

2014-2015
REVIEW OF
INTEGRATED DEVELOPMENT PLAN

Prepared by the



Local Municipality
(NW 392)

2014-2015
(2012 – 2017)

NALEDI LOCAL MUNICIPALITY

REVIEW OF INTEGRATED DEVELOPMENT PLAN 2014 - 2015 FINANCIAL YEAR

Compiled by the

NALEDI Local Municipality

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2014

INTRODUCTION:

The Naledi Local Municipality reviews its Integrated Development Plan (IDP) on an annual basis following a process of comprehensive consultation with communities, stakeholders and government at district, provincial and national level.

The IDP defines the priorities for the municipality's delivery programmes over the short to medium term and determines the direction for developmental initiatives in the period ahead. It translates the Municipality's long term vision into implementable programmes for a specific period of time.

The 2014/15 IDP will introduce a "step-change" into the medium and long-term planning processes for Naledi. While it reflects the needs expressed by citizens during the consultative processes it also seeks to direct critical thinking and explore opportunities for future growth in those areas of economic activity where Naledi enjoys unique advantages in relation to other municipalities within the Dr Ruth Segomotsi Mompati District Municipality and the North West Province.

Among these are:

- Its unique location at the intersection of two major national roads – the N14 linking the region with the province of Gauteng, the hub of economic activity in southern Africa; and the N18 which connects with the provincial capitals of the Northern Cape (Kimberley) and the North West (Mahikeng) and further into

Botswana. This road also forms the Western Frontier Corridor designated by the North West Province.

- Exploring opportunities to develop Vryburg into a transport hub for the movement of goods and services into the rest of southern Africa – especially Botswana;
- Strengthening Vryburg's status as the district capital with a vibrant and revitalised central business district (CBD) and adjacent industrial area;
- Leveraging the district's current leadership position in cattle breeding – "the Texas of Africa" – and enhance opportunities for trading and auctioneering;
- Unlocking the potential for rapid growth in the hunting, game trading and eco-tourism industries;
- Reviewing the existing functions and activities of the Naledi Municipality to ensure it remains focused on its core service delivery mandates and provide its agency functions to the District municipality on a strict cost recovery basis.

Given the constrained nature of Naledi's annual budget, its limited tax base and the clearly defined powers of local government the municipality should not "overpromise and under-deliver." It should stick to its core mandate, build on the region's unique selling points and inform its citizens about the constraints on its powers, the demands on its budget and local government's role within South Africa's broader system of cooperative governance.

The focus must be on "**people not places**" while ensuring that Naledi plays its very specific role in the national efforts to create a developmental state which addresses the primary needs relating to education, healthcare, safety and poverty alleviation while creating opportunities for economic growth and job creation.

The Naledi municipality does not regard its residents as passive recipients of government services but as active participants in shaping their own destiny. The 2014/2015 IDP is intended to lead the public discussions about the future of Naledi; to provide options and alternatives that could be explored in the future and to prepare the ground for the future implementation of clearly defined and costed programmes.

The draft IDP draws on the findings and recommendations contained in the comprehensive Spatial Development Framework presented to the Municipality in January 2013 and adopted by Council in March 2014. It also includes a comprehensive financial plan including budget projections for the three year medium-term framework.

This will enable the Naledi Local Municipality to fulfil its vision:

"To establish Naledi as an integrated regional economic node that is focused on intelligent support for business and community development embedded in a sustainable green environment."

BACKGROUND:

The Integrated Development Plan is a strategic development tool to assist the municipality to achieve its developmental objectives. Its publication and adoption follows a comprehensive process of consultation with residents, communities and stakeholders.

Although an annual review of the IDP is mandated by the Municipal Systems Act (2000) the 2014/15 financial year presents a singular opportunity for Naledi to align its medium term strategies with recent policy developments and initiatives in the national, provincial, district and local spheres of governance. Among these are:

- The publication of the National Development Plan 2030 – *Our Future – make it work* – with its primary aims to eliminate poverty and reduce inequality in South Africa over the next 20 years.
- The launch of the South African National Infrastructure Plan which highlights the maintenance of municipal infrastructure – and the provision of new infrastructure to eliminate backlogs – among its 18 Strategic Integrated Projects (SIPs);

- The National Spatial Development Perspective (NSDP) with its strong emphasis on local economic growth as an instrument to overcome the spatial distortions of apartheid and create long-term economic and employment opportunities.
- The Provincial Spatial Development Framework (PSDF) which identifies the Naledi Municipality as a “Priority 2 investment area”.
- The Dr Ruth Segomotsi Mompati Spatial Development Framework (District SDF) which is currently being reviewed.
- The Naledi Local Municipality Spatial Development Framework, adopted by Council in March 2013 and the organisational review approved in January 2014. In terms of the Municipal Systems Act every municipality must prepare and adopt a Spatial Development Framework and align it with the framework of its IDP.

Collectively these strategies and policy documents provides the building blocks for the Naledi IDP which highlights the priorities identified by residents and communities and the interventions required to address them.

Council approved the IDP process on 23 July 2013 with the adoption of Resolution 293/2013. The Draft IDP will be tabled in Council and submitted for comment to the North West Department

of Cooperative Government and Traditional Affairs.

OVERVIEW OF CURRENT SITUATION:

This report provide an opportunity to reprioritise medium and long term strategic interventions for the area and provide a new focus towards the operational plans of the municipality. The Integrated Development Plan, 2012 and previous revision are however not rescinded and the Naledi Local Municipality vision, mission and values are still relevant:

VISION

To provide quality, sustainable and equitable services

MISSION

We will deliver adequate and sustainable services to our community by:

- Promoting social and economic development
- Being transparent, accountable and accessible
- Collecting revenue and using resource effectively and efficiently
- Promoting learning, innovation and growth within the institution
- Adhering to Batho Pele Principles

VALUES

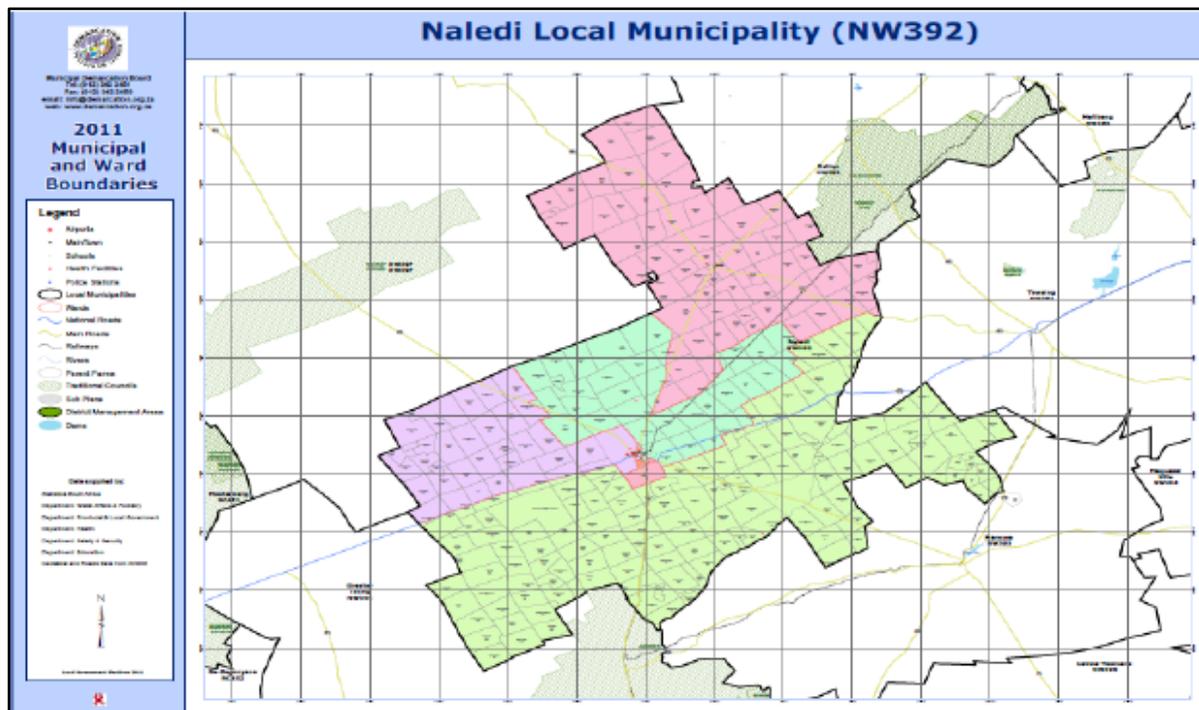
- Accountability
- Integrity
- Leadership
- Fairness
- Respect
- Commitment
- Responsibility
- Diversity
- Team work
- Customer

Naledi Municipality Annual Report for 2012/13 provides a comprehensive overview of the current situation; progress on the delivery of basic services; an analysis of the backlogs in service delivery and details of the municipality's efforts to ensure financial viability and long-term sustainability. The Report – considered in tandem with the Spatial Development Framework and the Housing Sector plans – also provides the rationale for the required

“step-change” in thinking and planning contained in the remaining chapters.

BACKGROUND AND PROFILE:

The Naledi Local Municipality is situated in the Dr Ruth S Mompoti District of South Africa's North West Province. It covers an area of approximately 7 264 square kilometres and is divided into nine wards representing the interests of the communities of Vryburg, Kismet Park, Huhudi, Colridge, Dithakwaneng, Stella and Devondale.



The Demacon findings, reflected in the SDF, put the population at 65 472 (2013) which will rise to 68 135 in 2017 at a projected annual growth rate of 1.0%. -- Which is on the increase due to normal growth in communities and in-migration from rural areas and neighbouring regions. More than 72% of the population is African and 51.4% female. This can be attributed to the migration of males in

search of employment opportunities, mostly in urban areas. However, it also opens up the potential for women empowerment in the running of small businesses and participation in the agriculture, retail, food and beverages sectors.

- The SDF notes the predominantly youthful composition of the population with 43% younger than 20 years of age and 11% in the 10-14 category. Education levels are moderate with 30.2% of the population without any schooling, 24.7% with some secondary education and 21.7% having attained Grade 12 or higher.

Of the 16 338 households in Naledi some 78% live in formal dwellings. This represents a steady increase towards formal dwellings since 1996 although the backlog in housing also continued to grow.

The SDF notes that 93.1% of households reside in a house or brick structure on a separate stand or yard; 42.2% occupies dwellings rent-free and 25.3% own fully paid dwellings. 65.2% of the population is employed within agriculture, hunting, forestry and fishing - the strongest contributors to the municipality's economy -- jointly responsible for 27.8% of employment. Other important job creating sectors are finance and insurance (8%), public administration (8%), health and social (5.8%) and transport (5%).

- The largest portion (42.4%) of the employed population is involved in elementary occupations with only 25.9% of the population active in professional and related occupations.

According to the SDF 65.4% of people fall within the Living Standards Measurement (LSM) categories 1 to 3

while 13.5% of households have no income at all.

Total revenue of the Naledi Municipality during the 2012/13 financial year was R259.3 million of which the bulk is derived from service charges, grants and subsidies from national and provincial government and property rates. Expenditure amounted to R350.6 million resulting in a deficit of R91.3R88.4 million.

The SDF notes that the Naledi local economy contributes 27.9% to the Dr Ruth Segomotsi Mompati District Economy which, in turn, contributes 5.6% to the economy of the North West Province.

- The pillars of the local economy include: agriculture, general government services, finance and business services, transport and communication as well as trade.
- The General Government Services Sector represents the largest sector – with a contribution of 24.6%. This share declined since 1995 which can possibly be attributed to the diversification of the local economy.
- The finance and business services sector represents the second largest sector with a contribution of 20.4% in 2010. This sector's contribution remained relatively the same over the past few years.

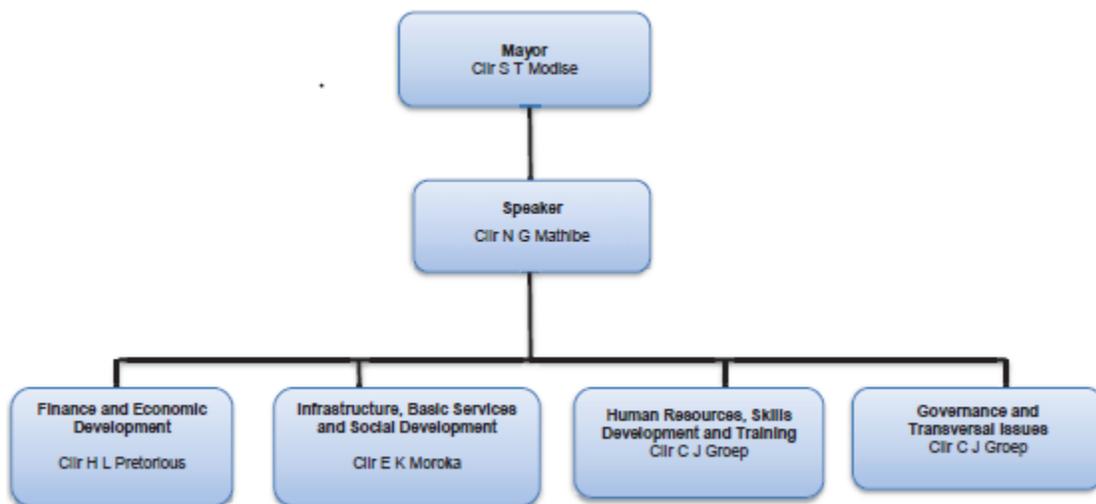
- The transport and communication sector is the third largest contributing sector -- 15.9% in 2010. It has recently experienced positive growth.
- The Trade Sector represents a contribution of 12.6% in 2010, showing a slight decline in recent years.
- The SDF also notes that the Naledi local economy maintained a lower average growth rate than the provincial and national average for the majority of the time period. It experienced an average growth rate of 1.3% over the period but a promising growth rate of 2.2% in 2010.

For comprehensive socio-economic data refer to the adopted and reviewed IDP of the previous financial years, as well as updated data contained in the Spatial Development Framework (Addendum A).

GOOD GOVERNANCE AND PUBLIC CONSULTATION:

The Naledi Local Municipality consists of 18 councillors of which nine have been elected in wards and nine through the proportional representation system. The African National Congress holds a majority of 12 elected representatives while seven councillors form part of the official opposition, the Democratic Alliance and one represents the Congress of the People.

Cllr S T Modise (ANC) serves as Mayor of Naledi and also chairs the multi-party executive committee. The Speaker, Cllr N G Mathibe (ANC) is the Chair of Council.



GOVERNANCE:

The Municipal Manager, Mr M T Segapo leads a workforce of 491 officials spread across five departments – Financial Services; Corporate Services; Community Development and Housing; Technical Services, Economic Development, Tourism & Agriculture; and the Office of the Municipal Manager.

Council approved an IDP process plan and the 2013/14 Integrated Development Plan was reviewed and adopted by Council following meetings of the IDP Representative Forum. The Annual Report for 2011/12, as required by Section 127 of the Municipal Finance Management Act, was adopted by Council in March 2013.

A revised Performance Management policy framework was introduced and three quarterly performance reports were submitted to Council. An anti-corruption policy was developed and the launch of an anti-corruption forum is envisaged in the first quarter of the 2014/15 financial year.

Another future priority is to increase the level of public participation in council processes at ward level. The Speaker will lead the process to organise ward meetings during which Council can provide feedback on decisions taken and enable the community to articulate their expectations and priorities. An envisaged public participation policy and strategy will provide the framework for future interaction between council and the residents of Naledi.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE:

The municipality's target of 1 000 housing units could not be achieved

because of delays with the identification of beneficiaries. A project steering committee will be formed and the imminent introduction of an electronic data capturing system will improve Naledi's ability to meet future housing targets.

Law enforcement remains a priority and the responsible unit achieved its targets for stop and check operations. Road safety and traffic management remain areas of concern. The 70% target for the collection of traffic fines was achieved and Council introduced an amended traffic fines form which will make it easier for offenders to comply with the legislative requirements. An initiative will also be launched to encourage car users to submit their vehicles for roadworthy testing and certificates of fitness.

Road signs and markings were adequately maintained in all parts of the municipality – with the exception of Stella, which will be prioritised in the coming financial year. The revamping of swimming pools and the upgrading of sports facilities in Huhudi and Colridge could not be achieved and will be implemented in the coming financial year.

All the targets for refuse removal services were met during the 2012/13 financial year. 9 242 households have their refuse removed once a week while an additional 707 households are recipients of a free basic service; 914 businesses and 363 industrial premises in Naledi are provided with refuse removal three times a week.

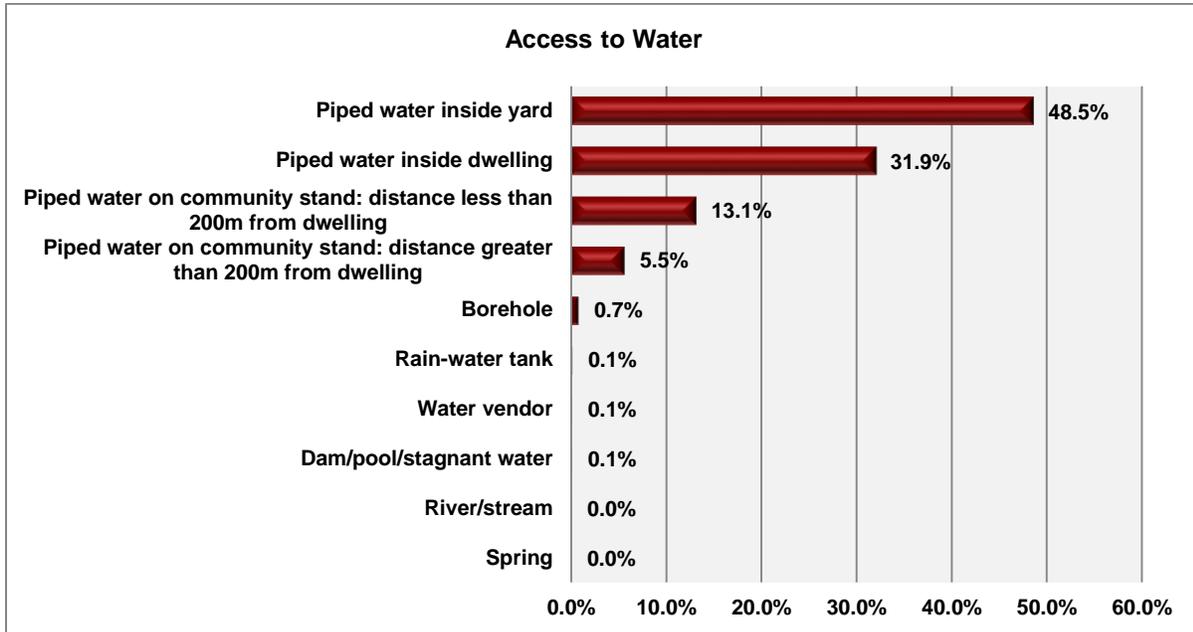
The construction of a new landfill site for greater Vryburg has started and Phase 1 was 90% completed by the end of the financial year. Delays were caused by the presence of massive hard rock

which hampered excavations and resulted in the need to construct deviations in the roads due to the alignment of Eskom pylons.

the population has access to piped water inside their yards; 31.9% to piped water inside the dwellings. Only 5.5% needs to travel distances greater than 200m to access piped water on community stands.

WATER:

According to Spatial Development Framework (Demacon, 2012) 48.5% of



Source: Demacon, 2012.

ROADS:

The Municipality is responsible for the upkeep and maintenance of local roads while the N14 and N18 providing the primary access to Vryburg are the responsibility of the SA National Roads Agency. However, these national roads will be determining factors in the longer term economic development of the municipality and their contribution to the priority projects should form the basis of discussions during the IDP process. During the 2012/13 financial year more than 196 square metres of potholes on roads managed by the municipality were repaired – which far exceeds the targets. Speed humps were installed on

a number of roads to regulate the speed of drivers and minimise accidents. This programme will continue in the coming financial year.

9.3 km of internal roads were re-gravelled at Colridge and Huhudi and a further 48km of gravelled roads were bladed at Dithakwaneng, Stella, and Devondale and at the industrial site with the assistance of graders from the department of Public Works. This programme will be accelerated when Council purchases a grader and trucks in the coming financial year.

ELECTRICITY

The total percentage of households in

Naledi with electricity connections has improved from 72% in 1996 to 83.4% in 2009. (Naledi Annual Report 2013/14) During the past year council has started with the installation of energy efficient lighting at a budget of R1.8 million. The target of 75% installation has been achieved by the end of June 2013. The slow progress of housing development in Extension 25 has hampered the installation of electricity in the area. However, 3.8 km of distribution lines have already been installed as well as 461 house connection cables. The municipality has also engaged with the contractor to speed up delivery of the housing project.

SANITATION:

The backlog in the provision of sanitation has been steadily reduced since 1996. 13 061 households in Naledi have access to hygiene toilets of which 61.8% (Demacon) have flush toilets which are connected to the sewerage systems.

TOWN PLANNING:

The town planning unit has achieved its target to reduce the evaluation of building plans from 60 to 30 days and to process town planning applications within 102 days of submission. A Spatial Development Framework was presented to Council and adopted in March 2013.

FINANCIAL VIABILITY:

One of the primary objectives of Council is to build a sustainable and effective Naledi Municipality. In the management of the finances priority attention is given to the areas of maximizing revenue and the effective management of the municipality's assets.

Among the highlights of the past year are:

- The number of outstanding debtors were decreased to 5% by the end of the 4th Quarter;
- 80% of meters are being read on a regular basis and an application for the funding of smart meters were made;
- Despite backlogs caused by strikes and tariff changes consumer accounts are now being sent timeously to account holders. The Council's indigent register is being updated on a regular basis.
- 90% of invoices are now being paid within 30 days of receipt – and Council is determined to raise this to 100%.
- The municipality's asset register was completed and is constantly updated.
- 100% of registered indigents now receive free basic services and old debts written off;
- The number of audit exceptions relating to finance in the Auditor General's Report was reduced.

NALEDI HOUSING SECTOR PLAN

The Naledi Housing Sector Plan report was approved in 2011, and is currently due for review. The plan is however attached as Addendum B: Naledi Local

Municipality Housing Sector Plan. The land and housing needs of the municipality is estimated at 4358 housing units according to the Housing Sector Plan. The following additional land must be provided to accommodate the expected five (5) year growth:

- Vryburg urban area - ± 70 ha
- Stella urban area - ± 10 ha

The list of projects for upgrading and formalisation is also contained in the Housing Sector Plan and until the review is finalised it serves as the endorsed development areas of the municipality.

FINANCIAL MANAGEMENT

Naledi Local Municipality has suffered financial constraints over the past few years which resulted in insufficient alignment between the IDP and the Budget.

Among the primary objectives of the 2014/15 IDP process are to:

- determine priorities for future budgetary allocations;
- identify critical economic development projects which will expand the municipality's tax base and create new sources of revenue;
- indicate services that are currently rendered to other spheres of government (e.g. district) and on an agency basis and investigate their cost-effectiveness;

In the 2011/12 financial year Naledi

introduced a turnaround strategy taking into consideration its five priorities at the time and guided by the Constitutional and legislative mandate of local government in terms of developmental local governance (budget alignment to IDP priorities). It also endeavours to ensure compliance with relevant legislation and national standards applicable to local government (e.g. the implementation of MFMA, GRAP etc.) which now pertain to municipal financial planning and management.

Naledi is a developing municipality which implies that the current infrastructure must be continuously maintained, rehabilitated and, where required expanded. Taking into account the projections of a tapering in population growth in the municipality over the medium term it is obvious that the immediate focus should be directed towards maintenance and rehabilitation of existing infrastructure. The steady roll-out of essential infrastructure to underserved areas will continue within available budgets.

The high incidence of pipe bursts, load-shedding and electricity losses due to ageing infrastructure are strong indicators for the need to maintain existing infrastructure to higher levels of efficiency. Such infrastructure – water, electricity, local roads – are also prerequisites for the successful implementation of priority programs which have the potential to retain current business in the municipality and attract new investment which will lead to stronger economic growth and job creation.

The maintenance and rehabilitation of existing infrastructure, the elimination of

backlogs and the future roll-outs to under-serviced areas require significant resources and the municipality's current financial strategy is designed to address this. The prioritizing of specific projects – aligned with the needs of communities expressed during the IDP process -- will enable the municipality to match budget with priorities. This will be underpinned by active steps to address wasteful spending, root out inefficiencies and ensure adherence to the prescripts of national and provincial legislation. Special attention will be given to the municipality's liquidity position which is under significant strain because of the long outstanding loan and creditors' accounts.

NALEDI SWOT ANALYSIS

An initial situation analysis indicates the relative strengths, weaknesses, opportunities and threats of the Naledi Local Municipality. This analysis is based on previous IDP processes, feedback from residents and stakeholders and the research conducted in the compilation of the Spatial Development Framework.

During the 2014/15 IDP process this analysis will be updated to align it with the needs expressed by communities and stakeholders and the identification of priority programmes which can lead future local economic development.

1.1 STRENGTHS:

- Population size increasing
- Strong contribution of agriculture – especially cattle production – to the municipality's GDP and the

formal employment sector

- Naledi is identified as Priority Two Investment Area in terms of the Provincial Spatial Development Framework serving as the:
 - Hub for regional growth needs
 - Main trading centre in the District
 - Main District administrative centre
- Located on the intersection of the Western Frontier and N14 Transport Corridor;
- The existence of good national road and rail infrastructure;
- Naledi falls within the Extensive Agricultural Development Zone
- A strong beef breeding industry with a reputation that stretches across district, provincial and national boundaries;
- Well-developed agricultural storage facilities;
- Municipality with the most diversified economy in the district, leading to a dominant economic role;
- Significant improvements in the levels of service delivery since 2001;

- Municipal-owned land in Vryburg

1.2 WEAKNESSES

- Critical vacant positions within the Municipality;
 - Unemployment number increasing in the district
 - Bulk water supply
 - Lack of upgrading and maintenance of infrastructure
 - Declining economy despite being most diverse economy in the District
 - Lack of detailed settlement planning of rural villages
 - Lack of proper Land Use Management System
 - Land Use Scheme for municipal area
 - Housing development not up to date
 - Illegal selling of RDP houses
 - Lack of industrial development in Vryburg
 - Lack of rental housing units in the Municipality which discourages skilled and professional people from other areas.
 - Underdeveloped Tourism sector
- and no local tourism strategy.
 - Availability and affordability of land/business space in Vryburg is a constraint especially for emerging entrepreneurs and business initiatives.
 - Low levels of literacy amongst the members of the community.
 - The landfill is situated in close proximity to Huhudi residential area (approximately 300 meters) as well as to 1:100 year flood line.
 - Lack of formal taxi ranks in Stella, Colridge and Huhudi as well as the rural villages of Dithakwaneng, Rekgarathhile and Devondale.
 - Limited business and SMME development infrastructure in rural villages.
 - Large number of businesses conducted on residential stands.
 - Industries are hesitant to locate in Naledi due to the inefficient and haphazard supply of basic services such as water and electricity.
 - N18 road between Vryburg and Stella is often congested with trucks.
 - Through traffic in Vryburg CBD area on the N14

1.3 OPPORTUNITIES:

- Capitalizing on Vryburg status as a Secondary Regional Centre and a possible upgrade of this status within the provincial development strategy;
- Potential to expand mining activities as limestone, salt, gold and platinum deposits occur within Naledi Local Municipality.
- Expand the existing facilities in the Leon Taljaart Nature Reserve and Swartfontein Holiday Resort and enter into public-private partnerships with regards to its management;
- Potential to utilise funds from the Neighbourhood Development Partnership Grant (NDPG) to make investments in community projects in partnership with the Private Sector.
- Opportunity to leverage on the Municipal Infrastructure Grant funds to clear infrastructure backlogs.
- Potential to develop tourism infrastructure through public private partnership.
- Potential for affordable bonded and rental housing units.
- Existing aerodrome with the potential of becoming an

important linkage.

- Proposal by the North West University to establish five BBBEE manufacturing centres for advanced manufacturing, which will be all located in Naledi LM.
- Stella has the potential to be developed as a Local Service Centre
- The promotion of Local Economic Development through
 - Hawker settlement program
 - Agricultural support program
 - Tourism promotion & marketing
 - Tourism facility program
- Game farming potential for tourism development
- Skills development and innovation
- Multipurpose community centres on strategic localities within Naledi

1.4 THREATS:

- High potential for extensive damage to roads and houses resulting from floods;
- Soil erosion as a result of overgrazing in rural areas.

- Water contamination of underground water resources as a result of pit latrines.
- Migration of youth to urban areas.
- Deforestation resulting from the utilisation of natural forest for firewood.
- Increased mining activities may lead to a depletion of surface and ground water resources and environmental damage;
- Shift from labour intensive to mechanised farming as a result of the changes in the Labour Laws.
- Dolomite aquifers situated on the south and south-western part of Naledi Local Municipality.
- Groundwater resources are vulnerable to pollution of aquifers because they are experiencing a slow recharge rate due to an annual average rainfall of 344mm in Naledi Local Municipality.
- Overcrowded and degraded agricultural land in settlement areas
- Socio-economic issues resulting from high levels of poverty and unemployment;
- Housing backlogs throughout the municipality; substandard quality

of housing in certain projects; lack of proper management of housing projects and uncompleted housing projects; price escalations on housing projects;

- Lack of sufficient development capital for provision and maintenance of bulk and internal services
- Price Escalations (building material)

PARTICIPATION PROCESS:

The Planning processes conducted by the Municipality are highly participatory in nature. The table below indicates the identified needs expressed by all Wards. A detailed table in terms of community needs is provided on the next page..

The process of needs identification (Ward-based Planning) took place between 25 November 2013 and 9 December 2013. All wards – with the exception of Wards 8, 7 and 3, which were postponed – were consulted.

The needs identified were informed by the Performance report of the first quarter (ending 30 September 2013). As a result, the priorities identified for the 2013/ 2014 FY laid the foundation for the 2014/2015 Draft IDP.

The table below outlines the needs as identified by the Community per ward:

		IDENTIFIED NEEDS PER WARD AND THE ORDER OF PRIORITY									
		1	Dev	Col	3	4	5	6	7	8	9
Needs and Services identified by the Community	Housing / Human Settlement	x							x		x
	Sanitation and Public Nuisance	x							x		x
	Job Opportunities and community empowerment	x					x		x		
	LED, EPWP/CWP	x	x								
	Sports and Recreational Facilities	x	x			x	x	x	x		
	Service Delivery Equipment	x							x		
	Primary Health Care	x	x			x	x	x	x		x
	Agricultural support / Community Support		x				x				
	Land and Municipal Properties		x						x		
	Roads, Road signs and Traffic Management	x	x				x	x	x		
	Communications and Community engagement						x		x		
	Cemeteries and Parks							x	x		x
	(Purified) Water reticulation					x		x	x		
	Electricity and Area Lighting					x		x	x		x
	Public Safety						x		x		
	Solid Waste Management						x		x		
Storm Water							x	x			

MUNICIPAL PRIORITIES:

The table below outlines priorities in terms identified needs; prioritisation is based on the number of wards which identified the same need.

NEED	PRIORITY	NUMBER OF WARDS
Primary Health Care	1	6
Sports and Recreational Facilities	2	5
Roads, Road signs and Traffic Management	3	4
Electricity and Area lighting	4	3
Housing and Human Settlement	5	2
Sanitation and Public nuisance		
Job Opportunity and Community empowerment		
LED, EPWP and CWP		
Community and Agricultural Support		
Cemeteries and Parks		
Water Reticulation (Purified)		
Storm Water drainage	6	1
Solid Waste Management		
Public Safety		
Communications and Community engagement		
Land and Municipal Properties		
Service Delivery equipment		

Apart from ward based planning an IDP representative forum met on 8 November 2013 to discuss government projects.

The second IDP representative forum on 10 April 2014 communicated the municipality's plan for 2014/2015 financial year and obtained inputs from the delegates.

An intergovernmental department steering committee was established on 26 September 2013 to track progress on capital projects from various departments and to check milestones with regard to development.

The second steering committee on 11 March 2014 discussed the municipality's plans for 2014/2015 and programs/capital projects & budget from sector departments.

The draft IDP and Budget was made public by the Mayor in nine meetings across Naledi Local Municipality where the public had opportunity to make inputs. These suggestions were used in finalising the IDP and budget.

The community needs and inputs are set out in much more detail in various minutes and notes and could be consulted in the operational implementation of municipal programmes and projects.

STRATEGIC PRIORITIES:

One of the primary objectives of the 2014/14 IDP process is to create a new vision for the Naledi Local Municipality's future local economic development based on its unique strengths and its capacity to leverage existing assets to generate revenue.

The draft IDP intends to stimulate community participation and discussions among all stakeholders – residents, communities, civil society and business – to develop an eventual plan that is forward-looking, implementable and can be costed against the municipality's projected medium-term budget.

However, it is also intended to generate new sources of revenue through an expansion of Naledi's tax base and the rejuvenation of the local economy. Such revenue will, in turn, be used to maintain and rehabilitate existing, ageing infrastructure, extend municipal service delivery and address the needs of communities which have been marginalised in the past.

Throughout the IDP process the vision of the Municipality to be an *"integrated regional economic node"* providing *"intelligent support for business and economic development"* should be taken into account, as well as Naledi's stated approach to focus on *"people not places."*

To direct the IDP process it should be clear, from the outset, what the responsibilities and functions of a local municipality are as determined by the Legislation. This will not only enable the Council and Municipality to direct their attention to the core functions, but also manage expectations among residents.

Naledi Local Municipality performs the functions of vehicle licensing; community libraries and affordable

housing on behalf of the North-West Provincial Government. The table on the following page indicates Naledi Local Municipality functions as well as functions performed on behalf of Dr Ruth Segomotsi Mompati District Municipality:

	Dr Ruth Mompoti	Naledi
FUNCTIONS PERFORMED		
Governance and Administration	Yes	Yes
Water Services	Yes	Yes
Municipality is water services authority	Yes	No
Municipality is water services provider	No	Yes
Electricity and Gas Reticulation	No	Yes
Electricity	No	Yes
Street lighting	No	Yes
Municipal Transport	Yes	Yes
Municipal public transport	Yes	No
Municipal airports	No	Yes
Waste Management	Yes	Yes
Refuse removal	Yes	Yes
Refuse dumps/solid waste disposal	Yes	Yes
Cleansing	No	Yes
Roads and Storm water Systems	Yes	Yes
Municipal roads	Yes	Yes
Storm water systems in built-up areas	Yes	Yes
Municipality performs the 'District' roads function	Yes	No
Community and Social Services	No	Yes
Local amenities: Regulation & facilitation	No	Yes
Local amenities: Service provision	No	Yes
Local sports facilities: Regulation & facilitation	No	Yes
Local sports facilities: Service provision	No	Yes
Municipal parks and recreation: Regulation & facilitation	No	Yes
Municipal parks and recreation: Service provision	No	Yes
Public places: Regulation & facilitation	No	Yes
Public places: Service provision	No	Yes
Child care facilities: Regulation & facilitation	No	Yes
Child care facilities: Service provision	No	No
Cemeteries, funeral parlours and crematoria: Regulation & facilitation	No	Yes
Cemeteries, funeral parlours and crematoria: Service provision	No	Yes
Libraries: Regulation & facilitation	No	No
Libraries: Service provision	No	Yes
Museums: Regulation & facilitation	No	No
Museums: Service provision	No	Yes
Planning and Development	Yes	Yes
Municipal planning	Yes	Yes
Building regulations	No	Yes
Land-use management	Yes	Yes
Property development (non-municipal property)	No	No
Emergency Services	Yes	Yes
Fire fighting: Authority	Yes	No
Fire fighting service provision	No	Yes
Rescue services	Yes	Yes
Disaster management	Yes	Yes
Municipal Health	Yes	Yes
Municipal health: Regulation & facilitation	Yes	No

Municipal health: Service provision	No	Yes
Licensing and control of undertakings that sell food to the public: Regulation	No	No
Licensing and control of undertakings that sell food to the public: Service provision	No	No
Noise pollution: Regulation & facilitation	No	No
Noise pollution: Service provision	No	No
Pounds: Regulation & facilitation	No	Yes
Pounds: Service provision	No	No
Accommodation, care and burial of animals: Regulation & facilitation	No	Yes
Accommodation, care and burial of animals: Service provision	No	No
Licensing of dogs: Regulation & facilitation	No	Yes
Licensing of dogs: Service provision	No	No
Primary Health Care	No	No
Primary Health Care	No	No
Environmental Management	Yes	Yes
Environmental planning	Yes	Yes
Bio-diversity management	Yes	Yes
Climate change interventions	No	Yes
Alternative energy planning	No	Yes
Air pollution	Yes	No
Economic Development	Yes	Yes
Local tourism: Regulation & facilitation	Yes	No
Local tourism: Service provision	No	No
Markets: Regulation & facilitation	No	No
Markets: Service provision	No	No
Abattoirs: Regulation & facilitation	No	No
Abattoirs: Service provision	No	No
Trading regulations: Regulation & facilitation	No	Yes
Trading regulations: Service provision	No	No
Street trading: Regulation & facilitation	No	Yes
Street trading: Service provision	No	No
Billboards and the display of advertisements in public places: Regulation & facilitation	No	Yes
Billboards and the display of advertisements in public places: Service provision	No	No
Fences and fences: Regulation & facilitation	No	Yes
Fences and fences: Service provision	No	No
Control of undertakings that sell liquor to the public: Regulation & facilitation	No	Yes
Control of undertakings that sell liquor to the public: Service provision	No	No
Local economic development: Regulation & facilitation	Yes	Yes
Local economic development: Service provision	No	No
Housing	No	Yes
Housing facilitation (managing developers, housing lists etc)	No	Yes
Acting as developer of housing	No	Yes
Landlord (owning and managing housing stock)	No	Yes
Traffic and Policing	No	Yes
Traffic and municipal police	No	Yes
Community safety	No	No
Control of public nuisances	No	Yes
Driver licensing	No	Yes
Motor vehicle licensing	No	Yes

KEY STRATEGIC INTERVENTIONS:

Based on the needs analysis conducted during previous IDP processes and the Spatial Development Framework (SDF) 2013, the following key strategic interventions are proposed for discuss

STRATEGIC INTERVENTION A: REGIONAL DEVELOPMENT HUB:

- The location of Vryburg at the intersection of N18, N14, R34 and R378 highlights the strategic locality of this town within municipal and district context.
- The main development corridor is formed by the Western Frontier SDI (N18 and Kimberley – Botswana railway line), that is intended to strengthen the north-south development initiatives from Botswana to Northern Cape via North West Province. This corridor also links the Treasure Corridor with the Platinum Corridor through the Mafikeng airport / industrial zone and Taung irrigation scheme.
- The secondary corridors are formed by the N14 (east-west corridor), R34 to Schweizer-Reneke / Matlosana and R378 to Ganyesa.
- Vryburg is also strategically situated on major provincial tourism corridors namely – the N14 (Taljaart Nature Reserve / Barberspan); N18 (Taung Skull area / Taung Dam / Kimberley);

R378 (Molopo Nature Reserve) and the N12 Treasure Corridor via R34 (Bloemhof dam / Sandveld Nature Reserve).

- Vryburg functions as a first order node for the municipal area as well as the District Municipality. Although the PSDF identified Vryburg as a Priority 2 Node (area) due to its economic status compared to other first order nodes such as Matlosana, Rustenburg, Tlokwe, etc., it already functions as a prominent node for the western parts of the province.
- From a strategic development point of view, Vryburg should be enhanced and supported to develop into a fully-fledged regional node of importance. This can be achieved by improving the services function of the town in terms of social, retail, industrial and institutional development. Capital expenditure programmes will therefore focus to a large extent on Vryburg as the primary development node.
- The potential exists to grow Vryburg's potential as a regional distribution centre for retail companies expanding into Botswana and even Namibia. This will require joint strategies between Naledi and major retail players, the support of development finance institutions

and investments in infrastructure such as warehouses, storage and cooling facilities.

- It will also require extensive consultation with the local business community to ensure that the local economy derive maximum benefits from such developments and with civil society (communities, churches, schools) the plan for the expected social impact resulting from a growth in traffic and economic activities.

OBJECTIVE

Arrange collaboration and discussions with:

- SANRAL;
- TRANSNET;
- Major corporations such as Checkers, Pick and Pay, SA Breweries, Coca-Cola and Simba; and
- Provincial and National Government

to determine viable options that address the following questions:

Key Points for Discussion:

- *How can Naledi leverage its regional advantage of being at the core of national and provincial road network to attract economic activity to the area?*
- *What benefits can Naledi offer to national retail companies to attract investment in strategic*

infrastructure such as warehouses, storage facilities, cooling facilities?

- *Are there opportunities for partnerships between the local business community and national / regional players?*
- *Which categories of economic infrastructure are required to capitalize on the potential for growth e.g. truck stops; filling stations, retail development?*
- *Does Naledi have the infrastructure capacity to accommodate growth in trade traffic through the municipality? If not what is required e.g. freight rail and train station/loading area, road capacity; choice between one way roads or bypass in Vryburg? Should Naledi Local Municipality lobby Transnet and Sanral regarding these initiatives?*
- *Is it a strategic priority to engage the provincial government to upgrade Vryburg's status to a Priority 1 Node? What will the benefits be and what will be required from the municipality in terms of budgets, service delivery and Local Economic Development?*
- *Can the Municipality develop joint initiatives with regional tourism attractions e.g. Molopo Nature*

Reserve and Taung heritage site to attract traffic to Vryburg and develop accommodation and retail facilities?

STRATEGIC INTERVENTION B: CBD REVITALISATION

The Central Business District of Vryburg serves as the economic and commercial heart of the municipal area, where most of the municipal business, retail, financial government and commercial services are situated.

The Spatial Development Framework notes that the CBD's service function can be enhanced and investments attracted through a revitalization strategy that address the following issues:

- Improvement of the overall environmental quality of the area including proper maintenance and upgrading of infrastructure.
- Upgrading of the existing taxi rank.
- Upgrading and landscaping of sidewalks – concentrating on Market, Stella and Vry Streets.
- Provision of facilities for informal trade on the most prominent pedestrian walkways.
- Landscaping and upgrading of the municipal park into a more functional community park.
- Improved waste management to improve the cleanness of the

CBD.

- There are a number of existing retail nodes / centres within Vryburg town:
 - Brink Centrum - Cnr. De Kock and Stella Streets
 - New Centre Shopping Centre – Market Street – extending to the Midas complex
 - Vryburg Mall - Cnr. De Kock and Vry Streets
 - Pick and Pay Centre – Molopo Street: The whole of Molopo Road – from Private Hospital to Lavender Lodge
 - Church street node, including the Overland complex, the recently completed Boxer Shopping complex of 4 000m² and the Vryburg Taxi Rank area.
- Future retail nodes are planned for a Future Regional Retail Node / mall – south of Vryburg town, between Vryburg Extension 6 Township and Fairview Estate. The regional mall will cover a total area of 30 039 m² and will consist of approximately 26 296 m² retail area.

The demand modelling by Demacon (2012) revealed the following potential:

- Trade space:

- Between 7000m² - 35 000m² over the next 15 – 20 years that can create ± 1753 additional employment opportunities.
- Office space:
 - Between 6000m² and 30 000m² over the next 15 – 20 years that can create ± 776 employment opportunities. (The recently completed Mini Garona Complex on Molopo Road as well as the completion of the current construction at the International Hotel site will impact on this demand).

CBD development must be supported by the development of social facilities and infrastructure concentrated at, or in close proximity to, the nodes to ensure high accessibility to these services. The concept of multipurpose community development centres are based on the concept of “one stop” centres for the provision of the full range of social services. In the local context it refers to the location of municipal offices, and the provision of essential services such as social services, pension pay-out points, clinics and community safety. The SDF notes that such centres should combine social and economic activities with higher density housing development that can create vibrant district and neighbourhood nodes. Accessibility is of primary importance and functional linkages must be created with revitalised community nodes in Huhudi and Colridge. Funds for such programmes can be

accessed through *the* Neighbourhood Development Partnership Grant (NDPG) but Naledi should develop a convincing business case – and demonstrate wide community support – to access such funds.

OBJECTIVE

Develop and fund a Vryburg Town Revitalisation strategy that address the following questions:

Key points for discussion:

- *What are Vryburg's short and medium term needs in terms of strategic infrastructure to support economic growth in the CBD?*
- *Can urban design, traffic flow and precinct management interventions be (re)introduced to make the town a better enabling environment for 'business' and community engagement?*
- *Can existing infrastructure – water, electricity, sanitation, refuse removal – accommodate an expansion of economic activities? If not what is required with regards to new infrastructure?*
- *How should the Municipality's medium term budget be adapted to support such development? Will it require a re-arrangement of budgetary priorities?*
- *Are there real demands for more*

retail / trading space? If so, where should these developments be located?

- *To what extent will the expansion of the CBD require the relocation of community facilities – e.g. municipal offices, welfare services, clinics and public safety to ensure improved access for the community?*
- *Are their sufficient green spaces within walking distance of the CBD and within the CBD? What steps should be taken by the municipality to improve access for pedestrians and cyclists and move away from private motorised transport?*
- *What facilities are required to promote the use of public transport e.g. taxis and buses?*
- *How do you encourage private sector participation in the development of high-density accommodation – especially in the rental market – adjacent to the CBD?*
- *How do you link developments in the Vryburg CBD to the nodes in Huhudi and Colridge?*
- *How do you ensure that the growth of the Vryburg CBD supports the municipality's developmental objectives in the rest of Naledi – e.g. expansion of the tax base to fund the delivery*

of basic services in marginalised communities?

STRATEGIC INTERVENTION C: DEVELOPMENT OF THE CATTLE INDUSTRY

Naledi's potential as the unofficial headquarters of the cattle industry in southern Africa has received insufficient attention from the municipality in recent years. This situation should be rectified as an integral part of the municipality's step-change approach.

There should be close cooperation between the municipality, the industry, farming associations – including emerging farmers – local commerce, trade and industry to develop a joint strategy for the growth and promotion of the sector.

The annual cattle sale – the largest in the southern hemisphere – should be utilised to market the municipality, its facilities, infrastructure and other attractions. Local government should provide the support services required by the organisers of this event on a mutually-agreed and cost-effective basis.

Spin-off initiatives such as annual Texas run and cycle event should be identified in consultation between the municipality and the industry.

Great care should be taken to ensure that revenue generated through such events are also spent within the municipality and that local business – especially emerging and SMME entrepreneurs – are benefitting, leading to more job opportunities.

The wider impact of the cattle and beef industries and its potential for regional economic growth should also receive

priority attention. A comprehensive study is required to determine the needs of commercial and emerging farmers as well as the expansion of the local abattoir, storage and meat processing facilities. This will require a needs analysis and comprehensive input from all stakeholders. The potential for external grant funding from other spheres of government as well as development finance institutions should form part of such research.

OBJECTIVE

Naledi's Local Economic Development Strategy lists six other projects which should be discussed:

- a feasibility study for a leather tannery which can manufacture consumer goods;
- a feasibility study to establish a cattle feed production plant using processed chicken manure as primary input;
- a feasibility study to establish a bio digester that uses cattle manure to produce methane gas and a fertiliser plant;
- a feasibility study to establish a new feedlot;
- a branding and marketing study for organic beef products;
- a retention programme to preserve existing cattle farms and support cattle farmers.

Key points for discussion:

- *The outcomes of previous studies*

and engagements needs to be summarised and a way forward be agreed upon. A small representative steering committee needs to report on questions posed over the past decade:

- *What contribution can the Naledi municipality make towards the development of the local cattle industry – especially in the fields of support services, marketing and access to other spheres of government?*
- *How do we ensure the growth of the industry supports local economic development – especially through job creation, support for SMMEs and emerging farmers, expansion of the municipality's economic base and revenue, extension of services to marginalised communities?*
- *How does the municipality derive maximum benefits from high-profiled events such as the annual cattle sale? What support services are required from Naledi and how will these services be funded?*

- *What spin-off initiatives can emerge from the municipality's dominant position in the cattle industry? Are there opportunities for more events, festivals, exhibitions etc. to leverage from the municipality's unique selling point?*
- *How do we ensure maximum secondary spend during such events within the local municipality? Is there sufficient cooperation between the agriculture sector, local government, the hospitality and leisure sectors, SMMEs, emerging entrepreneurs, local artists and crafts etc. to turn these into events which deliver maximum benefits to Naledi?*
- *Is there a need for the enhancement of local beneficiation projects flowing from the cattle industry – most notably in the fields of abattoirs, storage, cold rooms and transport infrastructure? If so, what support is required from the municipality to engage other spheres of government and development finance institutions?*
- *What benefits can such projects bring to local economic development especially the SMME sector, skills development and local job creation?*
- *How does this fit into the developmental mandate of the Naledi Local Municipality and result in balanced growth and the extension of essential services to all communities?*
- *Are there opportunities for skills development and mentoring programmes between established farmers and emerging farmers?*

**STRATEGIC INTERVENTION D:
GROWTH OF THE GAME FARMING,
HUNTING AND ECO-TOURISM
INDUSTRIES**

Naledi's reputation as a preferred destination for hunting and game trading stretches far beyond South Africa's borders. These industries are among the fastest growing economic sectors in the global economy and generate billions of rand for national and regional economies.

The local municipality is strongly supportive of the growth of game farming, game trading and responsible

hunting. It also realises the immense potential for the expansion of eco-tourism opportunities.

The hunting and agricultural sectors are the single biggest contributors to employment in the local economy (27.8%) and Naledi will support all feasible efforts to grow these industries and increase its contribution to local economic development.

This will require high levels of cooperation between the industries, local government, relevant provincial and national authorities and local communities to ensure maximum benefits are derived from the growth of the sector.

Naledi municipality can play a facilitating role in this regard and act as an enabler between the industry and other sectors of government as well as communities to support the sustainable growth of the sector. The Provincial Strategic Development Framework (2008) is also fully supportive of the growth of extensive game farming in all parts of the municipality.

At the same time Naledi has substantial interests in the environmental impact of the game industry and to protect the reputation of the municipality against allegations of unethical hunting practices. However, the local industry has a strong record of environmental sustainability, ethical hunting and commitment to eco-tourism which can be used as the basis for its future growth. The municipality will take feasible steps to support the industry in its endeavours.

There are significant opportunities for game trading on the level and at the scale of the cattle industry. Such events are already hosted in other parts of the province and district and Naledi has a

keen interest in bringing opportunities into the local economy.

The Local Economic Development Plan also proposes that a feasibility study be conducted to encourage farm stay opportunities on private farms. Future strategies should take note of the rapid growth in hunting, game farming and game trading among the African population. Opportunities must be explored to direct a significant portion of this aspirational market towards Naledi. Linkages between the private eco-tourism and hunting sectors and the council-owned Leon Taljaart Nature Reserve must be struck as a matter of priority. Leon Taljaart has significant potential for growth as a local resort that attracts tourists on stay-over visits and as an amenity that can be enjoyed by the local community.

However, concerns have been expressed about the quality of management and the levels of maintenance at both Leon Taljaart and the Swartfontein Holiday Resort. All options for the future management of these facilities should be considered. The Spatial Development Framework proposes an investigation into the leasing of Leon Taljaart and Swartfontein to the private sector for maintenance purposes should be conducted.

The Naledi municipality supports an investigation into possible options, including public-private partnerships where the management of the resort might be outsourced while the current municipal staff complement is retained. Assessment criteria should balance the need for the betterment of the resorts with the capital investments done by the municipality and the responsibilities taken through the years.

However the ultimate objectives must be

to grow Leon Taljaart as a public asset, to generate maximum revenue and to utilise such revenue to fund the municipality's broader developmental objectives.

OBJECTIVE

Initiate discussions with leaders in the game farming industry and agree on key initiatives to be undertaken by the municipality.

Key issues for discussion:

- *What measures can the Naledi municipality take to support the growth of the game farm, hunting and eco-tourism sectors in the region?*
- *Are there lessons to be learnt from the partnership arrangements made in the cattle industry?*
- *What contribution can these industries make towards the growth of the local economy?*
- *Is the sufficient representation of SMMEs and emerging participants in the industries and can Naledi contribute to the growth of this segment?*
- *Can Naledi play a facilitating role between the industries and other spheres of government?*
- *Can it contribute to the growth of African participation in the industry through marketing, facilitating and the emergence of "champions" and spokespersons?*
- *Are there special events relating to the industries that can be hosted in Naledi and what role can the local municipality play in support of such events?*
- *How do we ensure that the revenue generated by the industries contribute to the equitable development of all communities in the region?*
- *What is the potential to develop tourism infrastructure in Naledi through public-private partnerships?*
- *What initiatives can be undertaken to encourage local participation – especially among the youth – in local tourism and the hospitality sector through training and preferential employment?*
- *Are there opportunities for public-private partnerships in the management of the Leon Taljaart Nature Reserve and what options should be considered? How do we ensure that future arrangements do not jeopardise public investment in the reserve over many years, generate maximum revenue for the municipality and do not result in*

job losses for council staff currently employed?

STRATEGIC INTERVENTION E: MAXIMISE REVENUE OPPORTUNITIES

The Naledi Local Municipality is responsible for a number of core functions allocated to it in terms of the Constitution and Municipal Demarcation. These functions are described in the table on pages 19-21 and will be the guide in operational planning.

A number of services are provided to the Dr Ruth Segomotsi Mompati District Municipality and provincial Government on an agency basis. Among these are traffic and licensing services, fire and emergency services and community libraries.

Through the IDP process Naledi wants to stimulate a conversation among residents about the primary functions and responsibilities of the municipality and the basis on which future services to the District should be rendered. It also wants to create awareness about the separation of powers between the different spheres of government and the limitations imposed on the municipality's ability to deliver basic services – based on the transfer of revenue from other spheres.

On the basis of these discussions it seeks to engage with the District Municipality and NW Provincial Government about the on-going rendering of agency services such as libraries and licencing and where these services fit into Naledi's budget allocations and the most pressing needs

of residents.

At provincial and national level it will approach government departments to discuss non-payments for rent and services and related tax issues. It also intends to investigate the funding models for the National Equity share and to ensure a bigger slice of funding for Naledi based on its population figures, the needs of the community and its contribution to the district and provincial economies.

Within Naledi it will address the issue of non-payment for services through active engagements with communities. This issue will be one of the primary themes during the IDP process.

The Municipality will also continue with the roll-out of smart meters for electricity provision in line with the user-pay approach and to gradually eradicate the culture of non-payment that is still prevalent among segments of the business sector and communities.

Other sources of revenue for the municipality require careful debate and consideration. Among these are:

- The disposal of council-owned immovable property in the Vryburg Industrial Area. There is a demand in the market for these properties but the Council needs to put policy in place to facilitate such transactions;
- There is an urgent need for the current valuation roll to be reviewed to ensure market-related rates and services are charged. The rent charged for municipal properties are way below market value and should be adjusted. This review should also take note of the trend

identified in the SDF of businesses decentralising towards suburban areas and being located on residential stands.

- The policy on advertising signs within town and adjacent to major roads should be reviewed. Steps must be taken to enforce the municipality's by-laws, address the clutter of visual pollution and the deterioration of the visual landscape in town. At the same Council should consider the options for revenue that can be derived from a structured policy on advertising;
- A process must start to transfer municipal-owned houses to occupants. This will reduce municipal maintenance costs, increase the municipality's revenue, encourage home ownership and contribute to the growth of stable and sustainable communities;
- Land and buildings owned by the national and provincial government must be transferred back to the Department of Public Works. Rates and taxes based on the existing relationship must be collected with steep penalties and interest to address the current situation of non-payment;
- Services rendered to the private sector should be billed

appropriately and the revenue collected. Examples of such practices are the escorting of abnormal loads by the traffic department and the provision of funeral escorts and public parades, such as during matric year-end functions.

The IDP Representative Forum task group made progress in discussing the issues outlined below (refer to minutes of the meeting), but the matters need further consideration and the key questions are still listed for discussion purpose:

Key points for discussion:

- *What must be the basis for the municipality's rendering of agency services to other spheres of government?*
- *What can be done to improve awareness among residents of Naledi about the primary responsibilities of local government and the limitations on budgets?*
- *Given the availability of information about the Council's primary responsibilities what are the major expectations for service delivery?*
- *Is there support for the municipality's intention to engage other spheres of government to discuss and, if required,*

renegotiate agency relationships?

- *What steps can be done to address a culture of non-payment for basic services and is there support for the council's intended measures including the on-going roll-out of smart meters in selected areas?*
- *Is there a market for the disposal of council-owned property especially in the Vryburg industrial area?*
- *Is there a need for light industrial development in Huhudi and in the Stella cluster?*
- *Is there support for the municipality's objective to transfer council-owned housing stock to occupants, reduce its maintenance budget and grow its revenue base through rates and taxes?*
- *What additional sources of revenue can be identified to supplement the municipality's current budget?*

STRATEGIC INTERVENTION F: UNINTERRUPTED BASIC SERVICE DELIVERY

Naledi Local Municipality wants to improve performance with relation to delivery of basic engineering services and maintain current water, sanitation, electricity, refuse removal services and roads infrastructure better.

OBJECTIVE

Develop and fund an engineering services maintenance plan that take cognisance of the following questions:

Key points for discussion:

- *What are all the elements to repair each one of the basic engineering services to enable uninterrupted services to all households currently paying for services? And what are the costs to the registered indigent community? What are the costs per precinct/ward and what are the costs and priorities within the CBD?*
- *What are the strategic elements on the various networks to be repaired?*
- *What are the capital costs to repair strategic elements on the network?*
- *What maintenance needs to be done on a continuous basis to ensure uninterrupted service delivery?*
- *What trade offs need to be made in terms of repairs to the network?*
- *What is the programme of action?*

STRATEGIC INTERVENTION G: ATTRACT A MAJOR RENEWABLE ENERGY SOLAR PROJECT

In 2011, the International Energy Agency said that *"the development of affordable, inexhaustible and clean solar energy technologies will have huge longer-term benefits. It will increase countries' energy security through reliance on an indigenous, inexhaustible and mostly import-independent resource, enhance sustainability, reduce pollution, lower the costs of mitigating climate change, and keep fossil fuel prices lower than otherwise. These advantages are global. Hence the additional costs of the incentives for early deployment should be considered learning investments; they must be wisely spent and need to be widely shared"*.

Renewable energy resources exist over wide geographical areas, in contrast to other energy sources, which are concentrated in a limited number of countries. Rapid deployment of renewable energy and energy efficiency is resulting in significant energy security, climate change mitigation, and economic benefits. In international public opinion surveys there is strong support for promoting renewable sources such as solar power and wind power.

While many renewable energy projects are large-scale, renewable technologies are also suited to rural and remote areas and developing countries, where

energy is often crucial in human development. United Nations' Secretary-General Ban Ki-moon has said that renewable energy has the ability to lift the poorest nations to new levels of prosperity.

Naledi Local Municipality want to attract a large scale renewable energy project.

OBJECTIVE

Lobby stakeholders and ensure that Naledi Local Municipality create an enabling environment for a large scale solar renewable energy project in it's area.

COUNCIL'S OPERATIONAL STRATEGIES

The Service Delivery and Budget Implementation Plan (SDBIP) will contain the operational strategies of the municipality and will be adopted 28 days after the approval of the budget.

The draft SDBIP is attached hereto.

DISASTER MANAGEMENT PLANS

Adopted Disaster Management Plan is still relevant.

FINANCIAL PLAN AND BUDGET PROJECTIONS FOR NEXT THREE YEARS

Refer to the budget.