district will be able to make much informed decisions on a regular basis. It is envisaged that this will also attract major investments in the district as information will be readily available to both the public, local municipalities and the district personnel. The scope of the work in this phase entails:

- ❑ updating the information currently in the hosting contract;
- ❑ creating a list of spatial datasets in the district ware house and the metadata;
- ❑ creating a mechanism for continuous spatial database updating;
- ❑ creating a list of spatial data providers, the datasets they provide and how to get such datasets;
- ❑ procuring equipment to be used for spatial data collection especially the GIS devices;
- ❑ developing data capturing standards between the municipalities in the district;
- ❑ identify GIS spatial data customers;
- ❑ assigning spatial information updating responsibilities for instance, Town Planning department will be responsible for the maintenance of cadastre datasets

Phase 6: *System Testing*

The main objective of this phase is to test the procedures and system developed, whether they are able to answer the question that each department poses. If it fails, the system development will be adjusted and tested again and again until the district becomes satisfied with the system. IT will need to provide a platform on the virtual server for testing purposes

Phase 7: GIS User Training

This phase will be dedicated to train people who will be working with GIS in one form or another. This is crucial for the success of the system developed, and to ensure that people continue to make informed decisions based on the capabilities of GIS. People who will be directly involved with the service will be identified during Phase 2. Training will be directed to Administrators of the system and normal users (end users)

Phase 8: Rolling out the GIS Service

The rolling out of the GIS across the district will be informed by the preceding phases. It is crucial to note that all phases will be implemented in collaboration with all stakeholders. All phases including the existing investment in the system from its original inception in 2003/04 will be taken into consideration.

The Planning Unit has established links with many stakeholders since the establishment of the GIS Unit in November 2009. Valuable information has and continue to be accessed from other municipalities (i.e. Ekurhuleni and EThekweni Metro Councils, Ngaka Modiri Molema DM), provincial departments (Premiers' Office, Rural Development and Land Reform, Cooperative Governance and Traditional Affairs, Provincial Treasury, etc.), and other state owned enterprises like the DBSA, GISCOE and other who have showed interest to assist.

The combined experience of all stakeholders will be harnessed to ensure successful implementation of the system which will be a valuable tool for planning, investments, tourism, infrastructure development and other activities in the province. Given below is the proposed *GIS Implementation Schedule*;

C.9.3.2 GIS Proposed Implementation Schedule

No	Task	Description	Deliverables	Time-frame
1	Data Migration	Receiving data from Service Provider (GISCOE) and setting up a storage facility in the District	GIS data in-housed in the district	Completed
2	User Needs Analysis and SWOT	Studying the GIS needs in the district and also evaluating the distinct capability to host the system	Design Requirement	July – September 2012
3	Implementation Plan	Draft implementation plan to be adopted by Council underlying how the GIS Vote will be expedite and how the GIS will meets its GIS needs	Final Implementation Plan	September 2012
4	System Acquisition	Procurement of necessary GIS office technologies that include both software and hardware	GIS Office	Continuous starting April 2011
5	Data collection, capturing and updating	Updating the current information and ensuring that every new land development is reflected within the GIS server	Up-to-date spatial data	Continuous starting July 2011
6	System design and Testing	Designing the spatial database and testing it against the district GIS needs as well as alignment with other systems	fully functional GIS system	September 2012 – January 2013
7	Training of GIS Users	Making sure that people who are going to use GIS are trained on how to use it for their benefit and that of the organization	Skilled personnel	March 2013

Other Tasks to be considered:

- Establishing a GIS Coordinating Team
- Establishing Memorandums with the Local Councils
- Setting up data capturing standards between municipalities

C.10 Financial Strategy

STRATEGIC OBJECTIVE

To maintain cost-effective and efficient, sound financially viable municipality.

IMPLEMENTATION

- ❑ Development and adherence to financial policies, procedures, internal controls, etc;
- ❑ Compliance to the MFMA, Structures Act, Systems Act, etc;
- ❑ Submission of monthly and quarterly financial and programmes-specific reports;
- ❑ Development and reconciliation of all control accounts;
- ❑ Development and reconciliation of Asset Register to adhere to GAMAP 17;
- ❑ Timely payment of service providers (suppliers) and creditors;
- ❑ Timely submission of the draft and final budget documents for approval;
- ❑ Timely submission of the Annual Financial Statements (AFS); and
- ❑ Addressing external and internal audit queries that enhance internal controls and attainment of quality audit reports.

HOW

- ❑ Retention of staff;
- ❑ Reduction in staff turn-over;
- ❑ Continuous improvement (C.I.) and training development opportunities;
- ❑ Freedom of creative thinking that enhances the success of the municipality;
- ❑ Allocation of the budget related to sound financial management; and
- ❑ Political and management support.

D. SPATIAL FRAMEWORKS

D.1 NW Provincial Spatial Development Framework

Output Anticipated

The PSDF is expected to:

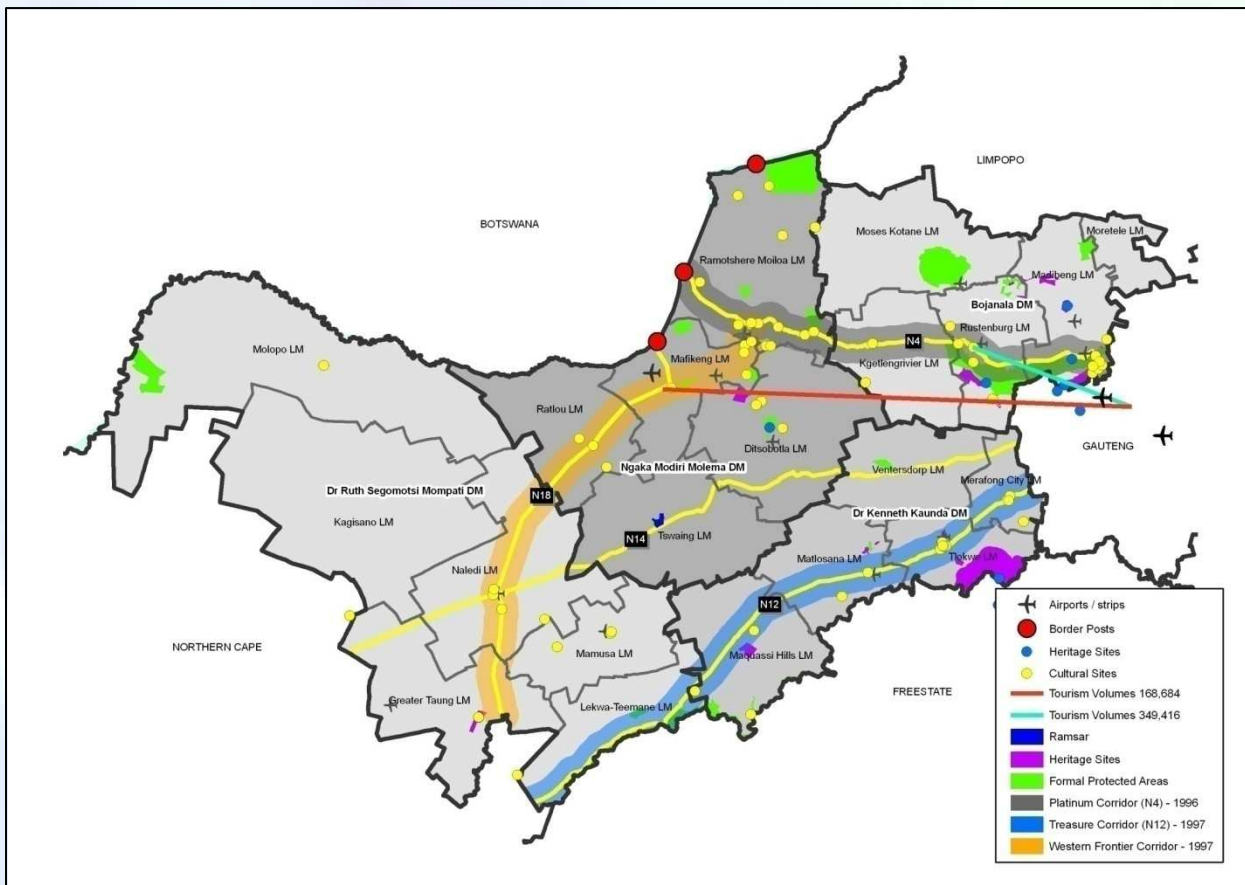
- ❑ Be broadly aligned with the **National Spatial Development Perspective (NSDP)**.
- ❑ Provide a spatial interpretation of the **Provincial Growth and Development Strategy** “North West” to guide future land use and development;
- ❑ Set a policy for the overall spatial distribution of development which will:
 - Indicate desired or undesired utilisation of space in a particular area;
 - Identify areas where strategic intervention is required; and
 - Indicate priority areas where public sector intervention is required.
- ❑ Respond to spatial implications and synergies arising from **other development strategies and policies and ensure co-ordination**;
- ❑ Provide a framework for planning for district and local municipalities to co-ordinate and facilitate their planning and provide appropriate support **and intersection** between areas covered by district and local municipalities;
- ❑ Address **environmental** considerations in development planning;

Outcomes Anticipated

The outcomes are expected to be aligned with the PGDS and are to:

- ❑ Jointly **focus** and deliver on key national and provincial priorities
- ❑ Deliver services and channel resources in the most effective, efficient and **sustainable** way
- ❑ Significantly reduce the **dualistic nature** of the Provincial economy into a single and integrated economy that benefits all.

TOURISM AND CORRIDORS



PRINCIPLE LED RESPONSES

Principle: Economic growth and development is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.

Principle: Government infrastructure investment – beyond basic service delivery – will be in areas of high development potential or economic growth.

Principle: Efforts to address inequalities should focus on people and not places.

Principle: Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.

Principle: Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

Principle: Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.

Principle: Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new greenfield developments far removed from all existing infrastructure and economic activity.

MACRO SPATIAL CONCEPTS

- ❖ **Intervention Zone One** : *Main Economic Growth Areas for prioritised development spending*
- ❖ **Intervention Zone Two**: *Social Inclusion Areas representing areas for investment in people rather than in places:*
- ❖ **Intervention Zone Three**: *Stimulating and kick starting New Potential Growth Nodes*
- ❖ **Intervention Zone Four**: *Environmentally sensitive areas:*

INTERVENTION AREAS

Intervention Zone One: Main Economic Growth Areas for prioritised development spending

Areas that will be prioritized in terms of development spending and investment: These are:

- ❖ Areas currently representing **existing** spatial concentrations of economic activity
- ❖ Areas showing **future potential** for development expansion in terms of economic growth
- ❖ Areas that play a **supportive** role to existing and future economic development areas.

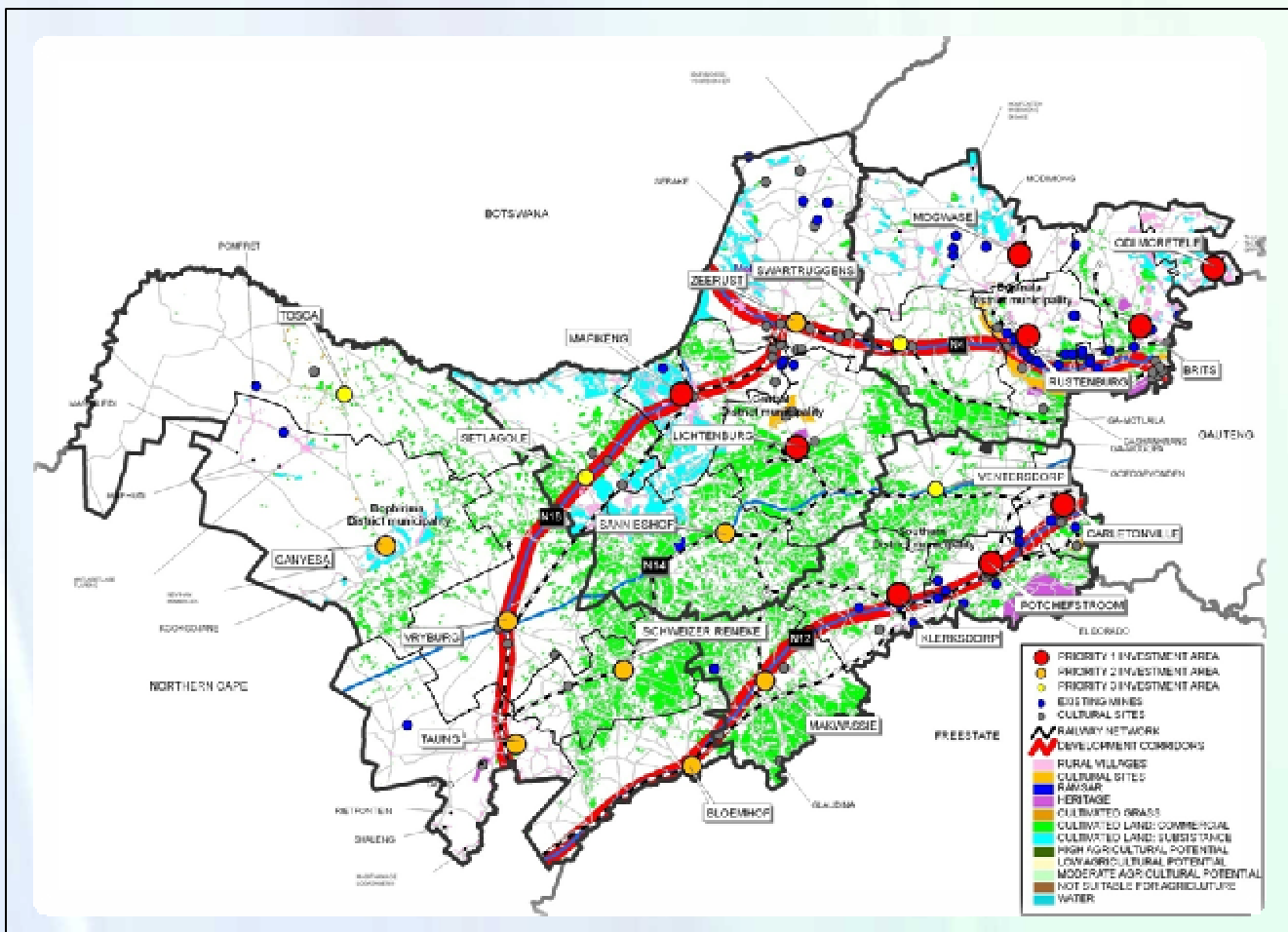
Intervention Zone Two: Social Inclusion Areas representing areas for investment in people rather than in places: Promote the concept of social inclusion by promoting and strengthening overlaps in economic activity and poverty to address high levels of spatial fragmentation and exclusion. This can be achieved by:-

- ❖ improving spatial accessibility profiles of poverty concentrations; or
- ❖ applying the NSDP principle of “concentrating investment in people rather than places” in areas that is spatially fragmented in nature.

Intervention Zone Three: Stimulating and kick starting New Potential Growth Nodes

Identify and focus on the emergence of potentially new spatial overlaps between areas of economic activity and areas of poverty. This can be achieved through focused investment in poverty concentrations that show potential for economic development in their spatial and socio-economic context

FRAMEWORK BASEMAP

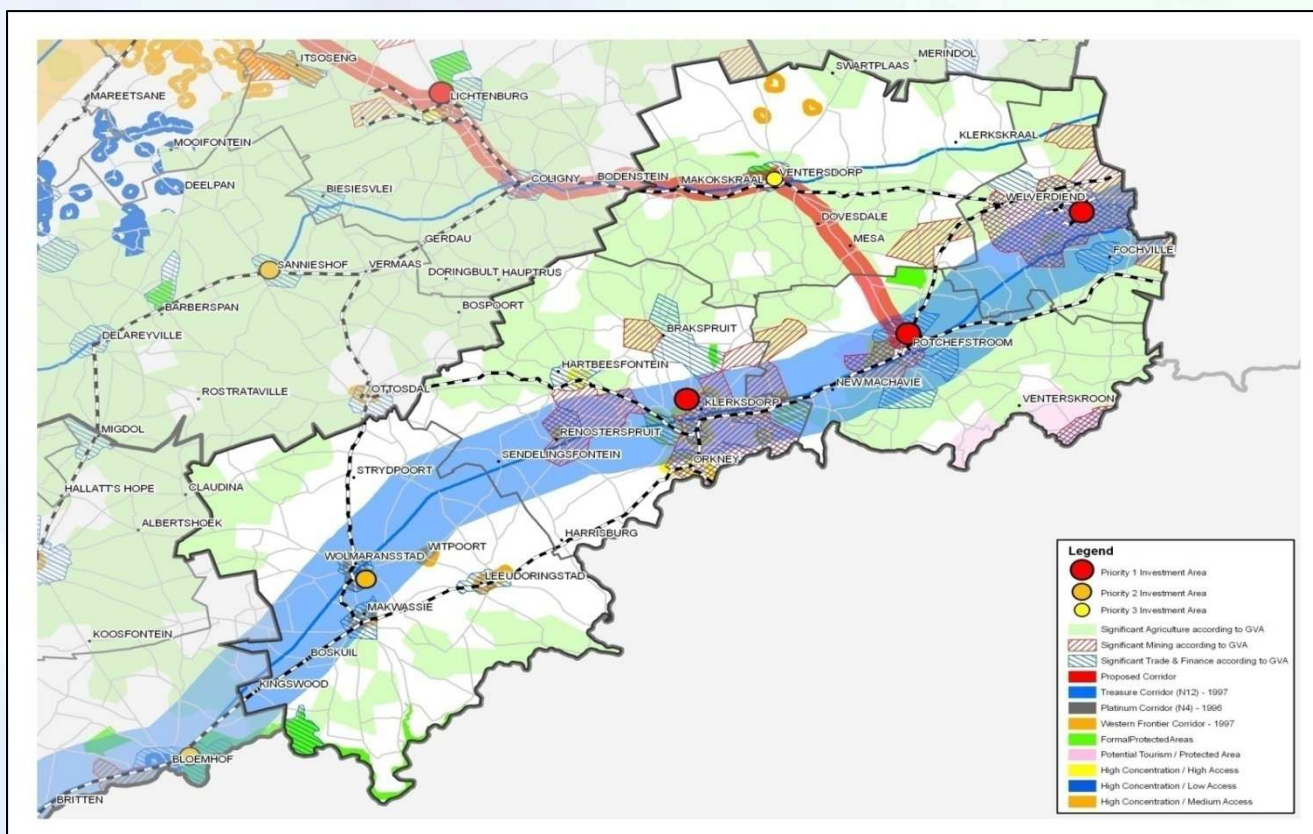


PROVINCIAL DEVELOPMENT VISION PARAMETERS

The overall Provincial Growth and Development vision is to *build a society that:*

- ❖ Jointly **focus** and deliver on key national and provincial priorities
- ❖ Deliver services and channel resources in the most effective, efficient and **sustainable** way
- ❖ Significantly reduce the **dualistic nature** of the Provincial economy into a single and integrated economy that benefits all.

ACCELERATING GROWTH & DEVELOPMENT



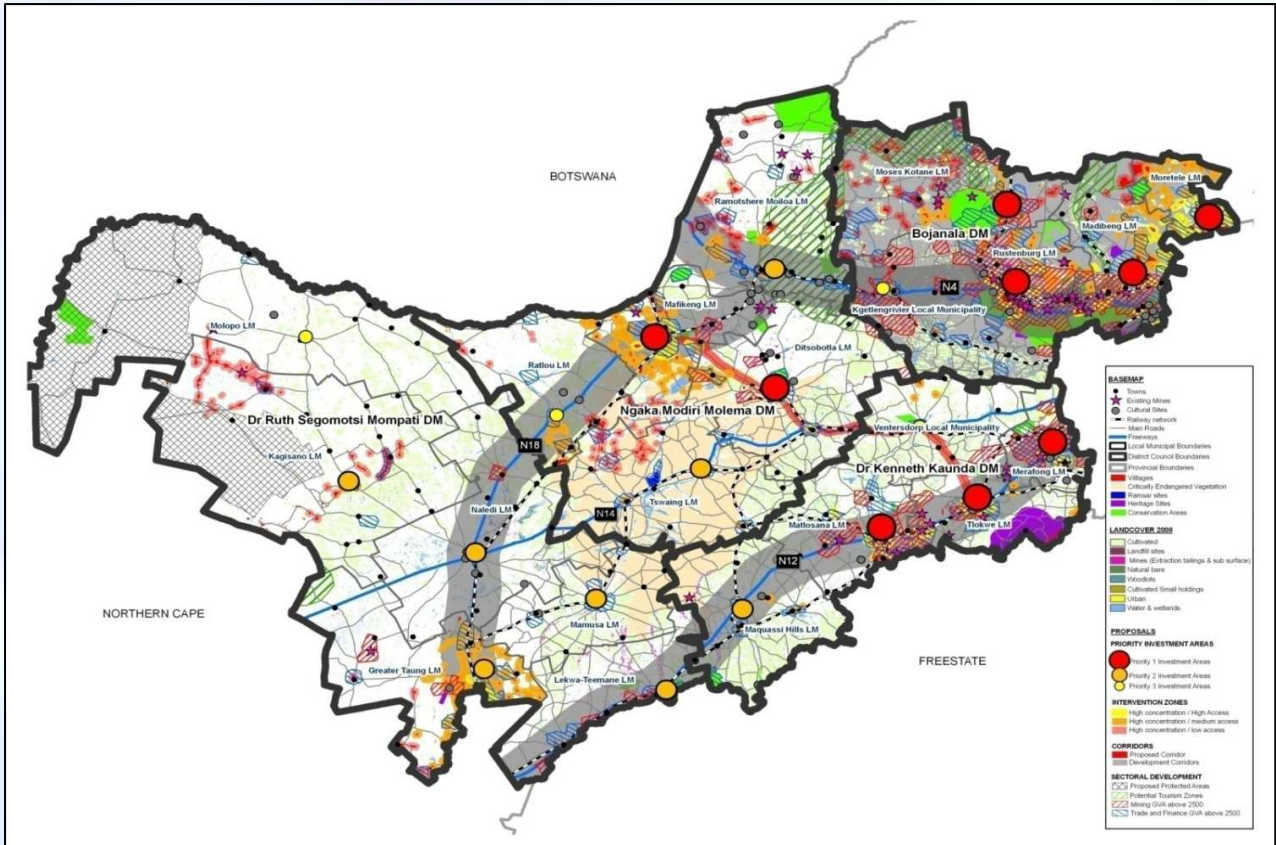
Growth opportunities and areas of low density vs high accessibility specifically be targeted

Spatial configuration where high levels of poverty overlap with high levels of economic concentrations, provides excellent opportunity to maximize the impact per unit of investment when growth is shared.

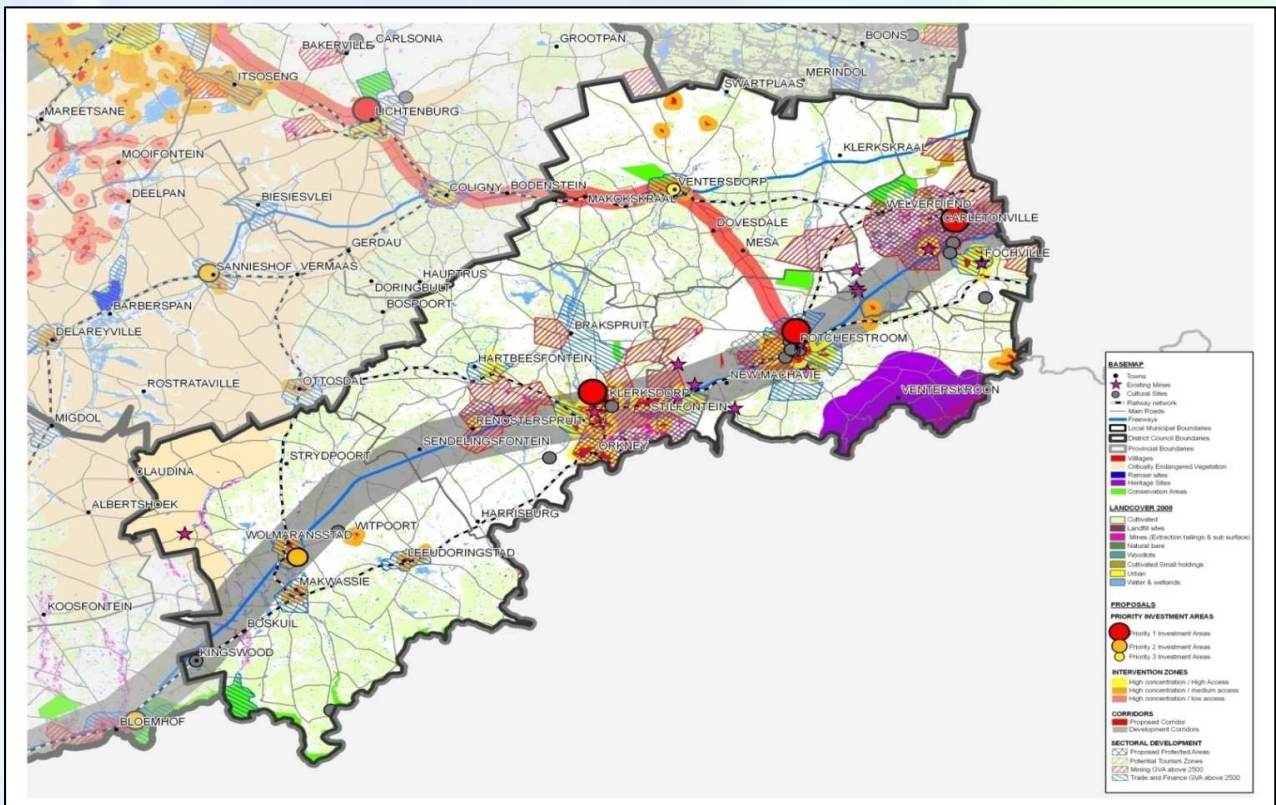
Focus in high concentration/ low accessibility areas should be on improving transport and the flow of freight

In localities with low economic potential and accessibility (largely the Western Part) the focus should be on providing social transfers, human resource development and labour market intelligence. **Specific interventions in these areas should also focus on more aggressive land and agrarian reform and a significant expansion in the agricultural and tourism services.**

OVERALL PSDF: Provincial Perspective



OVERALL PSDF: District Perspective



D.2 Integrated SDF of the Dr Kenneth Kaunda DM

D.2.1 Introduction and Background

A Spatial Development Framework (SDF) is a specific requirement of Section 26 (e) of the local Government: Municipal System Act 32 of 2000, which states that the Integrated Development Plan of the municipality must include the SDF. The Local Government: Municipal Planning and Performance Management Regulations, 2001, lists the contents and as a result the requirements of a credible SDF.

The SDF is, therefore, a core component of the IDP process and identifies spatial issues and trends for which spatial strategies are formulated. It also gives the localized spatial dimension to development principles, objectives and projects, and must form the basis for 'municipal land use management system.

The primary role of the SDF is to direct municipal spending and private sector investment. The SDF is a critical and integral component of the IDP. It is not merely a sector plan appended to the IDP. It shows how the **implementation of the IDP should occur in space**, i.e. it indicates where all the municipality IDP projects will be implemented, and to help achieve the desired spatial form of the municipality.

D.2.2 Spatial Development Framework of 2004

The original Spatial Development Framework (SDF) of Dr Kenneth Kaunda District Municipality was developed and adopted in 2004. Many developments have occurred since the 2004 document was completed, including Merafong City Local Municipality being incorporated into the Dr Kenneth Kaunda DM (North West Province) and back to the West Rand District Municipality (Gauteng Province) again. Because of these developments, the 2004 SDF was reviewed in the 2009/10 financial year to reflect the changed circumstances.

The 2004 SDF had six (6) chapters and though the demographic, social, economic and spatial conditions have changed, the following information forms part of the current developments taking place in the DM (information is captured directly from the document);

- ❑ Nodal Strategy
- ❑ Corridor Development
- ❑ Rural Development
- ❑ Zoning Plan
- ❑ Proposed Spatial Zones

D.2.3 Spatial Development Framework 2011

Background

The Spatial Development Framework (SDF) of Dr. Kenneth Kaunda DM was reviewed in order to align it with new policy directives, strategic plans, new development projects and spatial initiatives. Amongst others were:

- Inclusion and exclusion of Merafong City Local Municipality into the DM
- Review of local municipalities SDFs
- Updated overview of socio-economic status
- Current service delivery backlog studies
- Emerging significance of Vredefort Dome as a World Heritage Site

The review processes started in October 2009 with the appointment of a Service Provider, and the SDF Review Document was adopted on 31 March 2011. Following is the map of the proposed development corridors (**Consider Fig D.2.3**);

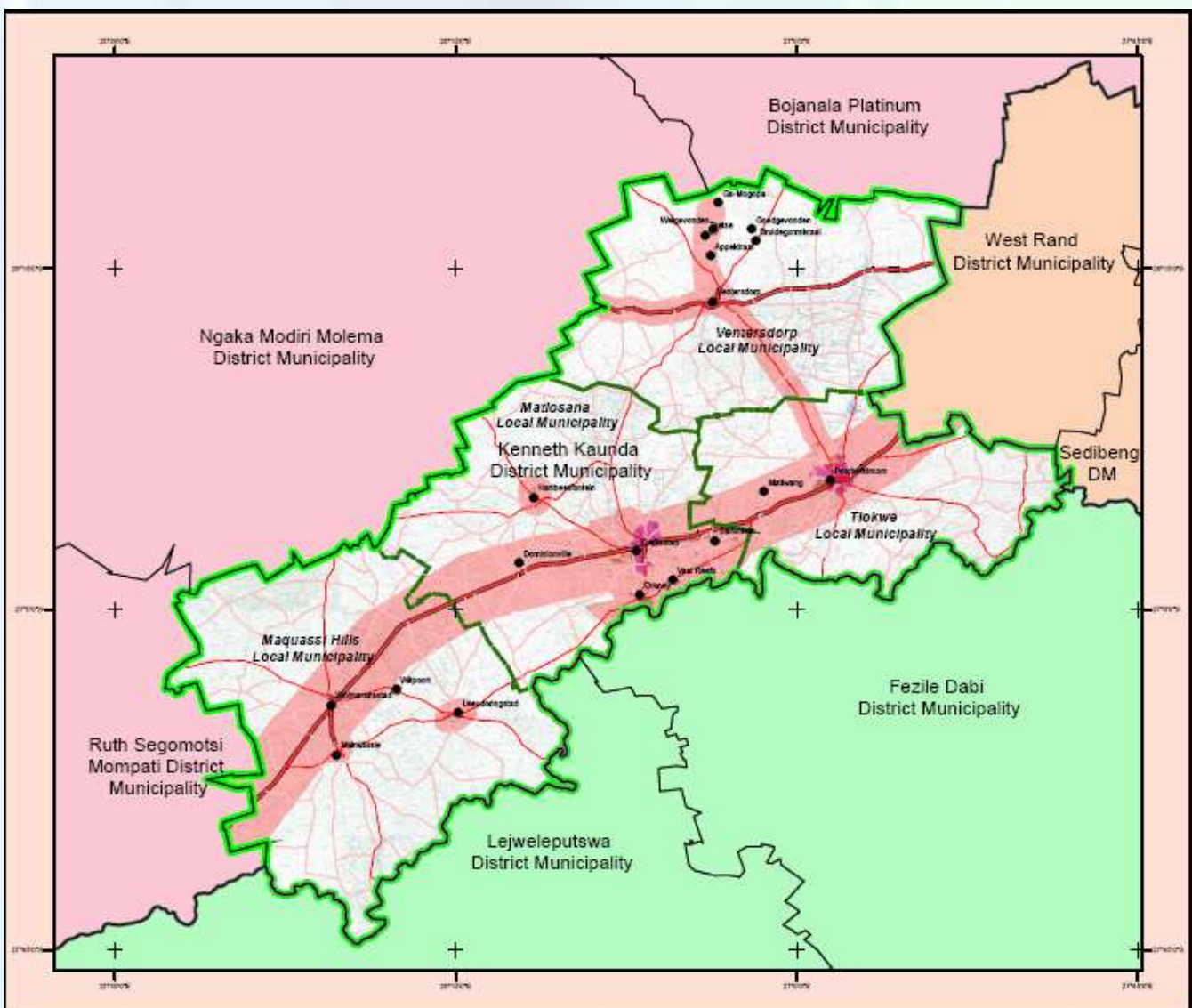


Fig D.2.3 Map of Dr Kenneth Kaunda DM with Development Corridors

Approach and Methodology of the Review Process

The purpose of the SDF was to provide the spatial context for the municipal IDP and its sector plans, as well as be aligned with the SDF's of the Dr Kenneth Kaunda DM family of local municipalities and the North West Spatial Development Framework. The SDF will thus have to guide and inform the directions of growth, movement routes, special development areas, conservation of both the built and natural environment, areas at which particular types of land-use should be encouraged and/or discouraged, and areas at which the intensity of land development could be either increased or reduced.

D.2.4 Structure of the SDF

The Spatial Development Framework document is divided into nine chapters, each with specific focus on areas that impacted on the development proposals as outlined in chapter 9 of the document. The SDF document is part of the IDP Annexure

Chapter 1 dealt with the introductory part and background of the SDF. Why it is an important component in the municipality and the legal requirements as outlined on Chapter 5 of the Municipal System Act.

Chapter 2 provided an overview of the district and summarized the existing municipal policies, plans and strategies and how they impact on spatial development.

Chapter 3 outlined the socio-economic profile of the district. This part has been outlined in detail in Chapter B of the IDP document.

Chapter 4 dealt with how the current land is being utilized in the district. It shows that majority of the land is being used for agricultural purposes, with some smaller part especially in Orkney-Klerksdorp being utilized for mining. Other areas serve as protected areas, and the rest a combination of residential, industrial and business areas.

Chapter 5 assessed the rate of service delivery by touching on the current municipal infrastructure, which is also interpreted in detail in Chapter B of the IDP.

Chapter 6 discussed the impact development is having on the natural environment. The main purpose of the chapter is to ensure that every development takes into cognizance of the natural environment. The chapter highlighted that given the rate of development in both the cities of Tlokwe and Matlosana, in 40 and 50 years there would not be any natural vegetation in both municipalities.

Chapter 7 discussed the main guiding principles for land development making specific reference to the National Spatial Development Perspective, Medium Term Strategic Framework Principles, North West Spatial Development Framework and Natural Resource Management for the North West Province.

Chapter 8 identified the Spatial Development Framework goals and objective. It identified what the proposal of the district SDF should give specific attention to the following goals:

- Goal 1 – Establish an integrated movement system

- Goal 2 – Promote compact and integrated development through consolidation and intensification around accessibility network
- Goal 3 – Promote opportunities for sustainable rural settlement
- Goal 4 – Maximize spatial economic development opportunities
- Goal 5 - promote socio-economic development
- Goal 6 – Sustainable resource use and management

Chapter 9 contained the SDF proposals making specific reference to; settlement and urban development pattern; rural development; social infrastructure and facilities; spatial economic development; and the biophysical environment. It also outlined the strategic impact of the proposals and the alignment with the capital investment framework as inferred from the district and local IDPs. The proposals are briefly discussed below.

I. Settlement and Urban Development Pattern

This first component of the spatial development proposal is aimed at giving effect to the Spatial Development **Goal 1** (integrated movement system) and **Goal 2** (promote compact and integrated development through consolidation and intensification around the accessibility network). The key spatial element at the district level relating to these goals includes:

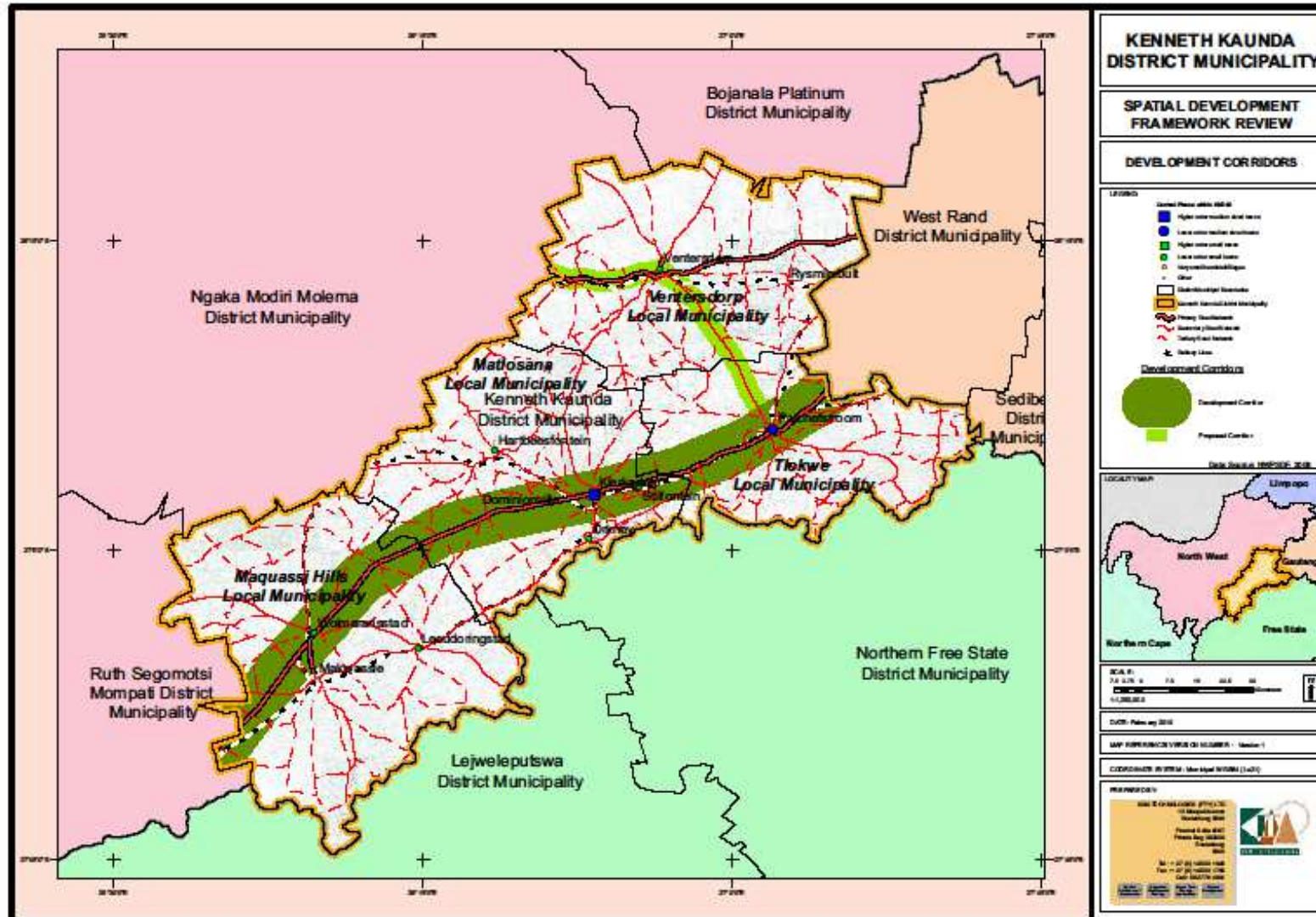
- A system of corridors and nodes
- Application of urban development edges or boundaries
- The location of large scale residential development
- The location of bulk infrastructure development and initiatives

The SDF proposes development according to the following hierarchy of nodes as outlined in the NW PSDF;

- Klerksdorp and Potchefstroom are identified as Priority 1 investment nodes (can be regarded as primary nodes)
- Wolmaransstad is identified as a Priority 2 investment area (regarded as secondary node)
- Ventersdorp is identified as a Priority 3 investment area (regarded as tertiary node)

Map D.2.4 (a) and Map D.2.4 (b) show the development corridors and urban edge in the two major towns of the district. The urban edge extracted directly from the local municipalities' SDFs shows areas where development is restricted in, whereas the development corridors shows areas that have greater investment potential and where future developments should be concentrated.

Map D.2.4 (a): DEVELOPMENT CORRIDORS



II. Rural development

Rural areas development is fast becoming a key component in limiting the migration of people to towns. Programmes such as the Department of Rural Development and Land Reform (DRLR)'s Comprehensive Rural Development Programme are already in place to address the development of rural areas. The CRDP aims to create a vibrant, equitable and sustainable rural communities that include to the redistribution of 30% of the key country's agricultural land; improving food security of the rural people; creation of business opportunities, decongestion and rehabilitation of over-crowded former homeland areas; and expanding opportunities for women, youth, and people with disabilities and older person who stay in rural areas.

The SDF proposes that the ultimate vision of creating vibrant, equitable and sustainable rural communities will be achieved through a three-pronged strategy based on (page 70):

- a coordinated and integrated broad-based **agrarian transformation**;
- strategically increasing **rural development**; and
- an **improved land reform programme**

The above three categories are utilized to make proposals relating to rural development in the district municipality (e.g. Areas/Villages north of Ventersdorp town have been identified as **rural development focus areas**

III. Social Infrastructure and Facilities

The Table below proposes a forecast in terms of the needs for both social and infrastructural facilities development in the next 10 years.

Table 1: Social and Infrastructural Facilities

FACILITY	PLANNING STANDARD	STANDARD USED	EXISTING	REQUIRED 2015	REQUIRED 2020	ADDITIONAL 2015	ADDITIONAL 2020
Primary School	1 per 3000 – 4000	35000	256 ¹	201	214	-	-
Secondary School	1 per 6000 – 10000	8000	87 ^{**z}	88	94	1	7
Clinic	1 per 5000	5000	45	141	150	96	105
Police Station	1 per 25000	25000	25	28	30	3	5

IV. Spatial Economic Development

Agriculture and Mining contributes the largest portion of the economy in the district. It was noted, however, that mining activities is growing at a negative rate and many of the operations and infrastructure in mines have a finite life span. An alternate land use of these areas therefore should be considered. The majority of the land in the district is used for agricultural activities, but the growing development in both Tlokwe and Matlosana may change the agricultural land use.

Further intensive analysis of the DM economic profile is given in Chapter B of the IDP. The SDF, however, makes the following proposals with reference to strategies that need to be pursued (pp. 79-

80); Regional innovation and competitiveness in the manufacturing sector is a critical component in the strategy to significantly increase the potential of the manufacturing sector to contribute towards the overall development of the district. Specific strategies that will be pursued as part of this programme will focus on the following aspects:

- **Science and Technology Park:** The establishment of a Science and technology Park in Potchefstroom to encourage the formation and development of knowledge-based industries. It will also act as “economic” magnets for the clustering of technology-based businesses which enhances local economic development.
- **Business skills training and commercialisation of research:** New technology-based enterprises require a combination of advanced technical knowledge and business acumen to be successful. International evidence suggests that it is those individuals who have experience of both the technologies and business who make the most successful founders of new technology-based enterprises.
- **Enhancing the relationships between district based new technologies based enterprises and the North West University and other local research institutions:** Tertiary education facilities such as the North West University have considerable technical expertise which, if further harnessed by the commercial or industrial sector, could significantly enhance the latter’s competitive position. Strengthening the market links between the private sector in the district and universities and public research institutions will make research even more relevant to the needs of the market place.

It further asserts that the Vredefort Dome is regarded as the primary **future tourism** destination area in the Dr Kenneth Kaunda District Municipality.

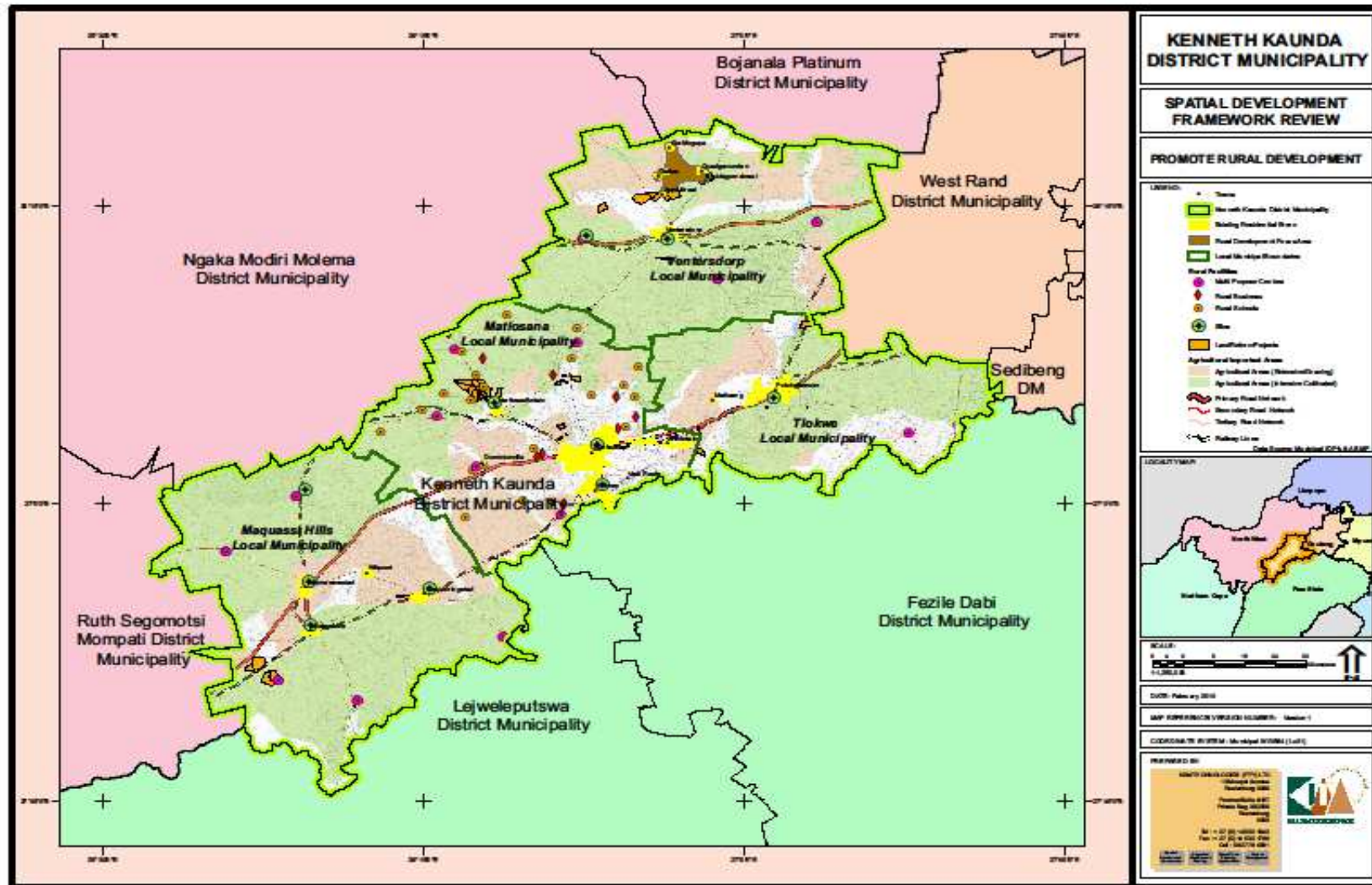
I. Biophysical

The SDF defines the “passive open space network” and “active open space system” and the functions of both the systems. Active open space involves the recreational component of the open space system and provides sport facilities at settlements for use by local residents and schools. The stated facilities fulfil the *social, psychological, educational and economic* functions. It proposes that the regional development should be promoted, on the basis of the existing open space components that were integrated in the past by identifying the linkages required to create a continuous and integrated open space system. **Map D.2.4 (d)**, below shows the regional open spaces.

Summary of the development proposals

A summary of the extent of the broad land use proposals at the district level is given in the Table below. These figures indicate that the overall SDF proposals are dominated by areas earmarked for intensive cultivation (48.2%) and extensive agriculture/grazing (16.3%).

Map D.2.4 (c): RURAL DEVELOPMENT FOCUS AREAS





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