

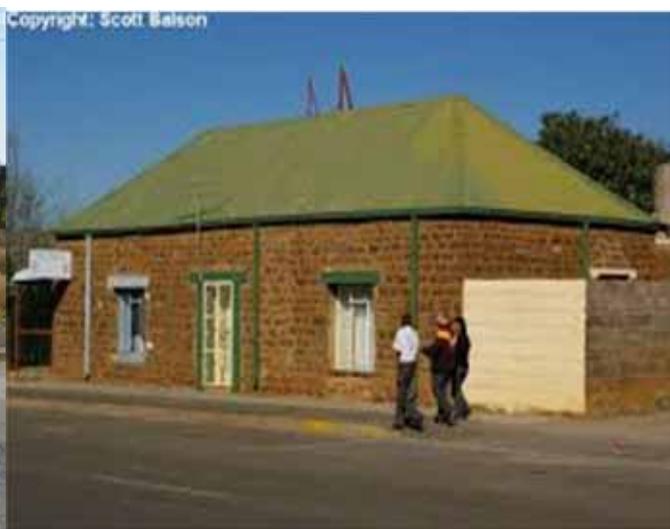


FINAL MUNICIPAL IDP

Kgatelopele Local Municipality

**IDP Review 2016/17
Planning 2017/18**

**“re gatela pele”
“we moving forward”
“ons gaan vorentoe” “re gatela pele”**



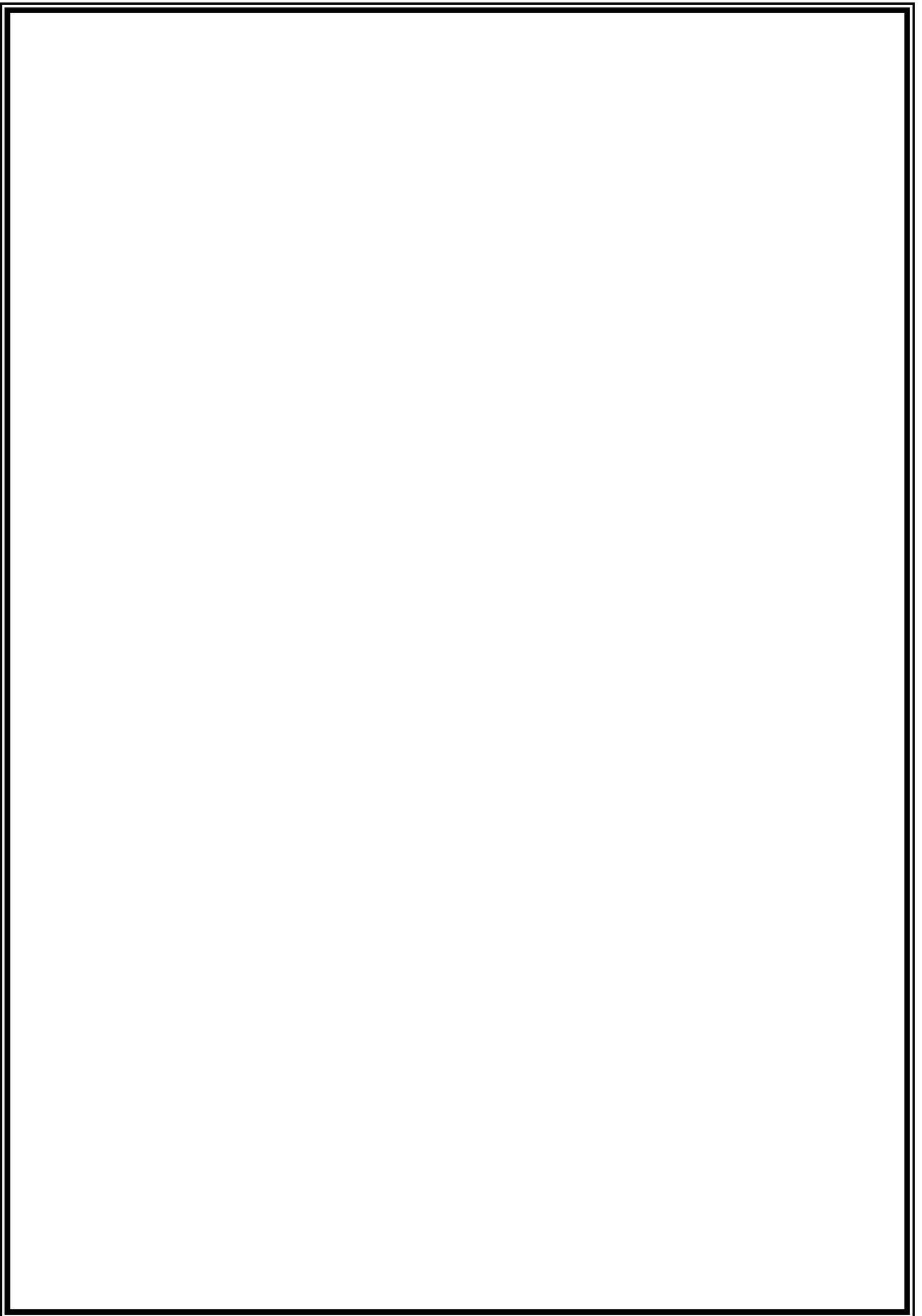


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LIST OF ABBREVIATIONS AND DEFINITIONS

ACIP	Accelerated Com. Infrastructure Programme		
AMP	Asset Management Plan		
BDS	Blue Drop System		
CRC	Current Replacement Cost		
CRR	Cumulative Risk Ratio		
CRU	Community Residential Units		
DRC	Depreciated Replacement Cost		
DWQ	Drinking Water Quality		
DWS	Department of Water and Sanitation		
EIA	Environmental Impact Assessment		
EMS	Environmental Management Services		
EPHP	Enhanced People's Housing Process		
EPWP	Expanded Public Works Programme		
GAMAP	General Accepted Municipal Accounting Practice		
GDIP	Green Drop Improvement Plan		
GDPR	Regional Gross Domestic Product		
GDS	Green Drop System		
HIV	Human Immunodeficiency Virus		
IAMP	Immovable Asset Management Programme		
IDP	Integrated Development Plan		
ILI	Infrastructure Leakage Index		
ISP	Internal Strategic Perspective		
LED	Local Economic Development		
MIG	Municipal Infrastructure Grant		
MI	Mega Litre		
MI/a	Mega Litre per Annum		
MTEF	Medium-Term Expenditure Framework		
NGO	Non-governmental organization		
NRW	Non-Revenue Water		
NWRS	National Water Resource Strategy		
PDA	Previously Disadvantage Area		
RD	Reconstruction and Development Programme		
RSA	Republic of South Africa		
RUL	Remaining Useful Life		
SANS	South African National Standard		
SCADA	Supervisory Control and Data Acquisition		
SCM	Supply Chain Management		
SDBIP	Service Delivery and Budget Implementation Plan		
SDF	Spatial Development Framework		
VAT	Value Added Tax		
WDM	Water Demand Management		
WMA	Water Management Area		
WSA	Water Services Authority	WTW	Water Treatment Works
WWTP	Waste Water Treatment Plant	WSDP	Water Services Development plan
WWTW	Waste Water Treatment Works	WSP	Water Service Provider

MAYOR'S FOREWORD

In terms of section 34 of the Local Government: Municipal System Act, 2000 (Act, 2000:9 Act 32 of 2000) each municipality is required to review its Intergrade Development Plan (IDP) annually to assess its performance against measurable targets and respond to the demands of the changing circumstances. This is usually done through extensive or vigorous stakeholders' consultation that includes our communities, business and social partners. The IDP is a five-year plan that is subjected for review annually to reflect our past achievements and challenges that might have impacted either both positively or negatively, it further serves as a strategy that inform Council for the period of five years. It encourages both short and long term planning, in a short term it assists in addressing issues or challenges that may be resolved within the relevant term of office while at the same time it provides space for the long term development of the area in an integrated and co-ordinated manner.

The Municipal Finance Act (MFMA) of 2003, Section 16, Subsection 2, further directs Municipalities to table the Plan as well as the Draft Budget before Council on or before the 31st March of each financial year. The same Municipal System Act also dictates that process of Public Participation should be undertaken before Council can adopt and approve the Integrated Development Plan and Budget. This Integrated Development Plan review presents us with an opportunity to maintain our commitment to the objectives set out and take the final steps in the completion of we started together a few years ago. The review is used as a tool to assist to realise the long term objectives the Kgatelopele Municipal Council. This IDP further contains the key performance areas and indicators through which the communities we serve can hold the Council accountable and responsible. Therefore, on an annual basis, we shall prepare an Annual Report on the progress achieved with the implementation of this IDP, armed with the key performance ideals contained in the IDP, Kgatelopele Municipality seeks to address the needs of our people, to create an environment that is conducive to economic growth, to create a better life for all, and to transform the municipal area into a kind of home that we all aspire to.

The "Back to Basics" concept evolved from the 2nd Presidential Local Government Summit convened on the 18th September 2014 at Midrand in Johannesburg, is mainly the manifesto of communities' frustrations and dissatisfaction with the level of services rendered by municipalities. The summit was held at an opportune time when many municipalities throughout the country were facing sporadic service delivery protests, Kgatelopele is no exception. Our Commitment as duly elected representatives of the people of Kgatelopele, is to ensure that service delivery priorities and plans contained in this Integrated Development Plan are implemented efficiently, effectively and economically in order to make the Municipality a responsive, people centred and developmental local government relating to resources or budget available.

However, Kgatelopele Council has many challenges, some of the challenges being, grabbing of land, dolomite, unemployment, drugs and alcohol abuse, which impact negatively in the planning processes and current financial year or even beyond 2017/2018. The issue of finance and institution arrangement is now stabilised. We have been exposed with a challenge of five disclaimers for the past five years, but through the co-operation the Mayor, Municipal

manager and officials we have managed to achieve a qualified audit opinion but it's nonetheless not something that we can write home about. We should introduce extensive disciplines with all spheres of Kgatelopele Local Municipality, fruitless and wasteful irregular expenditure, insufficient evidence and supporting documentation should be something of the past. We should strive to maintain fiscal discipline throughout municipal financial matters. The infrastructural commitment through MIG allocation via Provincial Government and also erection of a bridge over the sinkhole is a great initiative that we should welcome. Storm water drainage allocation that was given to the municipality is great initiative that we welcome.

It could in a way assist us in dolomite endeavour to establish a complete KLM area that can integrate R31 road crossing with Idwala, Tlhakatlou intersection with Idwala Lime entrance. It should be immediate urgent intervention that traffic control lights, speed humps, lighting on the main road (R31), proper road marking and traffic cameras should be implemented as a priority.

Therefore, this requires all of us, stakeholders and the community at large to work together to realise our goal of provision of efficient and effective service delivery to our people. Furthermore, I wish to remind all of us that our term of office has just began, with even more challenges facing our communities, lets unite behind service delivery and also in the making of our municipality attractive for investments and ensure the continuous improvement of the people of Kgatelopele. We are aware that communities are looking up to us to improve their living conditions, for the mere fact that we, as the Municipality, are at the coal face of service delivery as a sphere of Government that is closest to them. On behalf of Kgatelopele Municipal Council, let me acknowledge the persistent hard work, dedication, determination and participation displayed by staff of our municipality during the IDP process. In conclusion, we call upon all our stakeholders and communities to join hands with government to deliver on our mandate as Local Government is everyone's business.

“Together we can build better communities”

Honorable Cllr Mayor (Norman Prince)

OVERVIEW OF THE MUNICIPAL MANAGER

We are entering the fourth generation of the Integrated Development Plan (IDP) formulation phase, with the new political leadership in office. Municipal Systems Act, 32 of 2000, Section 25 compel municipalities to develop and adopt IDP's in line with existing guidelines and regulations.

The IDP is deemed to be the principal strategic document which guides programmes, development and any initiative in the municipal jurisdiction in terms of Section 35 of the Municipal Systems Act, No 32 of 2000. Central to this process is the community participation in their expression of priority issues to make the IDP practical and relevant. What is also a crucial aspect of the process is the dedication of resources for implementation both in terms of human (administrative staff) and capital (financial resources). We need to recognise that in the absence of the financial resources and personnel to drive implementation, we will fail to realise the achievement of community priority needs.

Reflection on the past term is that despite our challenges of limited resources we have been able to deliver some key projects that will have everlasting impact on the lives of our communities. Delivery of a bulk water project will ensure sustainable supply of water to communities in the long term. We lobbied our social partner's i.e. local mines to invest in projects that have overarching impact on the community, health services, water & sewer and electrical projects have been the focus areas. Capital investment on electrical infrastructure as per the master planning have seen us realised reliable electricity supply, replacement of asbestos pipes have led to reduced water pipes burst and improvement of health services could result in reduced waiting period and improved primary health care.

Provision of water supply to the informal settlement has also been realised through pursued partnership with solar energy supplier's partners, JASPER Solar Reserve, within 20 meters' radius, which has improved on the regulated 200 meters' radius. And for this contribution we remain grateful. While we need to recognise the need of services for people residing on informal settlements, we also wish to caution against unregulated settlements given risky dolomitic nature of our area.

It is our intention to continue investing in these areas i.e. water, sewer and electricity in particular bulk services, and one of the project earmarked for the 2017/18 financial year is

the upgrading of the wastewater treatment works (oxidation ponds) to ensure compliance with relevant laws and regulations. But also to ensure that the infrastructure accommodate current growth and future development in the long term. Electricity infrastructure upgrade will also be addressed in the year under review through social labour plans program pursued by the local mines. It is earnest view that if we can address bulk infrastructure we will guarantee sustainable service provision to our communities, and make settlement extension development much easier.

We continue to explore the possibility of identifying suitable land for settlement as this is identified as top priority from community engagements. Council of Geoscience is assigned to assist on doing further investigation in this regard and we will keep the community updated and informed of developments. Reality currently is that until we identify suitable land for settlement, it will be unlike for us to benefit from subsidized housing allocation. Identification of suitable land for settlement will provide us with an opportunity to implement integrated, inclusive development by using spatial development. And not pursue development of settlement based on racial divided.

We request the community to play their role in our endeavours to ensure developmental agenda of local government is realised or achieved. Payment of municipal services is crucial in this regard of ensuring sustainable service provision in particular by those who can afford. We need to protect and defend our public community assets or properties to save the capital investments made. Let's take a stance and say no to Vandalism of public facilities that serve us and possible can serve future generation.

South Africans deserve better and we are at a privileged position to pursue a vision of a Better South Africa and together with your partnership as a community we can Move South Africa forward.

THANK YOU, DANKIE, KE A LEBOGA.

RE GATELA PELE, WE ARE MOVING FORWARD, ONS GAAN VORENTOE

CHAPTER 1

EXECUTIVE SUMMARY

This document represents the 1st and Draft review of the (5 year) 2017/2022 Integrated Development Plan (IDP) adopted by Council on 30 March 2017. The IDP is the strategic document of Council and guides all planning and development in the municipality. The IDP will inform our communities on how Kgatelopele Municipality will implement the key municipal goals and priorities within the rolling 5-year cycle of the IDP. As per section 34 of the Municipal Systems Act: —A municipal council must review its integrated development plan – annually in accordance with an assessment of its performance measurements in terms of section 41; and to the extent that changing circumstances so demand. Readers to note that this IDP review is not intended to redraft the approved 5 year IDP for 2017/2022 Strategic plan), but only to review if we are still on course in attaining the strategic direction set in the approved 5 year Strategic plan. This document is structured into six chapters.

The Six chapters are preceded with a preface that sets the scene for the need for the Integrated Development Plan (IDP) as well as a confirmation that our strategic direction (Vision, Mission and Strategic objectives) will be reviewed with/ with no amendments for this 2017/18 IDP review. The preface section also includes the forewords of the Executive Mayor and Municipal Manager. **Chapter 1** states the introduction and background noting the legal context of the IDP review, explaining the IDP process and the key timeframes followed to review the IDP.

Chapter 2 provides a state of Development on the demographic profile, household Infrastructure profile with an overview of the municipal area and highlights the key socio-economic data that informs the Economic development needs in Kgatelopele.

Chapter 3 reflects our Municipal Governance and institutional arrangements in the municipality with a clear indication of our new Political Representation & Governance structures, stakeholders Profile Forum, Municipal Administration, situational analysis of our performance against the five national key performance areas for the 2016/2017 financial year, public accountability, corporate governance, Ward Committee Establishments, intergovernmental relations, our relations with our Social Labour Planning Partners (SLP) and Service Delivery Achievement.

Chapter 4 states our strategic policy context as well as an illustration on how Kgatelopele's strategic objectives align with the key policy directives on the national, provincial and district level. The national outcomes, National Development Plan (NDP), the Provincial Strategic Plan, the Provincial Game Changers and the ZFM District Municipality's strategic objectives are noted. Direction- detailing our vision, mission and 5 strategic goals that will be pursued during the 5 year cycle of the IDP.

Chapter 5 outlines the process of public participation, the relation between communities in trying to address the municipality's wide issues, sector specific issues and the prioritization of community issues and its trends from the previous financial years. **Chapter 6** talks to the various sectoral plans to the IDP that are attached as Annexures or a brief summary outlining the importance of such strategies integrated into the municipality's development planning. The sectoral plans are the Water Services Development Plan (WSDP), Integrated Waste Management Plan (IWMP), Integrated Transport Plan (ITP), Integrated Development Framework (IDF), Environmental Management Services, Disaster Management Plan (DMP), Spatial development framework (SDF), Electricity Master Plan (EMP), Road Maintenance Plan (RMP), Integrated LED Plan (ILEDP), Human Settlement Plan or Informal settlement upgrading plan as well as Integrated Environmental Plan (IEP)

Chapter 7 talks about the financial planning of the municipality, its financial strategies, the elaboration on the funding of operating and capital expenditure, interest rates for borrowing and investments, rate tariffs and timing of collections, collection rates for each revenue source and customer type, price movement on specifics, average salary increases, industrial relation climate and capacity building, changing demand and characteristics as well as the delivery ability on projects or programs. **Chapter 8** reflects on the municipality's planned projects for the development of the municipal land in order to enhance service delivery that is efficient and effective to its community members.

1.1 INTRODUCTION

The Integrated Development Plan (IDP) for Kgatelopele Local Municipality is the over-arching strategic plan for the municipal area. The plan will attempt to guide development within the area in order to achieve long sustainable development.

The IDP is meant to be a product of bottom-up planning processes, which includes IDP Forums (facilitated at the local level by ward committees) where communities can make proposals for the development of the municipality. The IDP is meant to link, integrate and coordinate sector plans within the municipality.

The IDP allows the municipality to reflect on what it has been able to achieve, what still needs to be achieved and indicate the best possible way for the municipality to play its developmental duty. The IDP reflects the aspirations of the people of the Kgatelopele Local Municipality and details how the municipality intends to spend its resources for the coming financial year.

It is necessary for the municipality to have an IDP as it helps to:

- make more effective use of scarce resources
- speed up service delivery
- attract additional funds
- strengthen democracy and institutional transformation
- promotes possible partnership with other stakeholders
- Promotes intergovernmental coordination/relations.

1.2 LEGAL CONTEXT

The IDP is compiled in terms of Chapter 5 of the Local Government: Municipal Systems Act (MSA) (Act 32 of 2000). Section 34 of the MSA states as follows:

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.

This IDP review for 2017/2018 is informed by the following:

- The municipality's performance attained for the 2015/16 – 2016/17 financial years as well as the mid-year performance for 2016/17;
- Changing circumstances in the municipal area.

1.3 IDP process

Two processes are identified during compilation:

Drafting of the Principal Strategic Document– this refers to the compilation of a long term strategic plan for the municipal area (2017– 2022) as prescribed in Section 25 of the MSA. This Integrated plan is not annually amended, since it is a long term plan and not an operational plan. This plan is an inclusive and strategic plan” that will guide and inform the development of our municipality.

Annual Planning – this refers to the review of the IDP as referred to in Section 34 of the MSA. This document represents our 1st and Draft review to be adopted 2017/2022 IDP in terms of Section 34.

During August 2016, the Kgatelopele Municipal Council approved the IDP Process Plan and Budget Schedule, detailing the process for the IDP review and Budget development for 2016/17. This process plan also included the agenda of the establishment of Ward Committee cycle. The municipality utilizes its ward committees as the primary consultative structure with regard to planning.

The inputs of the ward committees in all four wards, councilors and officials were taken into account during this process. The 1st IDP consultation sessions were held in all 04 wards in September/November 2016 to receive inputs on the IDP and how to strengthen the delivery for the past 3 financial years (2014/2015 – 2016/17). Expected progress delivery for 2017/18 will also be reported.

To guide this IDP review process the Municipal Mayor, as part of his responsibilities in terms of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) (Structures Act) will have to conduct a strategic workshop to review the 5 year vision, mission and strategic objectives of the IDP.

1.4 Strategic Framework

1.4. Municipal development strategy

1.4.1 Vision

Kgatelopele Local Municipality aims to improve the quality of life of all its residents.

1.4.2 Mission

Kgatelopele Local Municipality will strive to promote sustainable development by the:

- Provision of quality services
- Conservation of the environment
- Stable and effective administration
- Promotion of socio-economic development
- Promoting social cohesion

1.4.3 Municipal slogan

“Re gatela pele” “ons gaan vorentoe” “we moving forward”

1.4.4 Organisational Values and Principles

The values of the Kgatelopele Local Municipality are in line with the basic values and principles

National KPA	Strategic objectives (SO) of the municipality
Service delivery and infrastructure development	To ensure the provision of sustainable basic services to our communities
Spatial consideration	Conservation of the environment
Local economic development	To promote a conducive environment for economic development
Financial sustainability and viability	To ensure an effective and efficient financially viable municipality
Institutional excellence and good governance(public participation)	Democratic and accountable government. Municipal Transformation and Organisational Development

governing public administration as envisioned in section 195 of the Constitution of the Republic of South Africa:

- a high standard of professional ethics must be promoted and maintained
- efficient, economic and effective use of resources must be promoted
- public administration must be development oriented
- services must be provided impartially, fairly, equitably and without bias
- people's needs must be responded to, and the public must be encouraged to participate in policy making
- public administration must be accountable
- transparency must be fostered by providing the public with timely, accessible and accurate information
- good human-resource management and career development practices, to maximize human potential, must be cultivated
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

1.5.1 Strategic Objectives

The municipality has translated the national key performance area into strategic objectives of the municipality. The strategic objectives will assist the municipality refocus in achieving its developmental agenda.

1.5.1. Focus areas in line with the Institutional Plan

In order to make sure that the strategic objectives are achieved the municipality will look at the following focus area.

SO: To ensure the provision of sustainable basic services to our communities

- **Electricity:** To provide all planned “households “with electricity energy connection and promote use of other alternative energy.
- **Water & Sewer:** Address the provision and maintenance of municipal service such as water and sewage removal.
- **Roads & Storm water:** Address the provision and maintenance of municipal services such as roads and storm water

Housing: To facilitate the provision of sustainable human settlement, which promote human habitation.

SO 2: Conservation of the environment

- **Parks & Cemetery:** Address the provision and maintenance of parks and cemeteries.
- **Waste Removal: External provision,** to ensure proper management of the service provider contracted to provide the service.

SO 3: To promote a conducive environment for economic development

- **Local Economic Development:** To promote a conducive environment for enterprise support and development, and foster partnership that contributes to economic development.

SO 4: To ensure an effective and efficient financial viable municipality

- **Supply Chain Management:** To ensure a credible process of procuring goods and service for the municipality.
- **Expenditure:** To ensure the timeous payment of all creditors within 30 days of the creditor’s statement, as prescribed in Chapter 8 of the municipal Finance Management act no 56 of 2003.
- **Revenue:** To ensure the timeous distribution of accurate service accounts, and ensure that all money owed to the municipality are collected within 30 days.
- **Budget & Treasury:** Ensuring that the municipality produces a credible budget and ensuring adherence to the budget structure.
- **Asset Management:** To ensure the safekeeping, of all municipal assets, and ensure proper management over all assets to obtain the maximum financial benefit from these assets.
- **Financial Systems:** Ensuring the effective efficient management of the financial system in order to maintain accurate financial information.

SO 5: Democratic and accountable government

- **Council:** To ensure good and accountable governance, that promotes the objectives of local government as enshrined in the RSA Constitution, Chapter 7, Section 152.
- **Portfolio Committees:** To ensure effective and efficient Council operation and enable oversight role of Council.
- **Ward Committees:** To ensure effective community participation in the affairs of local government so as to deepen democracy.

SO 6: Municipal Transformation and Organisational Development

- **Risk Management:** Is to be responsible for enterprise risk management and fraud prevention management within the Kgatelopele Municipality. This entails development of policies, strategy & processes, development of fraud prevention, facilitating and advising on risk management issues. While promoting a culture of risk management amongst managers.
Internal Auditing: To provide independent, objective assurance and consulting services design to add value and improve Kgatelopele Municipality operations. Driven by the following values; honesty, integrity, professionalism, accountability, objectivity and empathy, while ensuring good governance.
- **Integrated Development Plan:** To ensure formulation/development of a credible and realistic IDP.
- **Performance Management System:** To ensure the implementation of performance management system and promote a performance orientated organizational culture.
- **Communication & Media Relation:** To enhance & promote the role of the municipality and its operations in its area of jurisdiction in ways that contribute to the process of deepening democracy by: promoting awareness of economic opportunities, improve the culture of service delivery in the public service, build & promote partnership through public participation and communicate policies & information.
- **Council Secretariat:** To ensure efficient and effective operation of Council, and the record keeping thereof.
- **Human Resource:** Promote organizational cohesion. Effective human resource development and performance development and employment equity.
- **Administration:** Key systems, processes and structures to support governance and operational efficiency
- **Housing:** To provide sustainable human settlement suitable for human habitation.
- **Land:** Development of erven as informed by the Spatial Development Framework
- **Library Services :** Sufficient library service delivered to the community

- **Traffic Services:** Efficient traffic service regarding vehicle registration, learners licenses and law enforcement

Information Technology: Improved organizational stability and sustainability

CHAPTER 2

2. STATE OF DEVELOPMENT

1. STATUS QUO ANALYSIS

The intention of this chapter is to provide a status quo analysis of the municipal area, give a demographic profile of the municipality and indicate the state of affairs of the municipality in relations to the key performance areas. The analysis and the priorities as identified by the community will inform the municipality's plan of action

2. 1 Locating the municipality

Kgatelopele Local Municipality is situated in the ¹ZF Mgcau District Municipality. The municipality is surrounded by the following municipalities: Ga-Segonyana Local Municipality (LM), Dikgatlong LM, Tsantsabane LM and Siyancuma LM.

The administrative town of the municipality is Danielskuil. Kgatelopele Local Municipality consist of Danielskuil, Kuilsville, Tlhakalatlou, Lime Acres and the surrounding farms. The municipality's name Kgatelopele is a Setswana name which means *moving forward*. The municipality is situated 154 km west of Kimberley and 91 km to Kuruman.

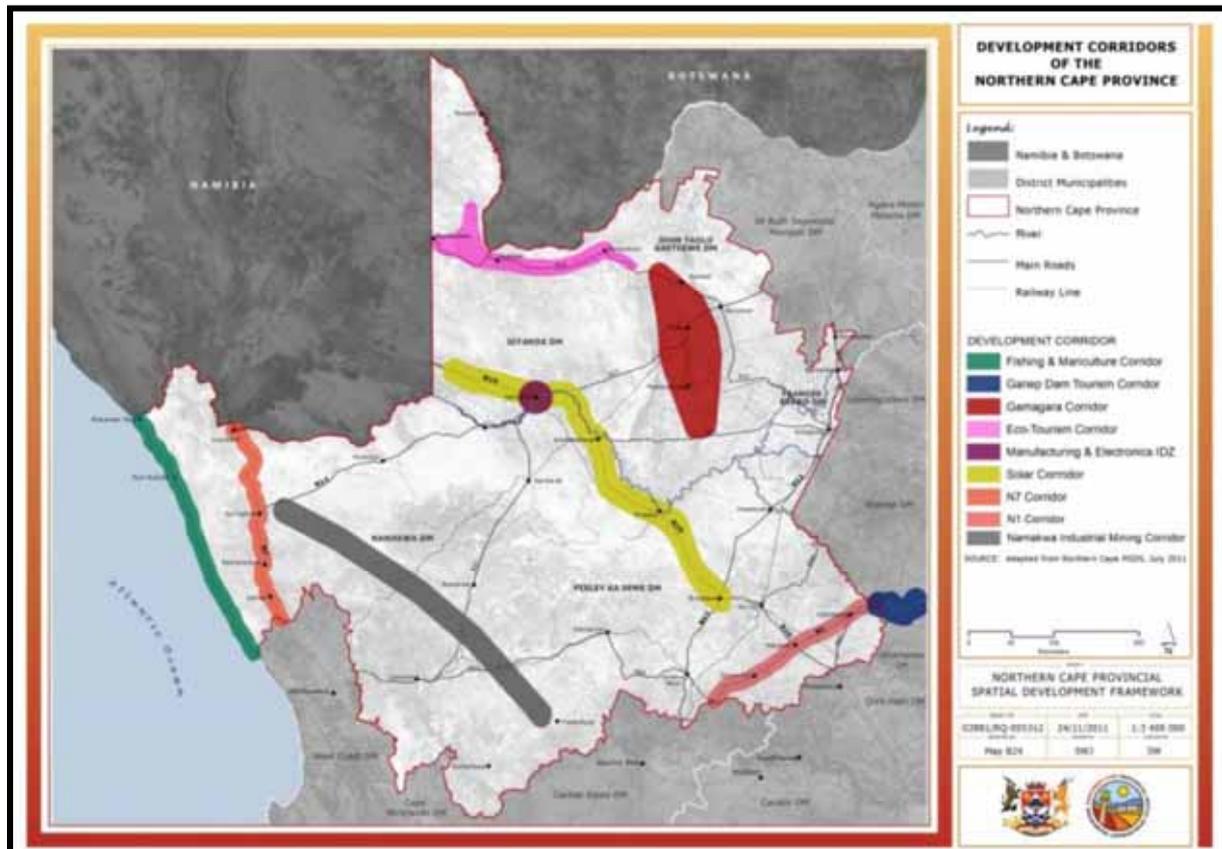


Map 1: District SDF Map

¹ Siyanda District Municipal name was changed to ZF Mgcau during 2013.

2.2 Spatial rationale

Kgatelopele Local Municipality falls under ZF Mgcawu District Municipality. The municipality is bordered by Ga-Segonyana LM on the north, on the west it is Tsantsabane LM, east it is Dikgatlong LM and at its south tip by Siyancuma LM. The municipal area is divided into 4 wards and has 2 towns which are Danielskuil and Lime Acres.



Map 2: Regional map

2.3 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

2.3.1 Population

The Kgatelopele Local Municipality has a total population of 20691, 52.5% of the population being male, while 47.5% are female as per census Statistics for 2016. The population growth rate has been 3.49% between 2011 and 2016. The municipality has 6206 households, with 3.49% of households being female-headed (Stats SA, Census, 2011 and 2016). The average household size is 3.5

The majority of people residing in the municipal area are Black Africans, followed by Coloured people. The two least represented racial groups are Whites and Indian/Asians. The most commonly spoken language is Afrikaans at 58%, followed by Setswana at 33%

2.3.2 Age groups

The majority of people residing in the Kgatelopele Local Municipality are children of 0 – 4 years old, followed by those in the 15 – 34 years old group and from this group we have a total number of 5202 persons aged 20 years + who have completed their Grade 12 and this indicated that more programmes or projects need to be more responsive to the needs of children and young people. The population of the municipality resembles that of most developing nations, where there are high birth rates, slow growth rates and a population with a short life expectancy.

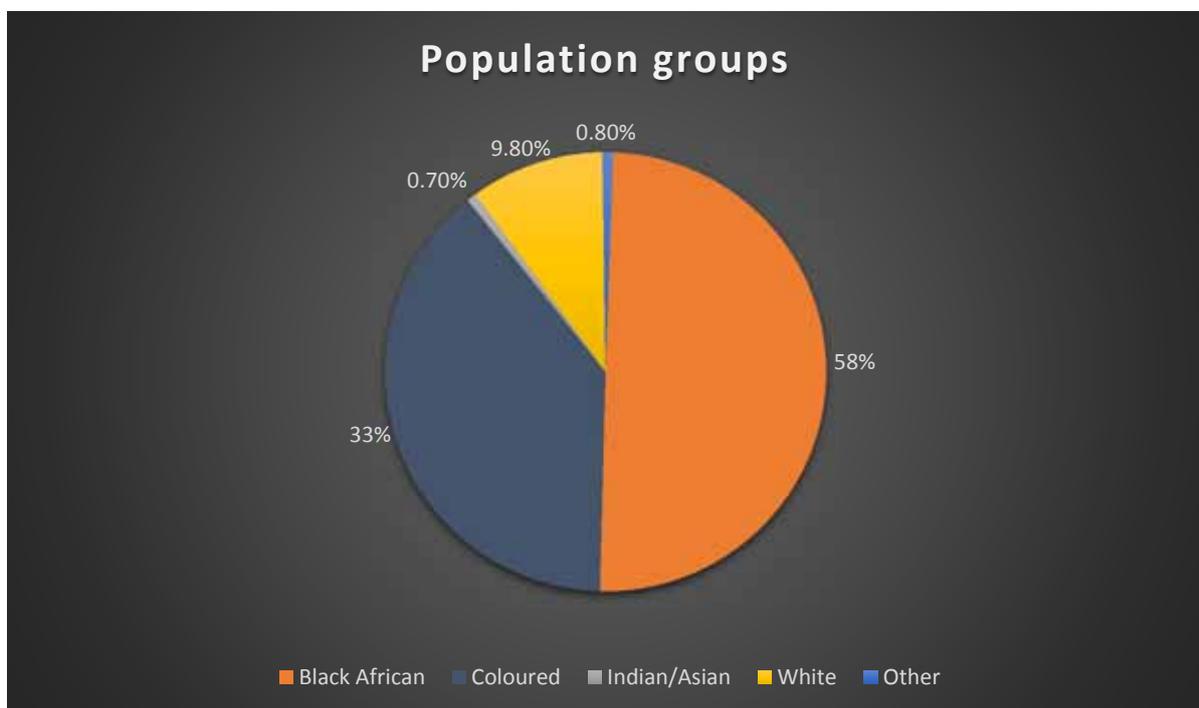


Figure 1: Population pyramid

2.4 Socio economic analysis

2.4.1 Education levels

The majority of people in the municipal area has some secondary education and has completed their secondary schooling. There are those that have no schooling, some primary and others completed primary schooling and this means that these people did not receive their senior certificate, which limits their chances of getting a decent job or employment opportunities. The numbers of those who completed secondary school and got a higher education is high, so there is a large capacitated workforce to contribute to the economy of the municipality or the region.

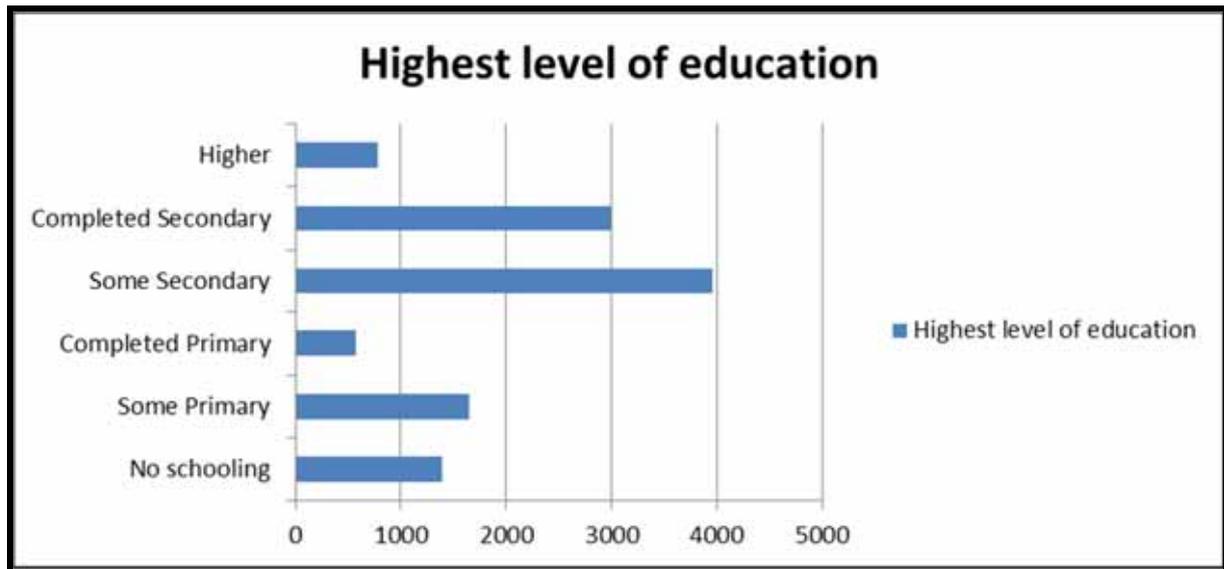


Figure 2: Highest level of education

2.4.2 Employment levels

The number of those economically active is slightly greater than those not economically active, hence the dependency ratio of 50.6% which is very high. Stats SA (2011) indicates that the unemployment rate is at 22.3% while 29.1% of the total unemployed people are young people. There is need to address the challenges of those not employed particularly the youth.

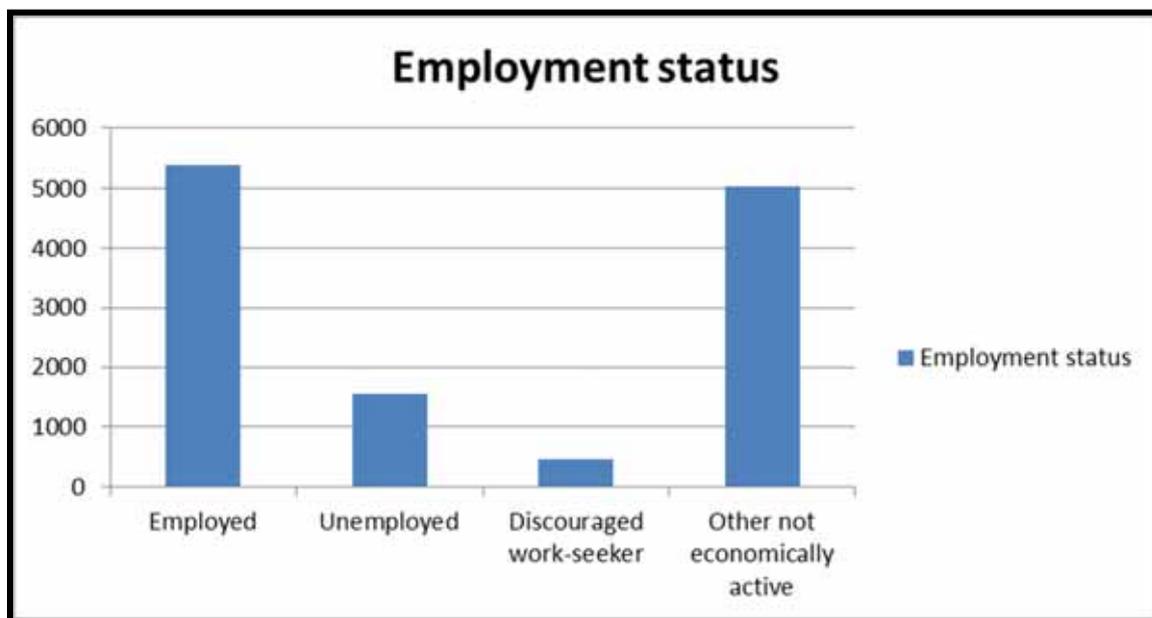


Figure 3: Employment status

2.4.3 Income distribution

The income distribution of the municipality shows a very interesting pattern given the education levels in the municipality. A large number of people in the municipal area receive income above the poverty

line (large capacitated workforce). It is of great concern from a municipal perspective for those who have no income at all. This income group may most likely be highly depended on government grants and are thus not able to spend money in the municipal area or pay their rates.

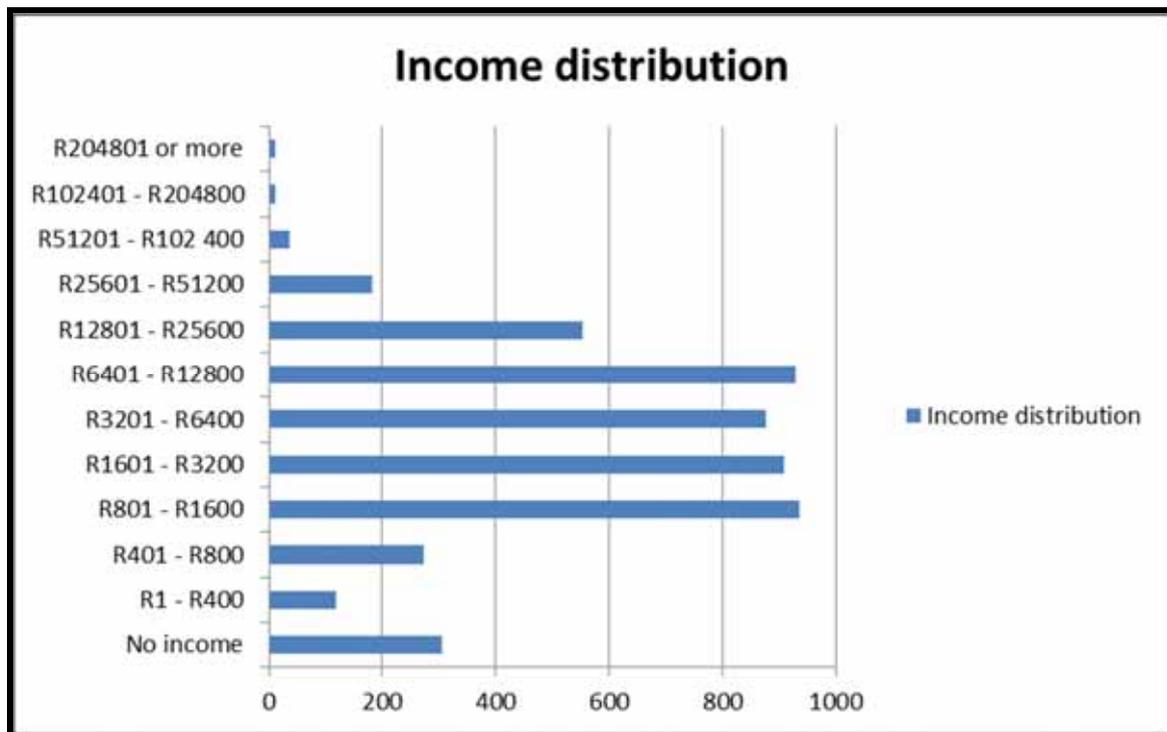


Figure 4: Income distribution

2.4.4 Social infrastructure

“Historically, the institutions which were most valued by society - such as institutions of learning, worship, exchange, markets and universities - served as the key structuring elements of settlements. The siting of these, in turn, formed the basis for the locational choices of other.” (Redbook, 2000:6).

The residents have access to the following facilities:

Ward	Educational	Health service	Recreational/community facility	Safety
1	Primary school	-	-	-
2	High school	-	-	-
3	High school and primary	Clinic	Club, swimming pool	Police station
4	3 primary school	clinic	Recreational club, swimming pool	Police station

Access to schools, government facilities/services is at the heart of settlements that perform well. These facilities give residents options and do not restrict how they live. The facilities or services offered contribute to the human development of the residents. It is clear that there are limited options for the residents, as there is not a diverse range of social services/facilities that are available to them to use.

2.5 Environmental analysis

2.5.1 Geology and soils

There are two different surface geology types in Kgatelopele Local Municipality. These are sedimentary rocks and/or soil (karoo sediments), folded sedimentary and volcanic rocks (Siyanda DM EMF, 2008). The mineral types that are found in this municipal area include limestone and asbestos. Red, massive or weakly structured soils with high base status (association of well drained Lixisols, Cambisols, Luvisols); red, yellow and greyish excessively drained sandy soils (Arenosols). These soils are also very prone to wind erosion.

Soils with minimal development, usually shallow on hard or weathering rock, with or without intermittent diverse soils (association of Leptosols, Regosols, Calsisols and Durisols. In addition one or more of Cambisols and Luvisols may be present; (dominant soil type) rocks with limited soils (association of Leptosols, Regosols, Durisols, Calsisols and Plinthosols). This soil type, which is found in the area, is prone to sand erosion.

2.5.2 Climate

The area is known for its hot days and cold nights. During summer time it is hot while in winter the nights are very cold. The rainfall in the area is relatively low making it a relatively dry place.

2.5.3 Biodiversity

2.5.3.1 Biomes

This municipal area has a Savanna type of biome. ²*The Savanna Biome is the Centre of wildlife tourism and meat production (game, cattle and goats) in South Africa.*

2.5.3.2 Vegetation types

6 vegetation types

Vegetation type	Coverage of the municipal area
Ghaap Plateau Vaalbosveld	66.78%
Kuruman Mountain Bushveld	20.57%

² <http://www.ekapa.ioisa.org.za/biomes/savanna.htm>

Kuruman Thornveld	6.79%
Olifantshoek Plains Thornveld	3.65%
Southern Kalahari Mekgacha	0.17%
Southern Kalahari Salt Pans	2.03%

“The Ghaap plateau is a higher lying, pre-Karoo surface with its main physiographic element being the surface of dolomite that gives the form to the plateau” (Siyanda EMF, 2012: 5).

2.5.3.3 Threatened terrestrial ecosystem

<i>Critically endangered</i>	None
<i>Endangered</i>	None
<i>Vulnerable</i>	None

No land-based protected area in the municipal area.

2.5.4 Groundwater

“Groundwater utilization is important in the area and constitutes the only source of water over much of the rural areas within the Environmental Management Framework area. As a result of the low rainfall over the area, the groundwater is mainly used for rural domestic water supplies, stock watering and water supplies to inland towns. Recharge of groundwater is limited and only small quantities can be abstracted on sustainable basis. Aquifer characteristics (borehole yields and storage of ground water) are also typically unfavorable because of the hard geological formation underlying most of the municipal area” (Siyanda EMF, 2012: 24).

2.5.5 Heritage and assets

Danielskuil boasts many different historical sites. For an informative historical day trip, make your way to Wonderwerk Cave just 40km outside Danielskuil where proof of human existence dating back 800 000 years can be discovered and explored. Archaeological research at this massive cave site has revealed and proved an immensely long record of human and environmental history, spanning hundreds of thousands of years.

This mystical cave, as well as its surroundings, forms a conservation area with several distinctive features of the gorgeous [Kuruman Hills](#). The site is open to the public and includes an interpretative centre nearby the cave. Other historical sites include the Vermeulen grave, Dutch Reformed Church, Old Town Hall and many more. Danielskuil boasts rather warm summers, beautiful landscapes and superb amenities. It’s a rather tranquil town where the people have formed a united community, and boasts an abundance of beauty as well as a rich cultural heritage (Stats SA Municipal Profile, 2016).

2.5.6 Environmental threats

Major existing environmental problems	Location	Magnitude of problem	Causes	Possible sustainable solutions
Poor appearance of Public Open Spaces and Road Reserves	All wards	Some sidewalks are unusable.	Shortage of staff and equipment to clean the public open spaces.	Quality public open spaces
Lack of an Environmental Awareness Policy	All wards	Serious, since the by-laws should be informed by the policy	No guidelines to say how the by-law will be implemented	Development of environmental awareness policy. Request for assistance from the district and province environmental sections on the development of a policy and training of officials and local people on environmental awareness.
Waste Landfill site not licensed	Danielskuil	Illegal dumping since landfill not licensed and not operated according to legislation	Waste removal outsourced. Lack of management of the service provider and landfill	Conduct basic assessment for the licensing of landfill sites with the Department of Environment and Nature Conservation
Littering	All wards	Negative impact on the aesthetic appearance of the municipal area.	Lack of public awareness and ownership of public properties	Conduct awareness. Have Imbizos with the community and youth on the importance of a clean and safe environment.
Need for a new Dumping Site. Closure of existing dumping site	Danielskuil	With the projected growth, due to the mining developments the current sites will not be able to carry the capacity	Population and economic growth	The Municipality has conducted site determination process for new land fill site, we also conducted EIA for closure and rehabilitation of old

				landfill site and EIA for new landfill site.
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Environmental challenges for Kgatelopele Local Municipality, are also associated with the fact that the region has a rich mineral deposit, which is a main economic driver for the municipal area. The large areas of un-rehabilitated or poorly rehabilitated mining activities have a significant negative effect on the scenic environment in the region.

The Northern Cape Environmental Implementation Plan identifies various key environmental issues and the ones of concern for the municipal area is the over-exploitation of natural resources, dust pollution, development in the high conservation vegetation areas and illegal hunting.

2.5.7 Climate change

Climate change represents a change in climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods. In many parts of South Africa, especially in the Northern Cape, variability in climatic conditions is already resulting in wide ranging impacts, specifically on water resources and agriculture. Water is a limiting resource for development in the Northern Cape and a change in water supply could have major implications in most sectors of the economy, especially in the agricultural sector (ZFM DM EMF).

“As the rate of climate change accelerates it is expected that the ZFM District Municipality will experience a change in temperature (increase in summer and autumn) and rainfall regimes (reduction and more severe in winter). It is expected that extreme dry years will be more frequent in this area.

This will lead to:

- increased droughts and flooding and water availability;
- change in biodiversity pattern; and
- impacts on health, tourism, agriculture and food security” (ZFM DM SDF).

2.5.8 Landfill Site

The current landfill site is being utilized for Danielskuil and Lime Acres communities and is nearing its capacity. Tenders were invited in 2011, to develop a new landfill site and the process of an EIA study has been completed and this new landfill site will be 20km away from the old landfill site. The process of construction did resume in the financial year 2015/16 and the relevant regulating department i.e. Department of Environmental Nature Conservation (DENC) did provide a record of decision (ROD)

2.6.7.2 Tenure status

The rental market seems to be doing well in the municipal area, as the majority of people are renting, followed by those who have fully paid for their homes and are now the rightful owner. There are also those who are residing rent free; those are most probably residing in the mining houses' accommodation.

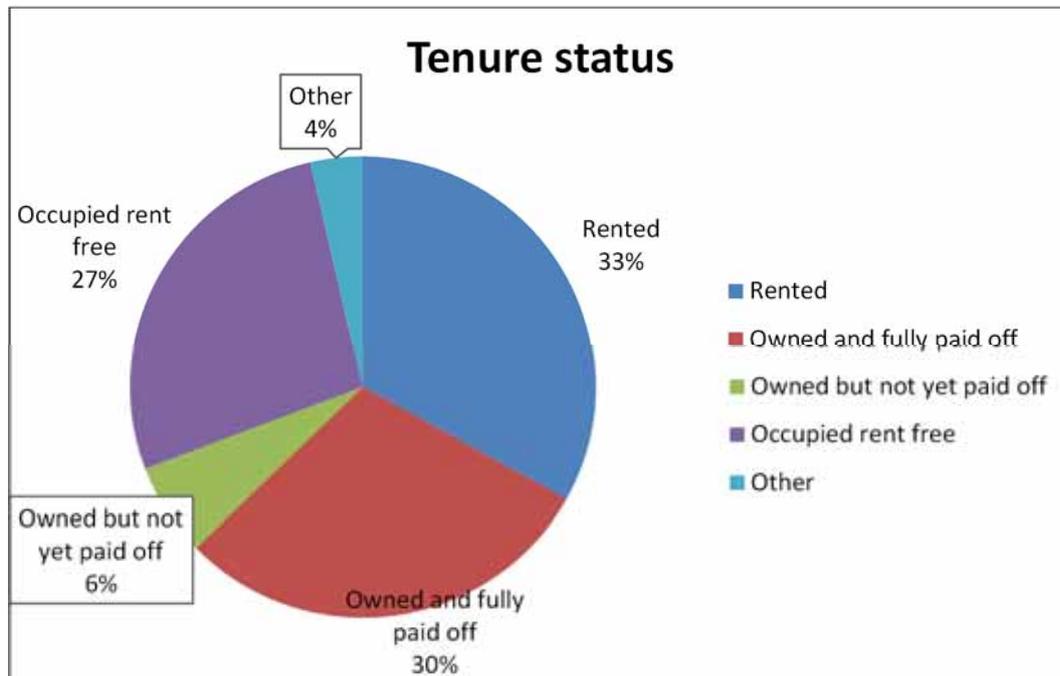


Figure 5: Tenure status

2.7. Local economic development (LED)

The Kgatelopele LED Strategy defines LED as “an approach to sustainable economic development that encourages residents of local communities to work together to stimulate local economic activity that will result in, inter alia, an improvement in the quality of life for all in the local community”. The municipality has a Local Economic Development Strategy, which was developed and this strategy needs to be reviewed in order to be more credible and relevant to the needs of the community, however the municipality with assistance from the district coordinator under Department of Tourism and Development has identified some of the Red Tapes and made recommendations in trying to eradicate some of these red tapes for the development of its municipal land. The LED Strategy provides a strategic direction in terms of creating the necessary environment for local economic growth. Various economic indicators contribute to how the local economy is performing.

2.6 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

2.6.1 Water

“Section 27(1)(b) of the Bill of Rights provides that ‘everyone has the right to have access to sufficient water’, and section 27(2) obliges the state to take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation” of everyone’s right of access to sufficient water” (Basic Sanitation Guideline in South Africa, 2011: 20).

A Water Services Authority (WSA) refers to a municipality’s responsibility to ensure access to water services. WSAs derive their authority from the Municipal Structures Act. The water service authority is the Kgatelopele Local Municipality.

The importance of access to clean water cannot be over emphasized, as the absence of that can result to a lot of health related challenges. The Kgatelopele Municipality has done very well in this area, as the municipality received (in 2014) a Blue drop status award from the Department of Water Affairs. The municipality was the top performer in the province, with regards to the provision of drinkable water. The municipal blue drop status for 2014 was 77.10.

The majority of households (4225) have access to piped water in their house, followed by those who have access to piped water in their yard (1262). 35 Households are still without piped water in their yards, however mechanisms have been put in place to deliver water twice a week to these affected households until such time that water connections can be done.

The other concern is for the 6 households that have to travel more than 1 km to access piped water. *“Walking distance should always be used as the measure for accessibility” (Redbook).*

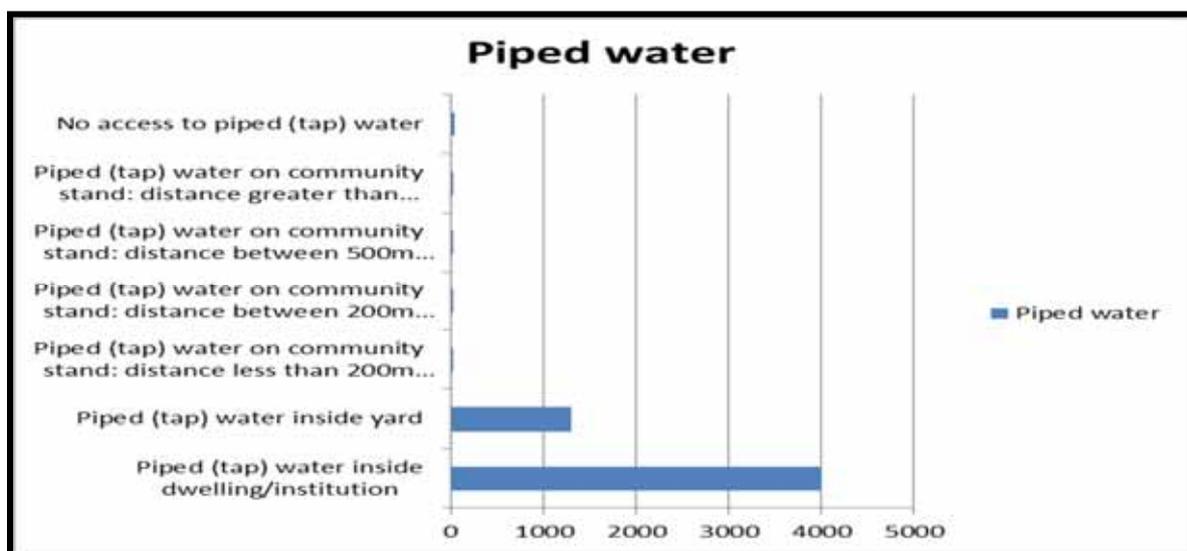


Figure 6: Piped water

2.6.2 Electricity

(As per Census 2016) 5960 households are connected to electricity and a total number of 100 households have been registered for prepaid meters and conventional meters for use of electricity as a source of energy for lighting this initiative was introduced in order to test its feasibility. The statistical information from Stats SA (2016), however calculations from 2011 to 2016 indicates that only 53 households are using other source for lighting purposes and Thus leaving 193 households without any lighting source, which leave the question of how they actually light their households. These are the cases that the municipality is currently looking at.

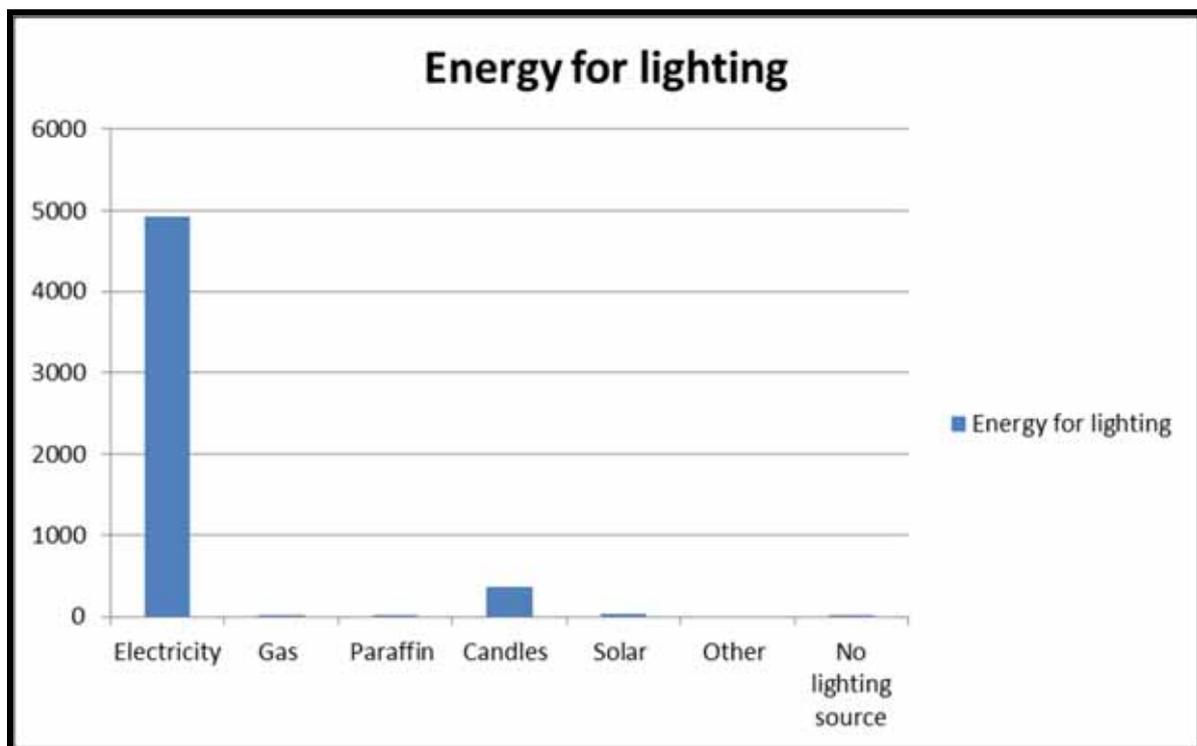


Figure 7: Energy for lighting

2.6.3 Sanitation

There is a Free Basic Sanitation (FBSan) policy in South Africa, and municipalities are mandated to implement this policy and ensure every household has access to basic sanitation, as per the Constitution, Water Services Act and Municipal Systems Act. Local government is mandated to provide water and sanitation services.

Access to adequate sanitation is fundamental to personal dignity and security, social and psychological well-being, public health, poverty reduction, gender equality, economic development and environmental sustainability. Poor sanitation promotes the spread of preventable diseases like diarrhea and cholera, places stress on the weakened immune system of HIV positive people and has

a major impact on the quality of life of people living with AIDS. According to the World Health Organization (WHO), improved sanitation reduces diarrhea death rates by a third, encourages children, particularly girls, to stay in school, and has persuasive economic benefits (Basic Sanitation in South Africa 2011: 13).

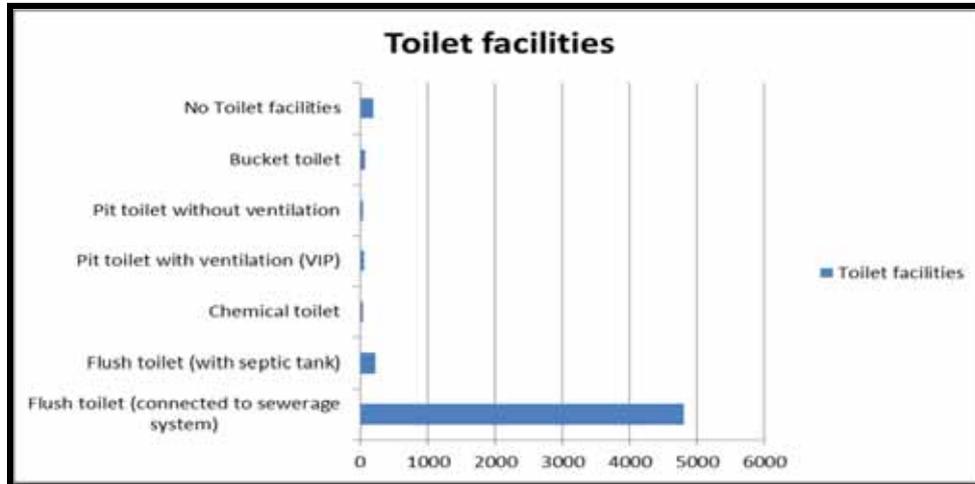


Figure 8: Toilet facilities

Stats SA 2016 indicates that 5971 households have access to flush toilets (connected to sewerage system), whilst 71 households use flush toilets with septic tank. The concern is for those (161 households) that are still using bucket toilets, as that is supposed to have been eradicated. Ward 2 seems to be the ward with the greatest challenge when it comes to sanitation, as 62 households are using bucket system and 99 households have no toilet facilities. The municipality is concern regarding the Stats SA indicators regarding access to sanitation and will go through a process of verifying this, in order to adequately address the plight of those with inadequate sanitation and satisfy itself that the outcomes results.

2.6.4 Storm water

Storm water remains a challenge for the municipal area.

2.6.5 Waste management

Disposing waste in an environmental friendly manner is very important for the municipality, as conservation of the environment is one of its strategic objectives. The municipality is responsible for the removal/collection of waste and its disposal. The municipality uses a landfill site for this purpose. This function is very important as it's not just about making the municipal area aesthetically pleasing but maintaining the dignity of the natural environment. This places a responsibility on the municipality to conduct awareness campaigns and educational workshops to those who use their own dumping site. This is essential so that they are educated that some materials should not be dumped such as medical waste and batteries which can be toxic for the environment.

The municipality is also doing well in this area, as weekly refuse removal is at 91.7%. The municipality needs to pay attention to those using their own refuse dump and those that have no rubbish disposal, as they might be disposing waste in a manner that is not in line with sustainable development. The current landfill site which is being utilized for Danielskuil and Lime Acres communities is near its full capacity. The Municipality has undertaken a number of activities for the cleaning campaign in trying to ensure that there is a collection of waste and the eradication of heaps that are laying around the area of Tlhakalatlou, Kuilsville, Maranteng as well as in the Landbou Erwe and this initiative transpired to be a success and the municipality will then take the responsibility in ensuring that they continue with such programmes.

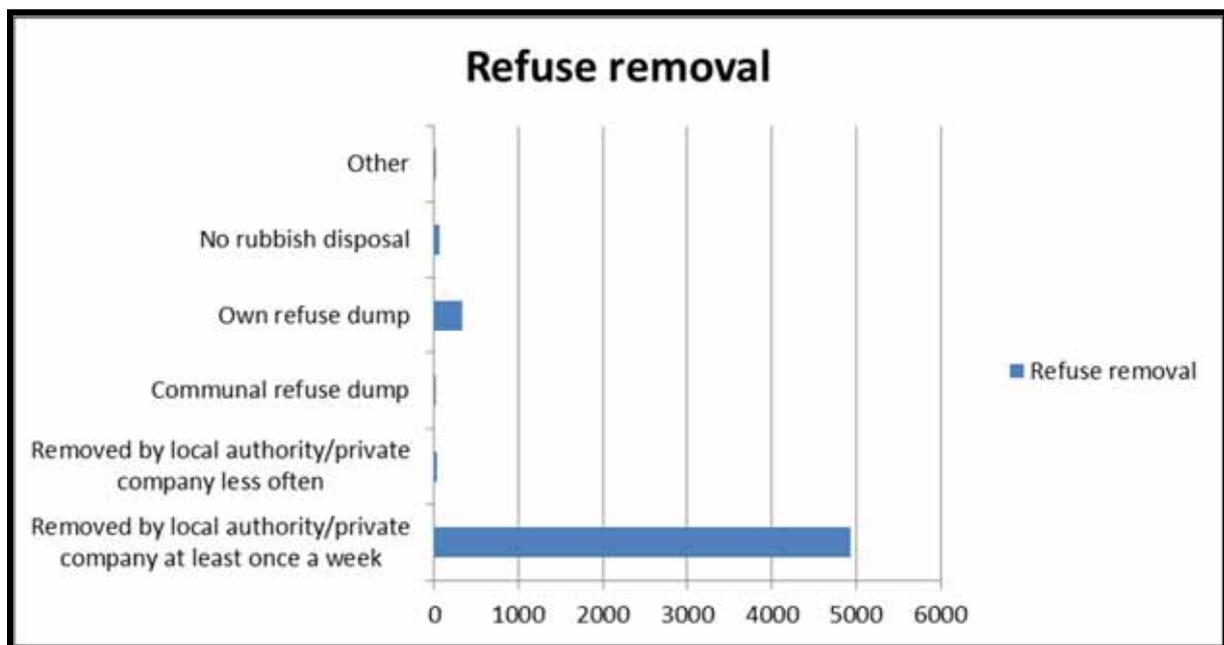


Figure 9: Refuse removal

CHAPTER 3

3. GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

3.1 Political Representation and Governance Structure

The municipality has a political and administrative component, the section below will give an analysis of the two and how they operate in making sure that the developmental mandate is achieved.

The Municipal Elections took place in 03 August 2016 where different political organisations elected its representatives to contest into the elections for the next 5 years, and different organisations did part take and the outcome of the elections came out different whereby the then regime (ANC) which led Kgatelopele Council for the past years lost to its contestants known as Democratic Alliance (DA) in collision with the newly formed political organisation known as Kgatelopele Community Forum (KCF) and the new regime was then inaugurated into office to inherently take over the Municipal Council for a Period of five (5) years.

However there were by-elections which were scheduled for the 09 November 2016, due to passing of the late elect councilor Mr Johannes Baaitjies and the outcome of the by elections went in favour of the opposition, which is currently running the political structures of the Municipality in collision between Democratic Alliance (DA) and Kgatelopele Community Forum (KCF).

3.1.2 Political composition of Council

The municipality is led by a Council, which performs both legislative and executive function.

The Council is led by the Mayor, Cllr Norman Prince

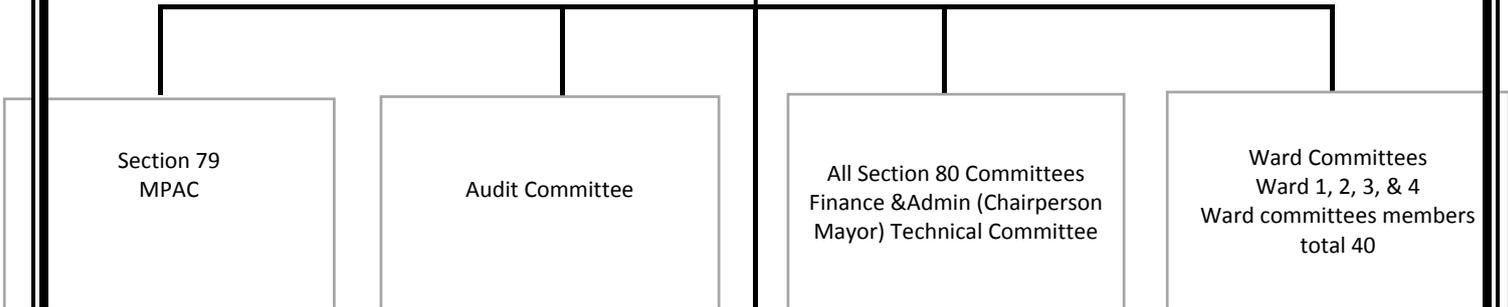
The municipal council composition is as follows:

Councilor	Political party	Ward/PR
Cllr N Prince (Mayor)	KCF	PR
Cllr PM Mgcera	ANC	PR
Cllr I Williams	ANC	Ward 4
Cllr R Losper	ANC	Ward 3
Cllr A Adams	DA	PR
Cllr Sulliman	DA	Ward 2
Cllr G Ngesi	KCF	Ward 1

Kgatelopele Municipality Council

Municipal All Section 80 Committees
Council Plenary
COUNCILLORS
3x (PR)
1x Ward 1, Y 1x Ward 2,
1x Ward 3 & 1x Ward 4

Office of the Mayor
1x



Office of the Municipal Manager



3.2. Democratic governance

3.2.1 Stakeholders Profile/Forum

The municipality has a complaint management system; the complaints are left or registered with the receptionist, who then gives it to the relevant person to resolve the matter. The municipality will respond to the query within 2 working days. The municipality does have a Fraud Prevention Policy, which was adopted in 2010 however no case has been brought forward or resolved through this policy.

3.2.2 IDP Rep Forum

The IDP Representative Forum serves as an IGR structure to facilitate intergovernmental dialogue with relevant national and provincial sector departments with the local municipality. But crucially it serves as a stakeholder's engagement forum for consultation and engagement, and it meets on a quarterly basis.

3.2.3 Audit committee

Section 166 of the MFMA requires each municipality to have an audit committee. The audit committee is an independent advisory body which must: advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality in matters relating to: internal financial control and internal audits, risk management, accounting policies, performance management, effective governance, etc. The audit committee is also responsible to review the annual financial statements, respond to the municipal council on any issues raised by the Auditor-General in the audit report. This committee is functional.

3.2.4 Oversight committee

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The MPAC must interrogate the following financial aspects addressed in the MFMA: unforeseen and unavoidable expenditures (section 29) and unauthorised, irregular or fruitless and wasteful expenditure (section 32), quarterly reports of the mayor on the implementation of the SDBIP, submission of the annual report and the oversight report on the annual report. Overall, the main purpose of the Municipal Public Accounts Committee

(MPAC) is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality this also includes oversight over municipal entities. The MPAC has been established and it is still battling for effective functionality, members have been exposed to best practice benchmarking, as part of boosting capacity.

3.2.5 Ward committee

Ward committees are supposed to play a very important role in facilitating community participation in municipal planning. Ward committees are a link between the councilor and the community and thus play a very important role in informing the municipal IDP and the budgeting process. The municipality wants to formulate a policy to deal with the challenges encountered with ward committees. The office of the mayor needs to oversee this entire role as ward committee members report directly to the office of the mayor.

3.2.6 Council committee

The role of the municipal council is not only to play a legislative and executive role but to play an oversight role in terms of the functioning of the municipality. The municipal council consists of 7 members; these members are responsible for chairing the various portfolio committees: Technical Committee, Finance Committee, Municipal Public Accounts Committee, Multi Party Committee and the Institutional Committee. Council meetings are held on a monthly basis. The public is informed of the Council seating by notices or invitations on the municipal notice board.

“The council holds the mayor responsible for promised *outcomes* and the municipal manager for specific *outputs*. The mayor is expected to oversee and manage the municipal manager to ensure delivery on the agreed outputs, and the council must exercise oversight over the executive mayor or committee to ensure they fulfill this responsibility of oversight. The mayor must ensure that such outputs form part of the municipal manager’s performance agreement, which must be revised at the start of the financial year so as to be consistent with the budget and service delivery and budget implementation plan (SDBIP)” Modernising Financial Governance).

3.2.7 Special Programs

The following issues are of importance to the municipality and a broader municipal community, and though they are not core functions of the municipality, but the municipality plays a crucial in the facilitation role and participation. These transversal issues are:

- Youth Development
- HIV/AIDS
- People with Disability
- Children Rights
- Gender Issues
- The elderly issues

The municipality has pledged its commitment to advance and advocate the above highlighted issues, and to participate and collaborate with other relevant government departments and stakeholders. The latter programs will be pursued through the office of the mayor as a political head. The municipality has realised the need for a structural arrangement that will take a multi-sectorial approach, to dealing with HIV/AIDS. The municipality has developed a concept paper that explains this structural arrangement; the committee will be chaired by the Mayor.

3.3 ADMINISTRATION

The administration is headed by the Municipal Manager (Mr. Morgan Athholang Motswana), who is the accounting officer as per responsibilities outline in Section 55 of the Municipal Systems Act, of 2000. He is responsible for the overall running of the municipality hence referred to as the Accounting Officer. The municipal manager is further responsible for making sure that, the Council objectives gets achieved as well as making sure that the municipality functions optimally. The Municipal Manager is responsible for overseeing; internal audit, risk management, LED, IDP, PMS, communication and marketing, which falls under his directorate. The Municipal Manager works closely with the Managers who are responsible for the various directorate listed below:

Technical Services Manager

The Technical Services Manager's main functions are to see to it that residents have basic services. The Unit is currently vacant with the assistance from the Municipal Manager in ensuring that the community does not suffer in terms of service rendering. The unit is responsible for:

- Basic Services
- Maintenance of all infrastructure
- MIG Projects Management
- Coordinating the building of houses
- Fleet management
- Waste management
- Community services
- Service Providers Management
- Strategic Management of the Directorate
- Housing/Human Settlement Coordination/Management
- Town Planning, Land Use Management and the SDF

Finance Manager (CFO)

This directorate is responsible for the financial management of the municipality, putting systems in place for proper financial management and managing the inflow and outflow of money in the municipality. The position is currently vacant, however this directorate has been temporarily being occupied internal with an acting position renewal of contract from month to month as a way of transferring skills to subordinates, this decision is taken collectively with the Political office bearers of the Municipality. The unit is responsible for the following:

- Financial systems
- Budget and treasury
- Revenue/Income
- Expenditure
- Supply Chain Management

- Assets Management
- Risk Management
- Strategic Management of the Directorate

Corporate Services Manager

This directorate is responsible for the administration of the municipality. The position for manager is currently vacant. The Unit is responsible for the following:

- Traffic services
- Library services
- Human resources
- Municipal building/facilities
- Legal matters
- Compiling of all contracts.
- Sale of erven and the transfer of properties
- Information and Communication Technology

3.4 HUMAN CAPITAL

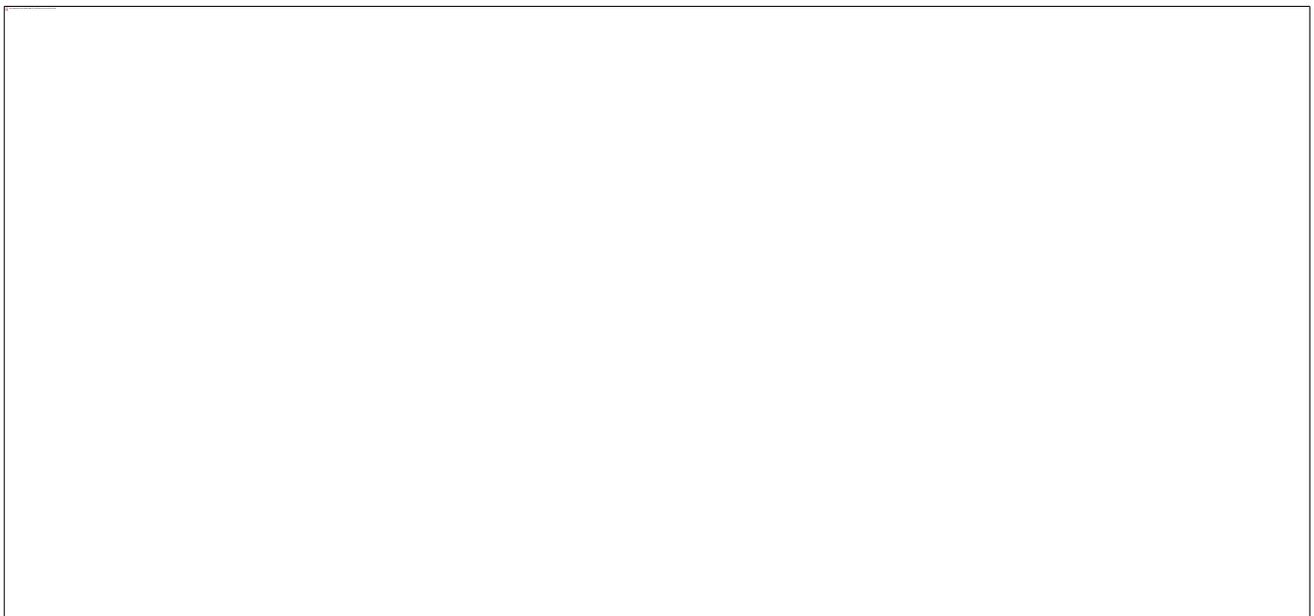
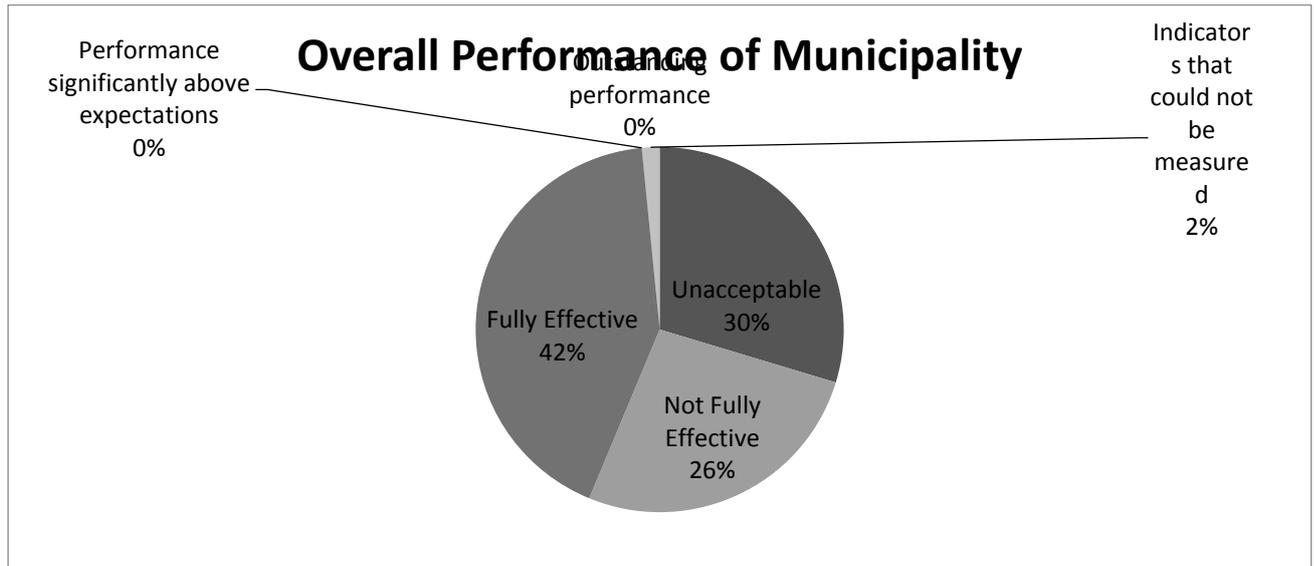
The municipality has reviewed its organisational structure to respond to the changing circumstance and to respond to service delivery mandate as espoused in Chapter 7, Section 156 of RSA Constitution 2006. Some of the posts were filled for the 2015/2016 Financial Year and also critical positions will then be filled during the 2016/2017 financial year. Given that Kgatelopele is a very small municipality, it is often not financially viable to fill all the positions that one would like a municipality to fill. There is also offices space challenge, as the building is too small to accommodate the current staff component and the new recruits causing a serious frustration impacting on staff moral. Below is the management structure of the municipality and the reviewed organizational structure will be an annexure to the IDP document.

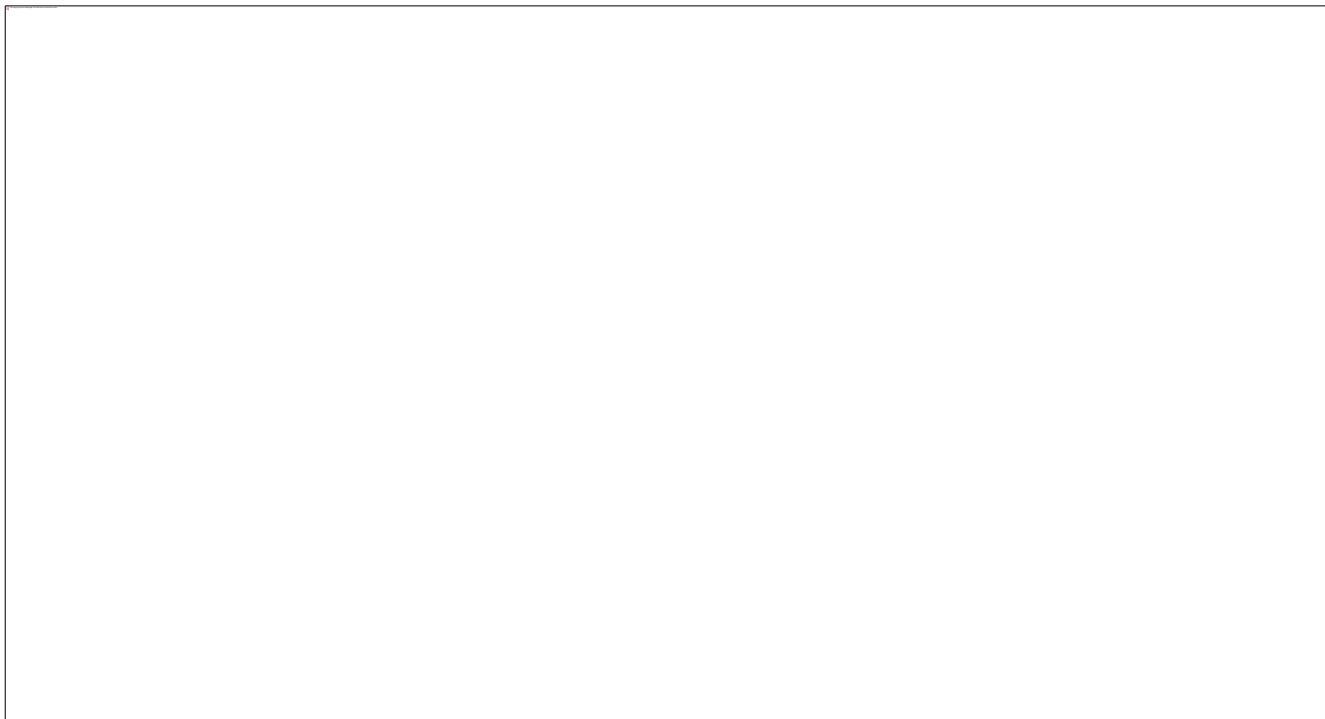
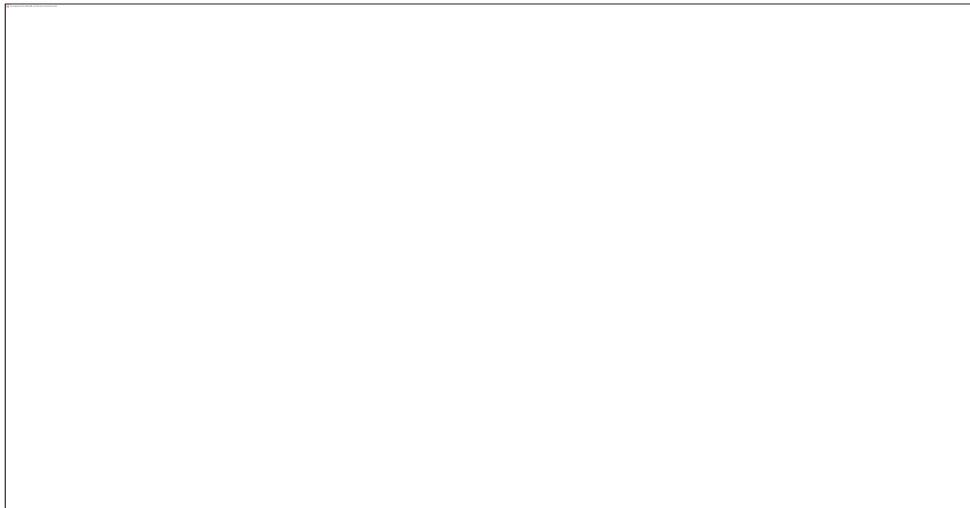
3.5 PERFORMANCE MANAGEMENT SYSTEM (PMS)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section should provide an overview on the strategic achievement of a municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer (strategic) SDBIP is the municipality's strategic

plan and shows the strategic alignment between the different documents. (IDP, Budget and Performance Agreements)

In terms of the overall performance of the municipality for the 2015/16 financial year, a total number of 64 Key Performance Indicators were assessed for the 2015/2016 Financial Year. The charts below illustrate the Overall Performance of the Municipality and performance per department for the 2015/16 financial year.







It can be deduced from the above charts that the municipality still has got a long way to go in achieving the targets and objectives of the municipality as it did not achieve 50% of its set targets. However, it is evident as contained in the report that the municipality has taken major strides in the way forward through the compilation of the Quarterly and Annual performance reviews of the municipality. This is also evident in that the municipality managed to conduct its first ever sitting of the Performance Evaluation Committee.

The municipality is dedicated in improving its performance by achieving the targets that it has set for itself.

3.6. PUBLIC ACCOUNTABILITY

Kgatelopele Local Municipality has two distinct structures through which formalised public participation with its communities takes place i.e.

- Its Ward Committees as well as
- Integrated Development Planning Representative Forum (IDP REP FORUM)

The objective of a ward committee is to enhance participatory democracy in local government. A ward committee is thus an advisory body without any decision making powers to assist the Ward Councillor in his/her duties. The Ward Committees are chaired by the respective elected ward councillors and meet on a scheduled monthly basis. Quarterly meetings are advertised on bill boards, media and with loudhailers in certain areas to enhance participation by the broader communities. A formal agenda is followed and inputs from these

committees are fed into the Portfolio Committee and then on to the Mayoral Committee. The Ward Committees have an opportunity to consider items on the formal council agenda which have a direct bearing on their specific areas.

The Kgatelopele's Integrated Development Planning Representative Forum (IDP FORUM) consisting of a number of representatives of each of the Ward Committees, Sectorial Departments i.e. Department of Health, Water and Sanitation, Office of the Premier, Three Social Labouring Partners which are the three mines (Idwala Lime, PPC Lime and Petra Fisch Diamond Mine), Community Faith based organisations, Youth Development Centres, etc. and has Kgatelopele's wide focus and is chaired by the Mayor.

Kgatelopele is striving to have a functional ward committees and these committees are to be established in all 04 wards and will meet on a monthly basis as part of Council's monthly meeting cycle. Kgatelopele municipality will have to manage to implement and maintain a successful ward committee system in all wards. Ward committees are acknowledged and respected as official public participation structures of the Municipality. Meetings of ward committees will be scheduled as the first meetings (followed by Portfolio committees, Mayor and Council) in Council's monthly meeting cycle. An average number of nine meetings (open to the public) per ward committee are held per annum. A number of seven committee members (out of 10) will attend ward committee meetings on average per ward committee for the forth coming five financial years.

Ward Committees are responsible for the identification and communication of needs within their local wards as specified in the municipal council's budget process. These need assessment sessions should be held annually with the ward committees between September – January. The costing for the highest prioritised needs/ projects will also be done for budgeting purposes. Ward committees should furthermore be involved in a consultation process regarding the draft municipal budget. The quarterly Service Delivery and Budget Implementation Plan (SDBIP) reports, also serve before the ward committees. Ward committees furthermore must receive the annual report on performance by the Municipality, in accordance with Section 121 (2) of the MFMA. The generation of ward committees will be elected be rolled out after the Local Government Elections which were held in August 2016.

3.9 SERVICE DELIVERY ACHIEVEMENTS

- Bulk water: We have in the financial year 2016/17 completed the construction of water reservoir which guarantee the provision of water in the long term taking into consideration growth.
- Appointment of 10 workers on the Extended Public Works Programme (EPWP).
- Installation of Street Solar Lighting in Landbou Erwe, Kuilsville and Tlhakalatlou
- Fixing of public roads (McKenzie Street and Roux Street) through assistance from social labour partners.
- Installation of 100 Prepaid Meters for communities.
- Construction of a new Kgatelopele Public Library
- Upgrading and refurbishment of Bulk electrical lines

- Renovation of the Pharmacy at the local Clinic
- Refurbishment of the recreational facility (Kuilsville Hall)
-

CHAPTER 4

4. STRATEGIC POLICY CONTEXT

BACK TO BASICS (B2B) APPROACH a Presidential Local Government Summit was convened on 18 September 2014 at the Gallagher Estate in Midrand, Johannesburg. The purpose of the Summit was to introduce government and stakeholders to the Back to Basics 'approach for Local Government. The impetus for the Summit was the need identified to improve the functioning of municipalities to better serve communities by getting the basics right. The results of an assessment on the state of local government conducted by the National Department of Cooperative Governance and Traditional Affairs (COGHTA) are shown below;

How is the Back to Basics programme implemented? • Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning and delivery of infrastructure and amenities, maintenance and upkeep; • Each municipality to quarterly submit the performance monitoring and reporting template to COGHTA on the work of municipalities as directed by the Back to Basics approach; and • Improve the political management of municipalities and be responsive to the needs and aspirations of local communities.

4.1. National Policy Direction

National Government has agreed on 12 outcomes as a key focus of work between now and 2030. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of Performance Agreements between the President and relevant Ministers. Whilst all of the outcomes can to some extent be supported through the work of local government, Outcome 9 (a responsive, accountable, effective and efficient local government system) and the Kgatelopele Local Municipality is trying to comply with the 12 outcomes by taking them into consideration in the Integrated Development Plan (IDP) process:

- Outcome 1: Improve the quality of basic education.
- Outcome 2: Improve health and life expectancy.
- Outcome 3: All people in South Africa protected and feel safe.
- Outcome 4: Decent employment through inclusive growth.
- Outcome 5: A skilled and capable workforce to support inclusive growth.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities and food security.

- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive and, accountable, effective and efficient local government system.
- Outcome 10: Protection and enhancement of environmental assets and natural resources.
- Outcome 11: A better South Africa, a better and safer Africa and world.
- Outcome 12: A development-orientated public service and inclusive citizenship.

1.4.3 National Development Plan (NDP) VISION 2030

The Planning Commission's Diagnostic Report indicated nine primary challenges confronting this country to be as follow:

- Too few people work
- The quality of school education for black people is poor
- Infrastructure is poorly located, inadequate and under-maintained
- Spatial divides hobble inclusive development
- The economy is unsustainably resource intensive
- The public health system cannot meet demand or sustain quality
- Public services are uneven and often of poor quality
- Corruption levels are high
- South Africa remains a divided society

The above challenges are interlinked, for example improved education will lead to higher employment and earnings while economic growth will broaden opportunities. The way in which NDP proposes to alleviate these challenges include the following strategies:

1. Creating jobs and improving livelihoods
2. Expanding infrastructure
3. Transition to a low-carbon economy
4. Transforming urban and rural spaces
5. Improving education and training
6. Providing quality health care

7. Building a capable state
8. Fighting corruption and enhancing accountability
9. Transforming society and uniting the nation

At the core of the Plan is to eliminate poverty and reduce inequality, the special focus being on the promotion of gender equity and addressing the pressing needs of youth.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

National Youth Policy (NYP)

Cabinet approved the draft National Youth Policy 2015-2020 (NYP2020) and was subsequently gazetted and released for public consultation. The primary purpose of the NYP is to ensure that we have in place youth development programmes that respond to the challenges faced by the youth of our country; programmes that enable young people to have agency and take charge of their destiny. The consultation process continues.

The four priority areas of the draft NYP are:

- Economic participation
- Education and skills development
- Behavioural change
- Social cohesion and active citizenry.

How is the Back to Basics programme implemented?

- Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning and delivery of infrastructure and amenities, maintenance and upkeep;
- Each municipality to quarterly submit the performance monitoring and reporting template to COGHSTA on the work of municipalities as directed by the Back to Basics approach; and
- Improve the political management of municipalities and be responsive to the needs and aspirations of local communities.

4.4. Municipal Strategy unpacked

CHAPTER 5

5. PUBLIC PARTICIPATION

5.1. Community Participation

The Municipal Systems Act (2000: section 16) is clear that a municipality must “encourage and create conditions for, the local community to participate in the affairs of the municipality including the preparation, implementation and review of its integrated development plan”. The municipality will in line with section 16 consult the community members through an area based consultative process. Each area will then indicate what its needs are for the coming financial year.

Area based planning is the ideal form of planning for the following reasons:

- It gives the municipality an opportunity to get a better understanding of the level of services available to that particular area;
- it ensures that the IDP is targeted and relevant to address the needs of the people in that area/ward;
- consensus on priority outcomes for that particular area;
- increased accountability in terms of the provision of services;

The table below reflects the dates of the first round of the Area Based Planning consultative meetings for 2016/2017 financial year are as follows:

Date	Area	Venue
14 September 2016	Kuilsville (Ward 3)	Kuilsville Community Hall
15 September 2016	Landbou Erwe (Ward 2)	Freeman Church
20 September 2016	Tlhakalatlou (Ward 1)	Tlhakalatlou Community Hall
21 September 2016	Lime Acres (Ward 4)	Shaleje PPC

From the above mentioned area based planning consultative meetings, the community had its first round of community engagements in order to gather inputs and these are inputs which were raised or were of such concern from all the members of the community in all respective wards on the afore-mentioned dates.

Kgatelopele Municipality will then embark on the 2nd round of its community engagement in order to give feedback on the progress made towards the needs which were raised during the 1st round which were held around September 2016. The 2nd round of community engagement were then planned for the month of April 2017, and these inputs will then be incorporated

into the Strategic Planning Document which will guide the municipality over a period of 5 years. The dates for the 2nd round of consultative meetings have been planned as follows:

DATE	WARD NUMBER	TIME	VENUE
11 April 2017	Ward 4	17:00	Shaleje Hall PPC
12 April 2017	Ward 2	17:00	Landbou Erwe Freeman Church
13 April 2017	Ward 3	17:00	Kuilsville Community Hall
18 April 2017	Ward 1	17:00	Tlhakalatlou Community Hall

The aforementioned dates were postponed due to unforeseen circumstances and the newly proposed dates were as follows:

DATE	WARD NUMBER	TIME	VENUE
24 April 2017	Ward 3	17:00	Die Kuil Primary School
25 April 2017	Ward 2	17:00	Landbou Erwe Freeman Church
10 May 2017	Ward 4	17:00	Shaleje Hall PPC
11 May 2017	Ward 1	17:00	Tlhakalatlou Community Hall

Unfortunately during this 2nd round of community engagement, only ward 4 where the meeting did take place and in other 3 wards meetings did not sit due to disruptions from community members. However it was agreed that these issues/ concerns will then be discussed during the strategic planning session meeting.

5.2.1. Priority Issues for 2016/2017 planning 2017/2018 Financial Year

After the first round of the municipal area-based community consultation meetings, of which there were disruptions from certain groups from the community members which led to none sitting of other ward community engagements and none/poor attendance from other wards the following are the priorities of the Kgatelopele Local Municipality for the 2016/2017 Planning the 2017/2018 financial year;

Note: the Priority issues identified for the 2016/2017 Planning 2017/2018 financial year:

1. Land
 - 1.1. Housing (Low Cost)
 - 1.2. Ervens Residential (Middle Income/Social Need)

- 1.3. Churches Sites Need
2. Water & Sanitation
 - 2.1. Household Connections
 - 2.2. Bulk Water/Sewer
3. Electricity
 - 3.1. Household Connections
 - 3.2. Bulk Electricity Network
4. Roads & Transport
 - 4.1. Internal Roads
 - 4.2. Transport Network i.e. Taxi Rank Need
5. Local Economic Development (LED)
 - 5.1. Youth Unemployment/Employment of local people
 - 5.2. Creation of employment opportunities
6. Municipal Systems and Management Inefficiency
 - 6.1. Complaints Management Improvement (On Accounts/Service Delivery)
 - 6.2. Discipline Conduct of Municipal Staff
7. Health Services
 - 7.1. Health Services Improvement i.e. local clinic not responsive to needs
 - 7.2. Ambulance Services needs improvement
 - 7.3. Accessibility of Health Facility
8. Sports & Recreation
 - 8.1. Need for proper recreational facilities
9. Social Services & Facilities
 - 9.1. Government Departments Services
10. Education and Library Services
 - 10.1. Need for bursaries to pursue post matric/tertiary education
11. Environmental Issues
 - 11.1. Waste Management Efficiency
 - 11.2. Air Pollutions/Environmental Care

Priority trend from 2014/15 – 2016/2017 financial year

Priority Issues 2014/2015	Priority Issues 2015/2016	Priority Issues 2016/2017
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<p>1. Land</p> <p>1.1. Housing (Low Cost)</p> <p>1.2. Ervens Residential (Middle Income/Social Need)</p> <p>1.3. Churches Sites Need</p>	<p>1. Land</p> <p>1.1. Housing (Low Cost)</p> <p>1.2. Ervens Residential (Middle Income/Social Need)</p> <p>1.3. Churches Sites Need</p>	<p>1. Land</p> <p>1.1. Housing (Low Cost)</p> <p>1.2. Ervens Residential (Middle Income/Social Need)</p> <p>1.3. Churches Sites Need</p>
<p>2. Water & Sanitation</p> <p>2.1. Household Connections</p> <p>2.2. Bulk Water/Sewer</p>	<p>2. Water & Sanitation</p> <p>2.1. Household Connections</p> <p>2.2. Bulk Water/Sewer</p>	<p>2. Water & Sanitation</p> <p>2.1. Household Connections</p> <p>2.2. Bulk Water/Sewer</p>
<p>3. Electricity</p> <p>3.1. Household Connections</p> <p>3.2. Bulk Electricity Network</p>	<p>3. Electricity</p> <p>3.1. Household Connections</p> <p>3.2. Bulk Electricity Network</p>	<p>3. Electricity</p> <p>3.1. Household Connections</p> <p>3.2. Bulk Electricity Network</p>
<p>4. Roads & Transport</p> <p>4.1. Internal Roads</p> <p>4.2. Transport Network i.e. Taxi Rank Need</p>	<p>4. Roads & Transport</p> <p>4.1. Internal Roads</p> <p>4.2. Transport Network i.e. Taxi Rank Need</p>	<p>4. Roads & Transport</p> <p>4.1. Internal Roads</p> <p>4.2. Transport Network i.e. Taxi Rank Need</p>
<p>5. Local Economic Development (LED)</p> <p>5.1. Youth Unemployment/Employment of local people</p> <p>5.2. Creation of employment opportunities</p>	<p>5. Local Economic Development (LED)</p> <p>5.1. Youth Unemployment/Employment of local people</p> <p>5.2. Creation of employment opportunities</p>	<p>5. Local Economic Development (LED)</p> <p>5.1. Youth Unemployment/Employment of local people</p> <p>5.2. Creation of employment opportunities</p>
<p>6. Municipal Systems and Management Inefficiency</p> <p>6.1. Complaints Management Improvement</p>	<p>6. Municipal Systems and Management Inefficiency</p> <p>6.1. Complaints Management Improvement</p>	<p>6. Municipal Systems and Management Inefficiency</p> <p>6.1. Complaints Management Improvement</p>

(On Accounts/Service Delivery) 6.2. Discipline Conduct of Municipal Staff	(On Accounts/Service Delivery) 6.2. Discipline Conduct of Municipal Staff	(On Accounts/Service Delivery) 6.2. Discipline Conduct of Municipal Staff
7.1. Health Services Improvement i.e. local clinic not responsive to needs 7.2. Ambulance Services needs improvement 7.3. Accessibility of Health Facility	7.1. Health Services Improvement i.e. local clinic not responsive to needs 7.2. Ambulance Services needs improvement 7.3. Accessibility of Health Facility	7.1. Health Services Improvement i.e. local clinic not responsive to needs 7.2. Ambulance Services needs improvement 7.3. Accessibility of Health Facility
8. Sports & Recreation 8.1. Need for proper recreational facilities	8. Sports & Recreation 8.1. Need for proper recreational facilities	8. Sports & Recreation 8.1. Need for proper recreational facilities
9. Social Services & Facilities 9.1. Government Department Services	9. Social Services & Facilities 9.1. Government Department Services	9. Social Services & Facilities 9.1. Government Department Services
10. Education and Library Services 10.1. Need for bursaries to pursue post matric/tertiary education 10.2. Need for library	10. Education and Library Services 10.1. Need for bursaries to pursue post matric/tertiary education 10.2. Need for library	10. Education and Library Services 10.1. Need for bursaries to pursue post matric/tertiary education 10.2. Need for library
11. Environmental Issues 11.1. Waste Management Efficiency	11. Environmental Issues 11.1. Waste Management Efficiency	11. Environmental Issues 11.1. Waste Management Efficiency

5.2.2. CHALLENGES CONFRONTING THE MUNICIPALITY: CATEGORISED AS EXTERNAL AND INTERNAL

External:

- High rate of unemployment mostly amongst youth
- Housing need
- Land need for human settlement, social and economic development
- Dolomitic nature of the area constrains development
- Growing informal settlements caused by lack of suitable land
- Low payment culture of municipal services (resulting in cash flow problems)
- Political (instability) unrest making investment attraction not possible
- Poor roads infrastructure
- Lack of recreational facilities
- Vandalism of public facilities or assets
- Funding need to address service delivery backlogs
- Need for sports and recreational facilities
- Social cohesion, need to have integrated settlement not define by racial groups

Internal (Institutional):

- High rate vacancy at senior level
- Maintenance of administrative stability
- Attraction of qualified and skilled personnel at senior level
- Poor financial status and revenue generation failure
- Effective customer care and complaints management
- Implementation of Performance Management effectively from top to bottom
- Quality of reporting
- Ineffective infrastructure maintenance
- Lack of equipment's to ensure effective maintenance
- Reliance of external service provider(s) to compile AFS
- Un-purified ratepayer's data
- Billing system ineffectiveness

5.2.1.2 Issues raised from different wards

After several engagements with representatives from different wards, the following wish list projects were identified and some of them were issued raised by communities, and they are as follows:

<p>WARD 1</p> <ul style="list-style-type: none"> • Housing • Roads • Recreational Facilities(Sports ground, Swimming Pool, parks) • Alleviate informal settlement • Household Electrification • Job create (Waste Collection) • Poverty Alleviation • Environmental Awareness i.e. waste 	<p>WARD 2</p> <ul style="list-style-type: none"> • Land Ownership (Which deals with informal settlement) • Housing • Water & Sanitation (Decent) • Electricity (Public Lighting) • Recreational Facilities • Access to health facilities • Transport network • Unemployment • Roads infrastructure
<p>WARD 3</p> <ul style="list-style-type: none"> • Housing • Roads i.e. accessibility • Maintenance of street lights • Cemetery management • Access to health facilities • Electrification of households • Sanitation need • Public beautification (Ward 1&3 main entrances) 	<p>WARD 4 (Mining Town)</p> <ul style="list-style-type: none"> • Upgrading of facilities • Housing need • Future existence of mining town. • Tenure security • Cleaning of other areas, i.e. Norfin, Shaleje PPC, 5 Mission etc. • Job Creation • Tarring of access road that leads to Postmansburg • Integration of mining into existing settlement. • Electricity (Prepaid Meters)

5.2.1.2 Cross cutting/Transversal issues

The following issues were identified as cross cutting or transversal in respect of all other 4 municipal wards as follows:

- Infrastructure
- Upgrading of Electricity
- Sanitation (Sewer, Communal toilet facilities)
- Maintenance of road infrastructure

- Maintenance of water network infrastructure
- Implementation of sewer connection to bulk infrastructure
- Enhancement of municipal visibility i.e. entrances
- Traffic testing facilities
- Fire station (SLA with Idwala)
- Future sustainability of the municipality.

5.2.3 Social and Labour Plans (SLP)

This section gives the legislative framework within which mines operate, with a particular emphasis on the need to have social and labour plans with the municipality in which they are operating from. A summary of what the three mines operating in the municipal area have done during the first SLP phase (which ended in 2013) and what they intend to do in this current phase (ending in 2018).

9.1 Legislative framework

9.1.1 Mining Charter (2002)

In terms of mining legislation recently passed in South Africa, including the Minerals and Petroleum Resources Development Act (MPRDA), the Broad-based Socio-economic Charter for the Mining Industry (the Mining Charter) was developed in consultation between the mining and minerals industry and Government, and ratified in October 2002. The goal of the Charter is to 'create a mining industry that will proudly reflect the promise of a non-racial South Africa'.

The government then produced measures for assessing the progress of mining companies in respect of a number of key areas as they relate to socio-economic goals. This document is known as the 'Mining Scorecard'.

The nine elements of the Mining Scorecard are listed below. Each element has a number of sub-requirements.

- Human resource development
- Employment equity
- Migrant labour
- Mine community and rural development
- Housing and living conditions
- Procurement
- Ownership and JVs
- Beneficiation
- Reporting

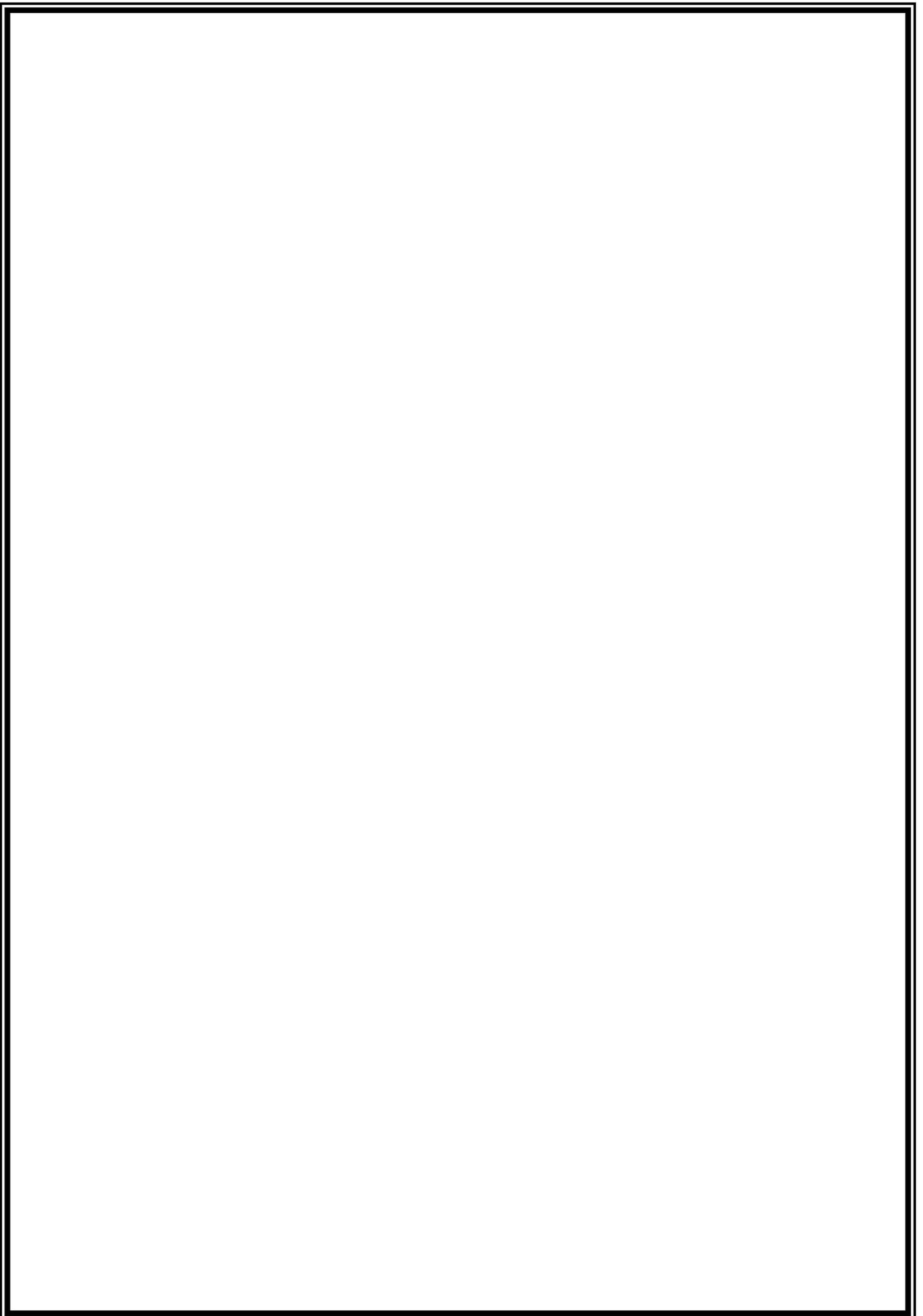
9.1.2 Minerals and Petroleum Resources Development Act (2002)

The purpose of the Mineral and Petroleum Resources Development Act (2002) is amongst others to transform the mining and production industries in South Africa. In order to ensure effective transformation in this regard, the Act requires submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights.

The Social and Labour Plan requires applicants for mining and production rights to develop and implement comprehensive:

- Human resources development programme,
- Mine community development plan,
- Housing and living conditions plan,
- Employment equity plan and
- Processes to save jobs and manage downscaling and/or closure.

The above programmes are aimed at promoting employment and advancement of the social and economic welfare of all South Africans whilst ensuring economic growth and socio-economic development (SLP Revised Guidelines, 2010: 01).



9.2 SOCIAL AND LABOUR PLANS (SLP) OF MINES OPERATING IN THE KGATELOPELE MUNICIPAL JURISDICTION:

9.2.1 IDWALA LIME MINE: Infrastructure projects 2014 to 2018:

Project	IDP number:	Output			Number of jobs envisaged to be created	Project Start Date			Project End Date		
		Key Performance Area	Key Performance Indicator	Responsible Entity (all role players)		Quarterly timelines & year	Budget				
Electrical infrastructure project	3 and 4	Upgrading of electrical systems and networks aligned to the electrical master plan.	1. Determine the need through the electrical master plan of Kgatelopele Municipality. 2. Determine scope of work through an external Consulting Engineer in consultation with KLM. 3. Project in line with approved budget.	1. Idwala Lime 2. Kgatelopele Municipality 3. Consulting Engineer 4. PPC Lime	6 possible job opportunities over five year period	2014 410 000	2015 422 778	2016 450 000	2017 500 212	2018 554 714	2 337 704
Roads infrastructure project	5 and 6	Upgrading of access roads aligned to the pavement management system	1. Determine the need through the PMS managed by Kgatelopele Municipality. 2. Determine scope of work through an external Consulting Engineer in consultation with KLM 3. Project in line with approved budget	1. Idwala Lime 2. Kgatelopele Municipality 3. Consulting Engineer 4. PPC Lime	70 possible job opportunities over a five year period	2014 404 000	2015 450 000	2016 467 000	2017 500 000	2018 580 000	2 401 000
Health Infrastructure project	15, 16 and 17	To upgrade and improve the current health facilities' and services.	1. Determine the need through consultation with key stakeholders. 2. Determine scope of work in consultation with various stakeholders 3. Project in line with approved budget	1. Idwala Lime 2. Kgatelopele Municipality 3. Consulting Engineer (if required) 4. PPC Lime 5. Finsch Diamond Mine 6. Department of Health	4 possible job opportunities over five year period	2014 300 281	2015 415 000	2016 550 626	2017 600 000	2018 800 000	2 665 907
Community recreational facility		To develop a multi purpose sports field In Thakalatlou for the use of all local schools and the communities	1. Determine the need through consultation with key stakeholders. 2. Determine scope of work in consultation with various stakeholders 3. Project in line with approved budget	1. Idwala Lime 2. Kgatelopele Municipality 3. Consulting Engineer 4. PPC Lime 5. Schools 6. Various government departments 7. Community members	4 possible job opportunities over five year period	2014 300 000	2015 400 000	2016 420 000	2017 500 000	2018 300 000	1 920 000
TOTAL											9 324 611

9.2.1.1 In addition to the Infrastructural Project: Roux Street, Kuilsville will be prioritized for the upgrading of access roads and it is in accordance to the available road infrastructural Project budget.

9.2.1.2 the refurbishment of the property in the Kuilsville Hall for the usage of a community Youth Centre which will serve as a base for various activities for young people in attempt to address the psychological challenges of young people within Danielskuil.

Income generating projects for 2014 - 2018

Project	Output			Number of jobs envisaged to be created	Project Start Date			Project End Date			Budget
	Key Performance Area	Key Performance Indicator	Responsible Entity (all role players)		Quarterly timelines & year						
D'Kuil Enterprises	To continue developing and supporting the registered BBBE enterprise to become independently functional and sustainable.	1. SMME development 2. Financial support to acquire further machinery / assets to grow the business. 3. Provide other accredited training as the needs are identified.	1. Idwala Lime 2. Members of D'Kuil Enterprise 3. SEDA / government departments 4. Kgatelopele Municipality 5. Local businesses 6. Surrounding Mines	10 possible job opportunities over five year period	2014 200 000	2015 100 000	2016 150 000	2017 150 000	2018 200 000	800 000	
Woman's Maintenance Enterprise	To establish and register a black owned woman's maintenance enterprise which will be able to supply a maintenance service within Kgatelopele, within the fields of tiling, plumbing, basic electrical, painting.	1. Select suitable applicants from within the local communities 2. Provide accredited training 3. Provide infrastructure and machinery / tools to establish the business. 4. Provide assistance to register the enterprise 5. To provide accredited SMME training & other training as the needs are identified.	1. Idwala Lime 2. Members of the Enterprise 3. SEDA / government departments 4. Training providers 5. Local suppliers 6. Surrounding Mines	8 possible job opportunities over five year period	2014 300 000	2015 300 000	2016 250 000	2017 217 000	2018 200 000	1 267 000	
Total										2 067 000	

9.2.2 Infrastructure Development for PPC Mine

PROJECT	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018
Electrical	R 554 400	R 582 120	R 611 226	R 641 787	R 673 868
Roads	R 415 800	R 436 590	R 458 420	R 481 340	R 505 401
Health	R 207 900	R 218 295	R 229 210	R 240 670	R 252 701
Recreation	R 207 900	R 218 295	R 229 210	R 240 670	R 252 701
PLAN	R 1 386 000	R 1 455 300	R 1 528 066	R 1 604 467	R 1 684 672

Capacity building

- Two bursaries were awarded in 2014; thereafter one new bursary will be awarded each year until 2018.
- Shaleje bursary scheme
- PPC Community trust

- Through the PPC Community Trust the Kgatelopele Social Development Forum has been assisted in initiating various projects in the community:
- R56 000 was contributed towards the establishment of an advisory office
- R127 000 was contributed towards improving the infrastructure at the Danielskuil Clinic
- R56 320 was approved for improving the busy bee early childhood development centre
- Learnerships were awarded to four individuals.

Income generating projects (2014 – 2018)

- **Projects for 2014 – 2018**

- Bio-fuels project – envisaged to make land available for the cultivation of plant material to be used as kiln fuel – job creation opportunity. Feasibility study to be completed March 2014.
- Brick making project – evaluation of business plan under way to assist local entrepreneurs in establishing brick making manufacturing facility in Lime Acres.
- Overall manufacturing – evaluate proposal for the manufacturing of overalls to be used at the PPC Lime plant and other mines in the Northern Cape.

INITIATIVE	INVESTMENT
Schooling	PPC Lime financially supports all schools in the Kgatelopele Municipal area with a subsidy calculated per child of PPC employee. Schools in lime acres are maintained through the JF (PPC and Petra Diamonds Mine).

Mobile clinic	Towards the last quarter of 2013 PPC Lime has contributed one third of the costs for a mobile clinic to provide a health service to communities in the surrounding area.
Rally to READ	For the past 6 years, PPC Lime co-hosted the R2R with Petra Diamond Mine and Idwala Lime. Henceforth, PPC Lime will no longer host, but will continue its sponsorship.
AMESA	PPC Lime annually sponsors the Association for Mathematics Education's NC competition.
Daniëlskuil Field Band	PPC Lime sponsors the Daniëlskuil Field band.

9.2.3 PETRA DIAMOND MINE/PETRA SLP Projects (2015/2016 – 2016/2017- 2017/2018)

SOCIAL LABOUR PLAN 2 LED PROJECTS	2017 FINANCIAL YEAR	2018 FINANCIAL YEAR
Name of the Project	January 2016 – June 2016	July 2016 – June 2017
INFRASTRUCTURE		
1. Section 102 – SLP 1 Lucerne Project	R 994 586. 16	
2. Water Pipes Maintenance Phase IV – War on Leaks	R 2 600 000.00	
3. Water Pipes Refurbishment Phase V & VI	R 2 650 000.00	R 3 500 000.00
4. Electrical Maintenance Phase IV		R 4 050 000.00
COMMUNITY UPLIFTMENT		

1. Community Bursary	R 40 000. 00	R 80 000. 00
2. Town Planner Intern (LM)	R 140 000.00	R 130 000.00
3. Projects Technician Intern (LM)	R 140 000.00	R 130 000.00
4. Up-skilling of LM Staff	R 200 000.00	R 200 000.00
5. Mobile Clinic	R 347 951.00	
6. Community Portable Skills Programme	R 348 000.00	R 603 000.00
7. Community Licence Project Phase 2	R 49 708.00	R 145 600.00
TOTAL	R 7 510 245.16	R 8 838 600.00

FISCH DIAMOND MINE SOCIAL LABOUR PLAN 3 (SLP) COMMITMENTS FOR BUDGET YEAR 2017-2018

SOCIAL LABOUR PLAN 3 LED PROJECTS	2017 FINANCIAL YEAR	2018 FINANCIAL YEAR
Name of the Project	January 2017 – June 2017	July 2017 – June 2018
INFRASTRUCTURE		
1a) Sanitation RBIG – Upgrading of existing sewerage purigication works		R 4 306 045.96
1b) Sanitation RBIG – Lucerne Cultivation Project		R 250 000.00

1.1	Electricity 4.1	Replace existing bare aluminum low voltage feeders		R 5 749 262				R 23 174 603	
1.2	Electricity 4.2	Replace existing transformer LV kiosks & earthing			R 5 833 920				
1.3	Electricity 4.3	Replace existing transformer LV kiosks & earthing and existing bare aluminum feeders				R 5 128 886			
1.4	Electricity 4.4	Re-string (upgrade) existing MV feeders 1 & 2 with Mink conductor and					R 6 462 533		

		Upgrade main intake Municipal switching station							
2	Sanitation	Co-funding with DWS = * This amount may escalate due to increases in equipment to be installed. Quotes 2017	R 4 306 045					R 4 306 045	
3.1	Building Technical Classrooms and furnishing at Danielskuil High School	Construction	R 2 500 000					R 6 100 000.00	

3.2	Furnishing of classrooms	Equipment	R 3 600 000						
4.1	Water Reticulation Phase 6: 7 km Tlhakalatlo u			R 4 670 000				R 10 020 000	
4.2	Water Reticulation Phase 6: 3 km Kuilsville				R 2 850 000				
4.3	Water Reticulation Phase 6: 3 km Danielskuil and Valves					R 2 500 000			
4.4	Water 7	Replacement of asbestos				R 2 000 000		R 2 000 000	

III	Interns (5)	Identified by LM	R 130 000	R 650 000	Stipend (R 6000), Allowance of Accomodation (R 2000) and Training (R 30 000)				
Enterprise Development									
I	Business Hub	Based on using Trioplus							
	ED for community								
	Supplier Development Programme : Sectorial Developme	Quote not refined for FDM will reduce cost							

	nt Programme								
Total			R 11 236 045	R 10 849 262	R 10 113 920	R 10 158 886	R 7 492 533	R 49 850 649	

5.5 Proposed Projects (Solar Jasper)

The following projects have been proposed by Jasper Solar power in consultation with Kgatelopele Local Municipality under Community Social Investment and this project initiative will be undertaken as follows:

- (1) **Early Childhood Development Centre Infrastructure** – The beneficiaries will be from each ward, the municipality will have to identify piece of land for re-zoning for each ECD centre and the ownership of the building between two parties will be strategically documented in a legal document.
- (2) **Learn to Drive Campaign** - Jasper intent on starting a learn to drive programme where community members will be provide an opportunity to get their learners and driver’s license - the beneficiaries on the recruitment of this programe will mainly be matriculants in the local area (Kuilville High School and Danielskuil High School) as the mine is also undertaking a similar initiative, however other members of the community will form part of the programme. The commencement of the recruitment will be in between June 2017.
- (3) **Revive of the Tlhakatlou Sports Facility** –
- (4) **Provision of Toilet facilities (Ward 1 & Ward 3)** – Jasper will do an assessment on the cost of installing 12 toilets , 6 in each ward and further ensure there is lighting installed for safety , however the cost will impact the implementation of the project initiative and this initiative will be undertaken during the third or fourth quarter of 2017.
- (5) **Environmental Management Dustbins for the community** – Jasper will assist the municipality in purchasing the dustbins for the community, the look will be on the cost of a single bin before it can declare how many they are in a position to purchase and this initiative is hoped to be achieved either in the third quarter or fourth quarter of 2017.

CHAPTER 6

6. SECTOR PLANNING STATUS

6.1. KGATELOPELE SPATIAL DEVELOPMENT FRAMEWORK, 2009 (SDF)

6.1.1. Legislative mandate for the development of Spatial Development Framework

Section 26(e) of the Local Government: Municipal Systems Act 32 of 2000 (MSA), first introduced the concept of the Spatial Development Framework (SDF) as a component of the mandatory Integrated Development Plan that every municipality has to adopt. In terms of the MSA, the SDF must include the provision of basic guidelines for a land use management system for the municipality. In order to give effect to the proper preparation and implementation of the SDFs, Part E (Sections 20, 21, and 22) of the Spatial Planning and Land Use Management Act 16 of 2013, provides a detailed description and provisions of SDF.

6.1.2 Summary of the Kgatelopele Spatial Development Framework, 2009

6.1.3. Background

As the preparation of a SDF is a legislative requirement and of importance for the development of the Municipality, Kgatelopele Local Municipality compiled a Spatial Development Framework in 2009 based on increasing pressure on land, natural resources and the environment within the municipal area amongst other factors. In terms of the overall spatial structure in the Northern Cape, the SDF describes Kgatelopele as mainly a rural area consisting of large farms and four dispersed rural settlements.

The SDF was adopted by Council on the 30 March 2012 and it was meant to provide a spatial vision of the municipality and indicate how the municipality would spend its money in space over a period of time and how it will transform its spatial landscape. The primary purpose of the SDF is to move towards the emergence of more integrated, equitable, efficient and sustainable settlements and its vision was for 2010 to 2015, therefore, it is outdated and lack detailed information which is needed for the IDP process. It also needs to be aligned with new national, provincial and district policy directives and plans.

6.1.3. Structuring elements and future strategic settlement policy

The SDF reflects the future desired spatial development perspective for the area, focusing on the urban and rural areas; and it identifies certain structuring elements to guide the future urban development. The identified structuring elements are:

- (a) Urban edge: a line indicated on the plan showing the border/boundary for the future development spatially on a horizontal base. The purpose of this line is to ensure a more compact town and to limit development to a confined area. No development would be promoted or allowed outside this line. The Daniëlskuil urban edge is aimed at a growth rate, including the housing backlog
- (b) Nodal development: Nodal areas are focal points where facilities and opportunities tend to be located. Different nodes (orders and types) were identified. The service area and the threshold of the node depend on the size and the socio-economic character thereof. All the proposed nodes are accessible to pedestrians and vehicles within their relevant area; provide a service to the area; and support the future development of higher order land use activities in their surrounding area.

6.1.4 Proposed future development areas

The following alternative development areas have been identified by the SDF:

(a) Alternative 1 (Kuilsville)

This proposed area is situated directly to the west of Kuilsville and is approximately 23 ha in size. The land is occupied by informal structures and in private ownership. Integrated development principles would be enforced while the environmental impact would be nominal since an existing residential character has already been established. Bulk services are in close proximity to the area.

(b) Alternative 2 (Daniëlskuil)

This proposal is directly west of the existing Daniëlskuil and occupies the area of the previous caravan park and golf course. The property is approximately 60 ha. All the land does not belong to the Local Authority but is situated in close proximity to existing bonded housing. The area lends itself to an integrated housing development.

(c) Alternative 3 (Tlhakatlou)

This alternative is situated between Tlhakatlou and Daniëlskuil. The total land available is approximately 69.4 ha which belongs to the Local Authority. The development potential is mainly disturbed by drainage systems, existing municipal services, other land uses and a flood line. Bulk services are available and this area would be a natural extension space for Tlhakatlou. A detailed contour and topographical analyses however would be recommended.

(d) Alternative 4 (Bo-Plaas)

Alternative 4 accommodating approximately 90 ha is situated between Bo-Plaas small holdings and Tlhakatlou. This development area lends itself to an integrated housing development where all

alternative housing typologies and ancillary land uses could be provided for. The planning for bulk and other municipal services could be done in a modern and sustainable fashion. This area would provide for not only the proposed 5-year growth but also for the time thereafter.

6.1.5. Factors to be considered for future development

(a) Dolomitic condition

Dolomite areas could be problematic for township establishment since the material dissolves in water. Detailed dolomite stability investigations are therefore necessary in order to identify the presence of dolomite and to identify the risk level of such a development area (low, medium or high) and a Dolomite Risk Management Strategy with certain precautionary measurements needs to be formulated. The Council for Geoscience has provided some plans indicating potential Dolomite Risk Areas in South Africa. This map was not based on detailed geo-technical research and Daniëlskuil is situated in this potential risk area, therefore, further detailed research in this regard is recommended. Thus, funding for and conducting of the necessary soil tests on the four alternative sites and the whole municipality is recommended.

(b) Densification

The SDF recommended the adoption of a Densification Policy for the Wider Daniëlskuil Area to control unnecessary urban sprawl. This policy would promote the densification of vacant land present within the built-up, already cleared sections of Daniëlskuil; vacant land and existing infrastructure will be utilised to its full potential; the land use and density level applicable will be instituted in consultation with the surrounding land owners; and the introduction of an urban edge in the Spatial Development Framework.

6.1.6. Implementation status of the development proposals

Since the approval of the SDF, the Municipality strived to implement its proposals in order to achieve the desired spatial form. As recommended by the SDF, a dolomite stability and other development feasibility investigations were conducted between October 2015 and February 2016 on two of the four alternative sites for future development. The said feasibility investigations yielded costly recommendations due to the dolomitic nature of the area. Therefore, dolomite stability investigation on the other two sites (and one additional sites) will be conducted during the course of 2017.

6.1.7. Status of the Spatial Development Framework

The SDF was developed in 2009 for the period 2010-2015, therefore, it is outdated and need to be reviewed in order to be compliant with the provisions of the Spatial Planning and Land Use Management Act (Act 16 of 2013). With comprehensive dolomite stability investigation reports in place, the new version of the SDF would also propose better informed spatial proposals. However, funding for this review is proving to be a challenge for the Municipality. Therefore, the Municipality is in the process of sourcing of fund for the review of the Municipality's SDF.

Once the municipality has reviewed its SDF, it will also have to review its Land Use Scheme (2010) for SPLUMA compliance. This process should take place within 5 five years from the commencement of SPLUMA which was on 01 July 2015. Therefore, the Municipality has +/- 3 years to review its SDF and Land Use Scheme.

6.2 WATER SERVICE DEVELOPMENT PLAN (WSDP)

Water Service Development Plan

The Kgatelopele LM is authorized in terms of the Municipal Structures Act (Act No. 117 of 1998) and the Municipal Structures Amendment Act (Act No. 33 of 2000) as the Water Services Authority for its area of jurisdiction and therefore has a duty, as assigned to it in terms of the Water Services Act (Act No. 108 of 1997), to all consumers or potential consumers to progressively ensure efficient, affordable, economical and sustainable access to water services.

The Kgatelopele WSA has elected to perform the water services provision function and is therefore also the Water Services Provider (WSP) including the functions of bulk water provision, water reticulation, sewerage services and bulk wastewater collection and treatment to the towns and villages in its area of jurisdiction.

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing any integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).

The purpose of this report is to provide relevant and summarized water services development planning inputs for incorporation into the Kgatelopele integrated development planning process and is structured as follows:

Section A: Status Quo Overview: providing a summarized view of the water services status quo in terms of the water services functional business elements as aligned to the WSDP framework.

Section B: State of Water Services Planning: presents the status of- and references the water services development plan of the Water Services Authority.

Section C: Water Services Existing Needs Perspective: an overview of the WSA's assessment and interpretation of its water services, with specific focus on problem definition statements.

Section D: Water Services Objectives and Strategies: outlines the 5-year water services objectives and strategies as developed through the water services development planning process for incorporation in terms of the integrated development plan and aligned to the water services functional business elements.

Section E: Water Services MTEF Projects: the agreed water services projects for the medium-term expenditure framework and inclusive of funding sources.

Section F: WSDP Projects: presents the projects identified during the water services development planning process in order to meet the water services strategies of the water services authority, as aligned to the outflow from the situation analysis per water services business element.

The Water Service Development Plan covers a municipality for a period of 5 years and it will have to be reviewed each year. Thus the Municipality prior the commencement of its 5 year plan, it will have to be tabled to Council for approval and also to ensure a linkage with the Municipality's strategic Development Plan (IDP).

Note: Annexure for Water Service Development Planning Input Report has been attached.

6.3 DISASTER MANAGEMENT PLAN (DMP)

6.3.1. LEGISLATIVE REQUIREMENTS FOR A DISASTER MANAGEMENT PLAN

In terms of Section 26(g) of the Municipal Systems Act (Act No. 32 of 2000), a Municipality's IDP must contain a disaster management plan as a way of giving effect to Section 152(1)(d) of the Constitution which requires local government to 'promote a safe and healthy environment'. Furthermore, the

Disaster Management Act (Act No. 57 of 2002) places statutory responsibilities for disaster risk reduction on every organ of state in each of the three spheres of government.

6.3.2 SUMMARY OF DISASTER MANAGEMENT PLANNING IN KGATELOPELE

6.3.2.1. Background

The Municipality’s disaster management planning is currently guided by the ZF Mgcawu District Municipality’s Level 1 Disaster Risk Management Plan, 2011 (DRMP). The said DRMP is under review and update as required by Section 53(1)(c). The DRMP aims to achieve the following objectives:

- serve as the foundation and guide for local municipal disaster risk management planning and risk reduction;
- prevention and reduction of disaster risks;
- mitigation of impacts; preparedness for effective response to disasters;
- minimise loss and property damage; and quick recovery from the impacts.

It articulates actions to prevent and mitigate disasters and how risk reduction measures are dealt with in the long-term and managing emergencies in the shorter term, including aspects of preparedness, response and recovery. This Plan establishes the arrangements for disaster risk management within District Municipality and it should be read in conjunction with the District’s Disaster Management Framework as well as Provincial and National legislation, policy and guidelines.

Furthermore, in response to dolomite stability investigations that were conducted in the area, the Kgatelopele Local Municipality adopted a Dolomite Risk Management Policy. Therefore, the provisions of that policy will also be summarised under this section.

6.3.2.2. Disaster Management Resources

The table below summarises the overall disaster management status within the Municipality as outlined in the District’s DRMP.

No.	Item	Status
1	DRM Plan	No
2	Staff establishment	No
3	Asset register	No
4	JOC fully equipped	No
5	Dedicated rescue vehicles/ craft – property of fire services	No
6	Dedicated communication equipment	No
7	Dedicated budget	No
8	Fire Station - 24 hour call centre	No

9	Budget – Fire Services	No
10	Request for assistance financial	Yes
11	Request for mentoring	Yes
12	R 12 Million donated by social partner with terms and conditions	-
13	Access to donation	-
14	Operational Plans	-
15	Data on Seismic activities	-
16	Data on floods	-

Table-1: Kgatelopele disaster management status

It is clear from the summary above that the Municipality is not adequately prepared for a disaster because of lack of resources and capacity. However, the local mines usually provide conditional assistance to the Municipality in case of a disaster.

6.3.3. Kgatelopele Disaster Risk Assessment Report

The District conducted a disaster risk assessment within the jurisdiction of Kgatelopele Local Municipality in 2012. Therefore, the risk profile outlined below is based on the data received from the workshop consultations, as well as the base data (including reports) collected during the study. The stakeholder perception data and local resilience data were compared with the desktop hazard assessment results, and the hazard prioritisation was undertaken. Some of the risks identified in the Municipality are as follows:

Hazard Name; Description	Cause	Secondary Impacts	Challenges	Priority
Riot; Riot as the result of lack of service delivery	Politics	Disruption of service delivery	No agreement in the council	1
Major road accidents; Major road accidents	Bad road conditions (R31 and R385)			1
Armed robbery	Unemployment			2.5
Theft of telephone lines				2.5
Chicken pox			Funding	1
Flood	Heavy rain	Destruction of property		2.5
Flooding in the mine and in the communities	Heavy rain	Cholera outbreaks		2.5
Dolomite	Bursting of the pipes	Cracking of the houses	No agreement in the council	2.5
Power failure	Copper cables are being stolen	Power outage		1

Table-2: Summary of risks in Kgatelopele

6.3.4. Dolomite Risk Management

The Council for Geoscience (CGS) conducted preliminary studies to determine the potential dolomite risk areas in South Africa. The studies revealed that the whole of Kgatelopele Local Municipality is situated in a potential dolomite risk area and further detailed research in this regard was recommended for future development. The CGS was then appointed to conduct a Geotechnical and Dolomite Study between October 2015 and February 2016 to determine the dolomitic status of three sites in Tlhakalatlou, Kuilsville and Landbou Erwe. The study revealed that the identified sites are underlain by dolomite or limestone at a depth less than 100 metres categorised under D3 and D4 dolomite designation areas which is hazardous.

Furthermore, the South African National Standard for Development of Dolomite Land (SANS-1936) requires the local authority which has an area underlain by dolomite to develop and maintain a Dolomite Risk Management Strategy to reduce the incidences of ground instability events such as sinkholes and dolines formation. Subsequently, the Council adopted a Dolomite Risk Management Policy on 28 July 2016 which outlines the approach to dolomite risk management and seeks to give effect to the associated procedural requirements for developing dolomite areas within the Municipality's area of jurisdiction.

6.3.4.1. Dolomite risk management strategy actions

Dolomite risk management in the Municipality is undertaken in accordance with SANS-1936, National Building Regulations and Building Standards Act 1977 (Act No. 103 of 1977), and other applicable standards. Therefore, the Municipality will, amongst other things, draft an Emergency Reaction Plan to outline the procedures and processes that the Municipality will undertake in case of sinkhole or subsidence formation. The said reaction plan will form part of the Municipality's disaster management plan.

The Municipality would, with the assistance of the District Disaster Management Department, declare an area unsafe and institute immediate remedial actions if there is a potentially hazardous situation. The District's Disaster Management Department/emergency services, shall also be provided with background and awareness training on dolomite matters such as distribution of dolomite land within the Municipality, sinkhole and subsidence formation, identification of potential problems, how events develop, and evolve over time, and appropriate safety zones.

6.3.4.2. Dolomite risk mitigation measures

3.1. Appropriate Development Planning

(a) Geotechnical investigation

For each new development, a site-specific geotechnical investigation, involving both a dolomite stability and soils assessment, should be carried out on a site to ensure appropriate planning and design of the development. Such an investigation must meet the minimum statutory requirements as outlined by SANS-1936 and other development regulatory tools.

(b) Conditions relating to land use management

The preparation and consideration of land use and development applications should consider the dolomitic status of the area. Therefore, a developer/land owner must submit a site-specific geotechnical report with all the specifications and conditions of developing on that particular site. However, this is subject to the type of land use and development application.

(c) Conditions relating to the transfer of properties

In case of an agreement to purchase or transfer a property, the seller should be authentic enough to the purchaser with regard to the dolomitic condition of the area and the challenges that comes with developing on such an area.

(d) Design of additions to existing infrastructure and planning of new infrastructure

Developing on dolomite land requires specific types of foundations, buildings, and nature of service infrastructure. As a result, the geotechnical and dolomite studies outline this information which will ensure that foundations, buildings, and the nature of service infrastructure that are designed for that specific area are according to the requirements of SANS-1936 and other related regulatory tools.

3.2. Ongoing dolomite risk management

(a) Limitation of concentrated ingress of water

The ingress of water and percolating ground water are the worst “enemies” of dolomite. Therefore, the main precautionary or mitigating measure is limiting the ingress of water into the ground. In a human settlement environment or a township, this would involve paving of streets and yards, and having a proper and well-functioning drainage system. Furthermore, it would mean the limitation of water usage through irrigation as an example.

(b) Swift reporting and fixing of blockages or leakages

A swift reporting of leakage/blockage/ponding of wet-services by community members and the timeous response by the competent authority is of utmost importance in mitigating the formation of sinkholes or dolines. This would help curb the concentrated ingress of water as a result of such leakages or blockages.

(c) Routine maintenance of wet-service infrastructure

A routine and proactive maintenance strategy for water-bearing infrastructure is also a paramount mitigation measure. This would help to quickly identify the need to repair, upgrade or replace the infrastructure before they block or start leaking.

(d) Limitation of illegal land usage

It is of paramount importance for the community to understand the risks associated with illegal land use. This includes occupying land that is not surveyed or demarcated which constitutes informal settlement. Township establishment process involves a number of specialists studies to determine the suitability of a proposed development on a specific piece of land. This is mainly done to preserve the lives of the residents and the provision of sustainable services. Therefore, settling in areas that were not subject to this process is a huge risk. Furthermore, illegal land use can be in a form of using a surveyed stand or property for uses that are not permitted in terms of the zoning scheme or land use scheme. This would then put more pressure on the wet-services infrastructure which would result on blockages or leakages.

6.4. Future Considerations

The Municipality is in the process of sourcing funding from the Provincial or National government departments, government agencies and private sector in order to conduct a geotechnical and dolomite study that would cover the built-up areas of Tlhakalatlou, Landbou-Erwe, Danielskuil town and Kuilsville as well as the greenfield areas around these settlement areas. This would help in the process of developing an effective disaster management plan. The funds would also be used to develop a dolomite risk management strategy which is a statutory requirement.

6.4 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

6.4.1. INTRODUCTION AND BACKGROUND

In terms of Section 11 of the National Environmental Management: Waste Act, (No. 59 of 2008), all government spheres must develop an Integrated Waste Management Plan (IWMP). Therefore, Kgatelopele Local Municipality is required to develop its own IWMP to be incorporated into the

Integrated Development Plan. An IWMP provides a framework within which local municipalities can deliver a waste management service to all residents and businesses. Thus, the main aim of this plan must be for the Municipality to properly plan and manage waste generated in its area of jurisdiction.

As stipulated under the Environmental Threats section, the Municipality is faced with numerous challenges regarding environmental management in general. It is evident that most of these challenges are related to waste management which should be addressed by the IWMP. Subsequently, the Municipality is in the process of drafting an IWMP which includes situational analysis such as the demographics, development profile, assessment of the quantities of waste generated, the types of waste generated, collection of waste and methods of disposing of the waste and any other related matter. The purpose of this chapter is to give a summary of the current status and the waste management initiatives in the Municipality as outlined in the draft IWMP.

1. STATUS QUO

It has been noted that the environmental challenges for Kgatelopele Local Municipality, are associated with the fact that the region has a rich mineral deposit, which is a main economic driver for the municipal area. In addition, some of the main contributing factors are associated with governance and the day to day operation of the households i.e. the availability of waste management tools from the Municipality's side and illegal waste disposal from the community's side. The waste management status quo will cover all aspects of waste management which can be summarised as follows:

2.1. Governance

There is currently a channel of communication within the Municipality with regard to waste management issues. The same applies to the Municipality's working relationship with the ZFM District Municipality. The status quo under this section can be summarised as follows:

- There is a Waste Management Officer;
- The Council has approved Refuse (Solid Waste) and Sanitary By-Law and it will be enforceable during the 2017/18 financial year; and
- There is no waste management policy in place.

2.2. Waste Generation Areas

Waste generation sources in the Municipality can broadly be divided into the following areas:

- Residential areas including gardens (Households)
- Businesses, commercial activities, government institutions and offices
- Mining industry and light industrial
- Agricultural areas
- Healthcare facilities
- Oxidation ponds

2.3. Waste Avoidance & Reduction

There are currently no formal waste avoidance and reduction initiatives being undertaken by KLM.

2.4. Waste Collection

The Municipality is responsible for the removal/collection of waste and disposal of household/domestic and commercial waste in all communities and this is done through a service provider while the Municipality's role is ensuring that all areas receive adequate and sufficient waste and refuse collection services.

2.5. Waste Disposal

The Municipality has one disposal facility which is located approximately 4 km north-east of Danielskuil and north of Tlhakatlou. It is located in close proximity to the Danielskuil graveyard. There are no layout plans (cadastral boundaries) available, and the site is not licensed; however, KLM has started the process of closing it and establishing a new landfill site. The site is fenced and is located close to a natural ground water fountain which poses an environmental concern. This process is in the Environmental Impact Assessment (EIA) stage which includes ground water assessment as the site is located on dolomitic land, which may have implications on groundwater quality.

2.6. Waste Treatment & Recycling

There is one independent recycler, with limited recycling resources, who operates from the landfill site. Furthermore, the separation of waste takes place at the landfill site as there is no separation at source. There are also many scavengers who recover recyclables from the landfill site but these efforts are not formalised and pose serious health risks to those involved.

2.7. Education & Awareness

There is currently no education and awareness programmes that are specifically for waste management in the Municipality. The message is mostly passed through during gathering that are for

different reasons such as the IDP Rep Forums. Therefore, waste management education and awareness is very limited.

2.8. Financial Resources

There is lack of internal and external funding towards waste management in the Municipality. Poor level of payment for services is also proving to be a huge challenge towards waste management as the Municipality fails to pay the service provider at times due to this.

2. DESIRED STATE

The waste management desired state seeks to improve the status quo outlined above. Thus, it describes the goals that the Municipality wants to achieve from a waste management perspective which includes filling the current gaps. Once again, the desired state is divided across all aspects of waste management which can be summarised as follows:

3.3. Governance

Having an economically sustainable and well managed waste division that uses integrated waste management planning and reporting processes; effective enforcement of by-laws; compliance with waste legislation and policy as well as strong interaction with NGOs and CBOs interested in the waste field is the desired state of the Municipality under the governance category.

3.4. Waste Generation Areas

The Municipality could be in a good state if there are well-informed and managed waste generation areas. Thus, when those that are responsible for the generation of the waste are well-informed about the waste management cycle.

3.5. Waste avoidance & reduction

A Municipality that is aware and actively involved in waste avoidance and reduction.

3.6. Waste Collection

The Council would be a good state when all residents are provided with a basic collection service and when collection services are optimised in terms of waste management systems, infrastructure, labour and equipment.

3.7. Waste Disposal

The licensing and operation of all landfills according to their license requirements, eradication of all illegal dumpsites, the rehabilitation and closure of all unlicensed dumpsites, and having a plan to deal with abattoir, agricultural and mining is the desired position of the Municipality under this category.

3.5. Waste Treatment & Recycling

Having a well-coordinated and growing recycling industry that is efficient and creates opportunities for economic development, especially for entrepreneurs.

3.6. Education and Awareness

A well informed Council and personnel with good understanding of waste legislation and the requirements and mandates related to Local Government is the desired state under this category. In addition, this should include a well-educated public with a good general awareness of the impacts of waste on people's health and the environment as well as appropriate behaviour and values towards waste management.

3.7. Financial Resources

The Municipality desires to have a financially stable and sustainable waste management system that offers a good quality service to the consumer at reasonable cost as well as proper and effective credit control system.

4. DESCRIPTION OF PROJECTS AND WASTE MANAGEMENT INITIATIVES

This section outlines the current and proposed initiatives identified to address the current gaps and in order to achieve the desired state outlined above. As in the previous sections, this section is also grouped into the eight key areas of waste management.

4.1. Governance

Waste policy and by-laws: Section 11, 12 and 13 of the Municipal Systems Act (2000) states that a municipality may exercise its executive authority through the adoption of policies and the passing of by-laws. As a result, the KLM drafted and adopted by-laws between the 2014/15 and 2015/16 financial years. As prescribed by Section 12 of the Municipal Systems Act (2000), the by-laws will be gazetted in the 2016/17 financial and the enforcement will start immediately.

Staff development: Although waste services are outsourced to contractors, KLM remain the waste regulating authority. In order to fulfil the waste management role, it is critical that staff working in the waste field are well trained and attended waste management related courses on a regular basis.

Appointment of new staff/institutional strategy: In order to facilitate the continued improvement of the waste management in KLM, it is imperative that KLM continue to grow its institutional capacity. Following the recent appointment of the Waste Management Officer, it is also important to appoint the Technical Manager to closely oversee the waste management section.

4.2. Waste Avoidance & Reduction

Public awareness: Public awareness and education plays a critical part in developing a culture of waste reduction in a municipality. The campaign and workshops would highlight ways in which the public can avoid or prevent waste generation and suggest alternatives to high waste products or activities.

Cleanest Neighbourhood Competition: The main purpose of this competition would be to promote cleanliness and greening within the greater Danielskuil area and to instill the culture of proper and legal solid waste management in all the settlement areas. This initiative would play a huge role in promoting the minimisation of waste generation and improve levels of reuse, recycling and recovery.

4.3. Waste Collection

Review contract between KLM and the waste service provider: The contract between KLM and the private waste service provider should be reviewed to ensure that the contract facilitates the best possible service delivery. A thorough feasibility investigation is also important to determine the viability of KLM handling the waste management services on its own.

Provision of receptacle bags: The provision of adequate refuse collection bags to the community and also promoting the use of the easily accessible regular retail plastic bags (such as SPAR and OK) to store some of the domestic waste as much as possible is also important.

4.4. Waste Disposal

Landfill audit/management: The management of the landfill site in Danielskuil is outsourced to a private contractor. Although KLM is not managing the landfill site on its own, it does remain the regulator. For small landfill sites and an audit should be completed every twelve months (DWAF 1998, p. 11-2). Therefore, the Municipality must ensure that this takes place as required.

New landfill site: Planning is already underway for the development of a new landfill site in Danielskuil i.e. the process is in the EIA stage as of February 2017. In 2010, it was estimated that the existing landfill site should last for another five years and this is already 7 after this estimation. The Municipality will then undertake a more detailed analysis of the likely future lifespan of the existing site to be undertaken to reduce the risk of the landfill being full before the new site is ready to receive waste.

4.5. Waste Treatment & Recycling

Community drop-off centres: The development of community drop-off centres is a cost effective first step towards increasing recycling in KLM. The centres would be equipped with a number of skips designated to accept different waste streams such as paper, glass, plastic, tins and other metals. Garden greens could also be accepted and this could be linked to a composting initiative. Provision for the acceptance of household hazardous waste such as batteries and CFLs should also be considered. KLM would need to engage with Mondi, Glass Recycling, Collect a Can etc. Contracts could be drawn up with recycling companies for the collection of the recyclables. There is already a drop-off Centre in Lime Acres where people can bring their garden waste, building rubble and 'garage' waste. The possibility of expanding this Centre to accept recyclables should be explored.

Placement of waste drums: Furthermore, the feasibility of setting up a similar drop-off centre in Danielskuil should be considered. Preliminary investigations revealed that most of the illegal dumping in the Danielskuil area happens in the periphery of the built-up areas. Therefore, for a start, waste drums will be placed along the periphery of all the settlement areas within the Danielskuil area i.e. Thakalatlou, Kuilsville and Danielskuil town. This project will be funded by Petra-Finsch Diamond Mine.

Waste pickers: KLM needs to take action in managing waste pickers. In the short term this should include the improvement of their working conditions through providing training on health and safety, the required safety equipment, fresh water and ablution facilities. In the medium to long-term a Materials Recovery Facility (MRF) should be considered. Waste pickers are then moved off the landfill sites and employed in the MRF.

Growing the separation at source initiative: There is an opportunity for KLM to develop a separation at source initiative in conjunction with private recycling companies. It is, however, noted that due to the low volumes of waste produced in the municipal area and the large travel distances, such an initiative may not be financially viable.

Recycling interest group: KLM should explore the possibility of facilitating a recycling interest group. The group should be open to all stakeholders interested in recycling in KLM. The focus of the group would be to promote understanding and cooperation between the stakeholders in order to increase the level and efficiency of recycling in KLM. The development of this interest group is considered to be the work of the Waste Management Officer and therefore no cost has been allocated to the project in the cash flow forecast.

4.6. Waste Information System

Development of a waste information system: For any well run landfill site the accurate recording of waste inputs is essential for effective management of the site as it enables verifiable returns to be made to the waste regulatory body. It is considered good practice to weigh vehicles both on entry and exit from a site, however, the extremely low quantities of waste generated in KLM do not warrant the installation of a weighbridge at Danielskuil landfill. It is therefore of paramount importance that the landfill site managers keep a manual record of waste quantities and types.

4.7. Education and Awareness

Education and awareness campaign: A three-year education and awareness strategy needs to be planned and implemented. It is anticipated this project would be undertaken by ZF Mgcawu DM in collaboration with DEA and the Northern Cape Department of Environment and Nature Conservation. This campaign should focus on educating people within the municipality, such as councilors and general staff members as well as the general public. The plan should highlight areas such as waste minimization, illegal dumping and littering. However, the Municipality should also develop a waste management education and awareness campaign programme which might be ward based.

4.8. Financial Resources

Financial strategy: The financial strategy should look at the following key areas:

- (a) Proactive invoicing and debtor control – Non-payment of services by the community should not be tolerated.
- (b) Tariff setting – The Municipality must ensure that proper municipal tariffs are always set accordingly. Particular attention should be given to tariffs charged to businesses to ensure that businesses are charged reasonable rates for services provided to them. Some municipalities charge businesses a flat rate even though certain businesses may receive a daily collections service while others only receive a weekly service.

(c) Financial information and reporting – The strategy needs to pay attention to how KLM can improve its level of financial information and report.

Issuing of contravention fines: The Municipality must establish a proper action plan to enforce the by-laws and issue fines for contravention of the waste by-law. The Waste Management Officer and the traffic officials should be trained to effectively issue contravention notices and fines. This could help the Municipality to raise revenue that can be used to fund other waste management initiatives. This could also include the involvement of the members of the community by reporting any contravention while the Municipality would reward those that report such.

5. Conclusion

This chapter has briefly summarised the status quo, desired state and identified projects and initiatives that will assist KLM in achieving its waste management goals as outlined in the draft Integrated Waste Management Plan. The next step will be for KLM to finalise the IWMP and systematically work through the proposed projects and initiatives by drafting more detailed implementation plans and setting targets, starting and completion dates for the projects and initiatives.

6.5 INTEGRATED LOCAL ECONOMIC DEVELOPMENT PLAN (ILEDP)

“Local economic development LED is an outcome: It is a continuous development process based on local initiatives and driven by local stakeholders. It involves identifying and using local resources and skills to stimulate economic growth and development. “Northern Cape Local Economic Development Manual (NCLEDM)”

LED Enablers:

LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city/town/region for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.

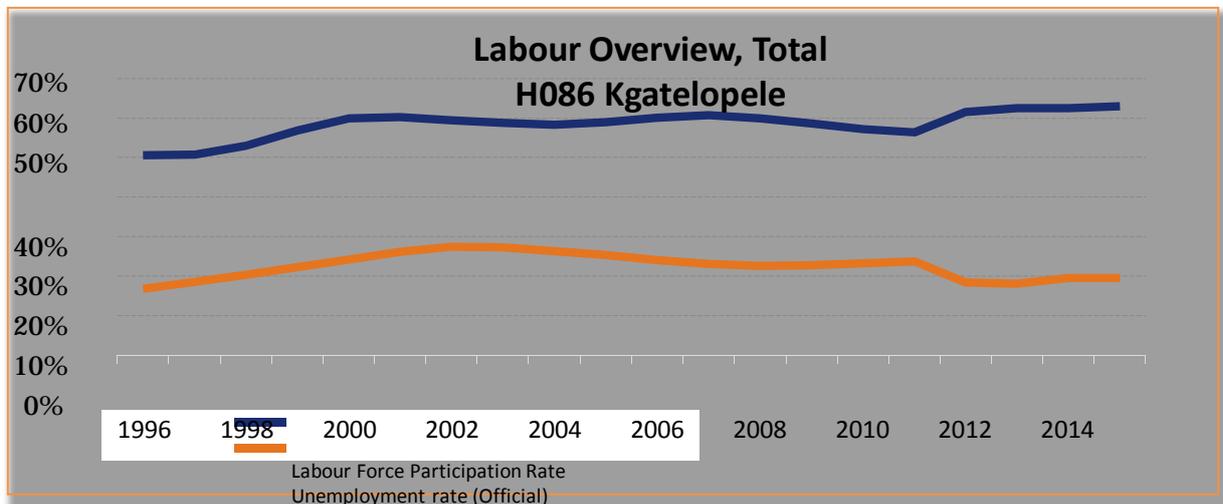
Vision, Mission and Objectives

The goal of LED in the Municipality was packaged (Section 1) in the LED Strategy of the municipality into the following Vision Statement:

“A sustainable and fast-growing local economy achieved through Local branding and export promotion, which builds on a diverse Entrepreneurial spirit among local communities.”

Economic Overview

Labour Overview

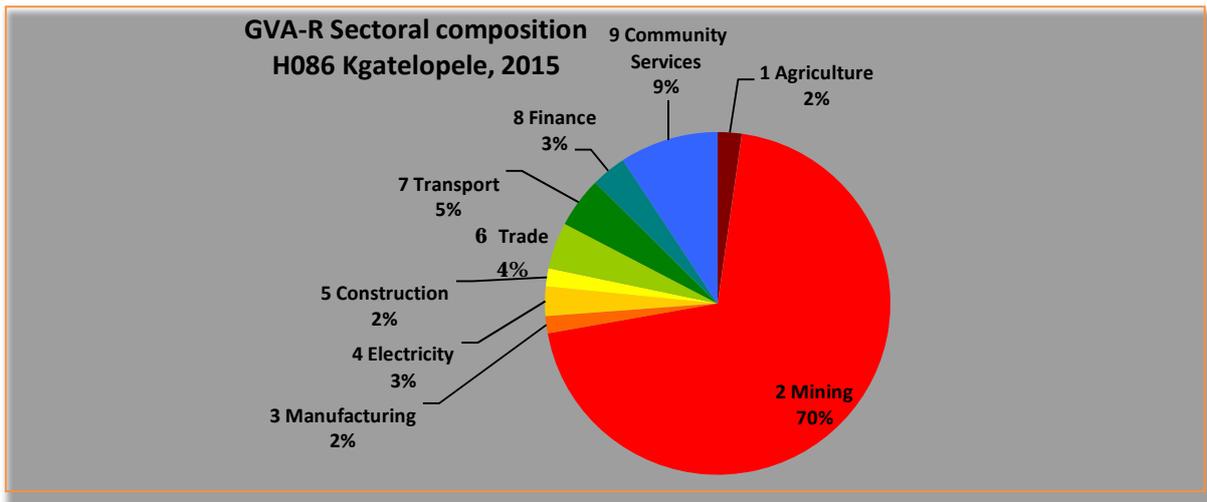


Source: IHS Global Insight Regional eXplorer version 993

As per figure 1, the above graph indicates that the employment rate in Kgatelopele municipal area has dramatically increased from 50% to 60% high from 1996 – 2001 and had a steady growth rate of about 60% between 2002 and 2008 and took a dip from 60% to 57% between 2009 – 2011 and increased to 63% between 2012 to 2014. The unemployment rate also increased between the years 1996 – 2003 from 18% - 28%, and decreased from 2004 – 2007 to 22% and remained constant till 2011, but had a further decrease till 2014 to 20%.

The Kgatelopele municipality economy was severely affected by the global financial crisis of 2008 and the value of the Rand against the US Dollar and factors such as the labour unrest in the mining industry. The decline in labour participation was due to the decrease in demand of diamond and lime that has as opposed to the increased demand of manganese in the mining industry and the involvement of trade union. But the labour force participation rate increased and unemployment rate decreased between 2012 – 2014 because of the recovery from the global financial crisis and the construction industry which increased the demand of lime.

4.3.2 GVA – R Sectoral composition

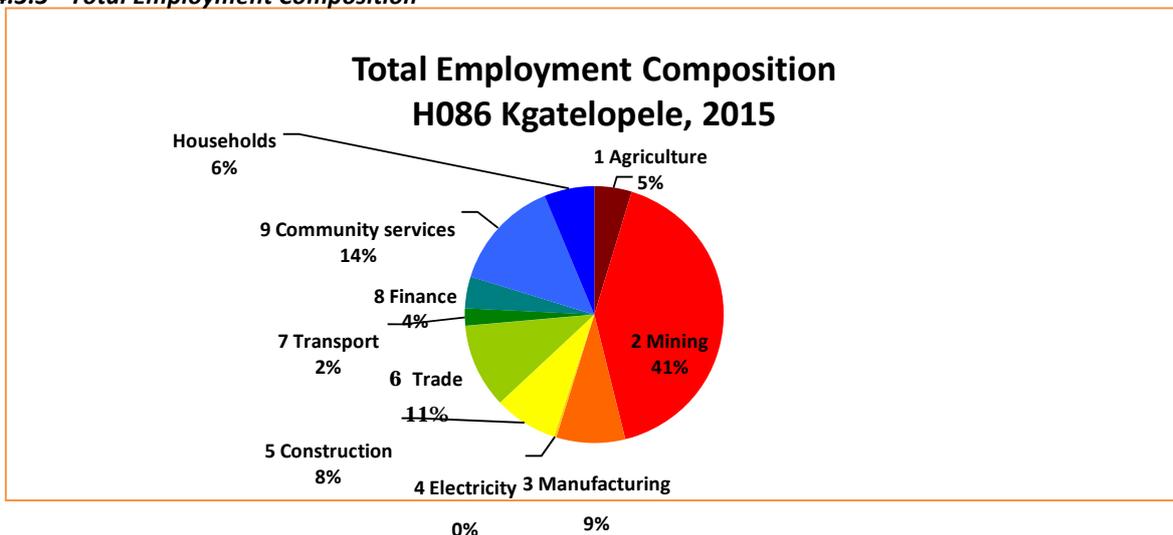


Source: IHS Global Insight Regional eExplorer version 993

As per figure 2, the highest contributing sector in the Kgatelopele municipal area is mining sector with a total of 70% and community service being the second highest contributing sector with 9% and the lowest three contributing sectors to the total economy in the area are agriculture, construction and manufacturing at 2% in 2015.

It is evident that the mining in the Kgatelopele municipal area is the only real comparative advantage that the area relies on and it plays a major role and contributes about a 70% towards the GVA-R sectoral composition. The proper implementation of Social and Labour Plans can have a positive impact on the development of the area and skills development of the residence of the area. Infrastructure needs for one sector should be designed and managed so that they can benefit other sectors, for example, proposed freight rail lines should also be able to provide mixed passenger services.

4.3.3 Total Employment Composition



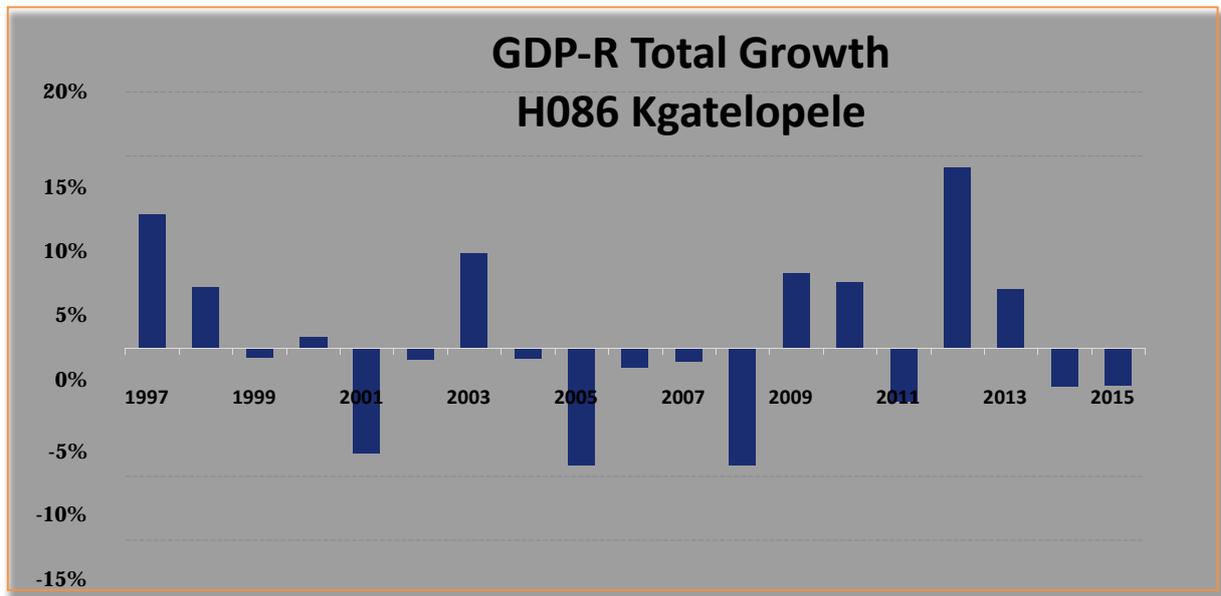
Source: IHS Global Insight Regional eExplorer version

As per Figure 3, the highest employer in the Kgatelopele municipal area in 2015 is the mining sector with a percentage of 41%, followed by public sector (Community service) with an employment rate of 14% and the lowest sector is the transport sector with 2%, while the electricity sector is 0%.

It is observed that labour force of Kgatelopele area is highly concentrate in the mining sector and the threat presented by the employment vulnerability and its socio-economic implications for the local community cannot not be emphasized enough.

The mining sector has been the largest employment creator and the large scale mining of lime in Danielskuil has been a notable factor that led to the growth and development of the Municipality. There has been some potential in the retail, services and tourism sectors; however, due to the smallness of the market in the area and the competitive proximity of Kimberley, these sectors have subsequently come under strain.

4.3.4 GDP – R Total Growth



Source: IHS Global Insight Regional eXplorer version 993

As per Figure 4 above, the Gross Domestic Product total growth rate stood at -8% between 2005 –

2008 and drastically increased to 14% in 2012, and dropped again to 4.9% in 2013, with a further decrease of 3 % between 2014 and 2015.

Due to the financial crises of 2008 and labour unrest in the mining sector, Kgatelopele GDP contribution was affected negatively. The Marikana incident of 2014 had a huge direct impact on the economy of Kgatelopele as it brought about instability in the mining sector across the country.

In 2012 the municipality GDP contribution increased to record of 14% high due to the exporting demand of cement in Asia, Middle East and North America for the construction of stadiums for the Rio World Cup of 2014 and the construction and rebuilding after the March 2011 earthquake and tsunami in north eastern Japan.

4.4 Strategic LED Pillars

The key Pillars aimed at regenerating the Kgatelopele LM’s economy can be formulated from the economic opportunities and public sector interventions identified in the potential analysis and implementation guideline. From a strategic development facilitation point of view, it is necessary to ensure that the appropriate linkages and interactions between programmes and projects be established. Such an integrated approach is needed to ensure the optimal rate of implementation and economic development in the municipality.

Pillar 1 – Investment in business development and diversification

The Development Framework underlines the importance of attracting new businesses/industries and expanding existing ones in Kgatelopele.

Business diversification is important to sustainable economic development in Kgatelopele because of high levels of unemployment and poverty. There are numerous examples globally where economies that focused solely on one specific industry sector paid a severe price upon the eventual decline of the industry (also known as the “all the eggs in one basket” scenario). The local Mining sector certainly fits that scenario. Kgatelopele must prove extremely visionary in promoting economic diversification. In addition, Kgatelopele must make sure that it has created an environment that will be supportive of domestic and international business investment. An added value of economic diversification is that it can possibly lead to the creation of and support for the development of BBBEE orientated SMMEs.

Pillar 2: Further unlocking the potential of the Primary sector and beneficiation

Mining has long been an area of latent economic potential in Kgatelopele. The concept of further unlocking the mining industry is based on the beneficiation of raw materials derived from the area, rather than exporting these raw materials at a low cost and deriving no benefit from value adding processes. In many respects the process of beneficiation of such products is more aligned to manufacturing in nature than to mining. There is no reason why the processing, packaging and distribution should not take place in Metsweding. In this way the same raw material would generate more employment opportunities and wealth in the areas where it is needed most.

Pillar 3: Improve the capacity and resources of the Municipality

The development of Kgatelopele will be significantly influenced by the ability and the capacity of the Local Municipality to manage and finance the LED Strategy. Many of the officials do not have extensive experience in Local Economic Development. They are also not familiar with dealing with the private sector in respect of large capital investments.

It is essential that the capacity of the responsible officials be improved where and when necessary. What is proposed here is thus the design and implementation of long-term capacity building initiatives coupled with formal training and development by recognised institutions.

Pillar 4: Managing innovation

The process of managing innovation is in essence how one increases the translation of LED Opportunities to reality. The frequency and velocity of the process in Kgatelopele will translate directly to economic growth and the creation of sustainable job opportunities. The development of a process that promotes a broad array of project ideas is an important element of a competitive strategy. Included in this process should be a means to assess the project ideas and match those that are deemed worthy with prospective funders.

Kgatelopele must be in a position to promote a free flow of new ideas and talents to address high priority issues related to sustainable economic development in the area.

Pillar 5: Incubators and Cooperatives as a platform for LED implementation

The formation of cooperatives as a method of development facilitation and project implementation is well known in South Africa. The concept is based on the idea of sharing resources and knowledge. A group of emerging farmers might for example decide to pool their resources to the benefit of the entire group. This group would then typically organise themselves into a cooperative. As a cooperative they are then able to purchase the necessary inputs such as farm implements that

Were too expensive for the farmers to buy individually. The cooperative will then also assume responsibility for marketing and managing the produce. As an application of development facilitation, emerging farmers can go into a cooperative agreement with an established commercial farmer. This works especially well if a Municipality or other institution (e.g. the Land Bank) assists the group of emerging farmers to acquire land and start-up capital. Under the mentorship of the commercial farmer, these emerging farmers can then become financially viable farmers in their own right under the cooperative agreement.

Pillar 6: The road to unlocking private sector investment

It is important that the Kgatelopele Local Municipality develops the skills and orientation that will enable it to facilitate and attract private sector investment. The starting point is to take responsibility, then to put the systems in place to execute that responsibility. The process of developing the capacity to respond effectively to this challenge is outside the scope of this LED Strategy document. However, below is a set of some of the critical matters that should be attended to in the operations of the Kgatelopele Local Municipality going forward.

Thrusts

Tabled Projects and Programmes

Thrust	Programme	Project
Manufacturing and Industrial Development	Agro-processing.	The development of a small sheep abattoir Dairy processing for supplying local mines
	Industrial Diversification	Concrete/Cement Manufacturing Plant Waste
SMME Development	Formal Business Development	Development of serviced business plots
	SMME Facilitation	Entrepreneurial training programmes The development of a Mining Skills Development Centre Development of an informal traders market SMME Incubator in

Thrust	Programme	Project
Tourism Development	Tourism Marketing Development	The development of a Game Reserve Development of tourism packages Developing a Municipal Tourism Website Training tour & hunting guides Developing of a Tourism Marketing Strategy for the Municipality

Action Plan

Thrust	Activity	Responsibility	Target Date	Progress
Agro-Processing Development	<ul style="list-style-type: none"> § The development of a small sheep abattoir § Dairy processing for supplying local mines § Hydroponics Production § Essential oils Production § Venison processing for hunters 	Kgatelopele LM Dept. of Agriculture and Rural Development.		
Industrial Diversification	<ul style="list-style-type: none"> § Concrete/Cement Manufacturing Plant § Waste Recycling Plant 	Kgatelopele LM Mining Sector		
Formal Business Development	<ul style="list-style-type: none"> § Development of serviced business plots 	Kgatelopele LM SEDA Business Chambers Mining sector		
SMME Facilitation	<ul style="list-style-type: none"> § Entrepreneurial training programmes § The development of a Mining Skills Development Centre § Development of an informal traders market § SMME Incubator in association with local mines 	Kgatelopele LM SEDA Business Chambers Mining sector		
Tourism Marketing Development	The development of a Game Reserve Development of tourism packages Developing a Municipal Tourism Website	Kgatelopele LM Planning and Development Directorate NC Dept. of Economic Development and Tourism ZF Mecawu District Municipality		

	Training tour & hunting guides § Developing of a Tourism Marketing Strategy for the			
Green Energy (Renewable energy / Solar Power)	§ Development policies to become an IPP for solar generation. § Support SMME's to provide services to the IPP's in the	Dept. of Energy IPP's Office Northern Cape Provincial Government Kgatelopele LM Independent power producers		

Project Prioritization Matrix

The project prioritization matrix can be used as a tool to identify projects the Municipality can prioritise in the IDP and LED strategy.

Rate each of possible projects against the listed criteria, by placing a 1, 2, 3, 4 or 5 in the relevant Block.

CRITERIA		PROJECT#1	PROJECT #2	PROJECT #3	PROJECT #4	PROJECT#5
Strategic Importance	Comparative advantage					
	Multiplier effect					
Economic Impact	Number of jobs created					
	Job creation sustainability					
	Income stimulation					
Feasibility	Low level of business risk					
	Minimal capital requirements					
	Little competition in industry					
	Few / no barriers to entry					
	High demand for product / service					
SMME Development	SMME development					
	Skills development					
Potential Anchor Project						
TOTAL SCORE						

The LED Strategy indicates strategies, programmes and catalytic projects that are relevant to the unique environment of the municipal area. The LED Strategy shows how various activities will work together in supporting the development of the local economy. The formulation of the LED Strategy for the Kgatelopele Local Municipality was “aimed at enhancing competitiveness, information dissemination, investment facilitation and trade promotion and interpret and package this as a practical implementation strategy to guide investment and trade development in line with the LED Vision and Objectives” (LED Strategy, 2012: 2).

6.5.1. Background

Kgatelopele Local Municipality was identified as one of the Municipalities to be assisted with their Local Economic Development (LED) alignment in the Integrated Development Plan (IDP). The assistance entails assessing the status of the LED in the local Municipality, the inclusion of the LED in the IDP and the drivers and or stakeholders who form part of the strategy.

6.5.2 Kgatelopele Municipality LED Analysis and Profile

Kgatelopele Local Municipality falls under ZF Mgcawu District Municipality. The municipality is bordered by Ga-Segonyana Local Municipality on the north, on the west it is Tsantsabane Local Municipality, east it is Dikgatlong Local Municipality and at its south tip by Siyancuma Local Municipality. The municipal area is divided into 4 wards and has 2 towns which are Danielskuil and Lime Acres. Kgatelopele Local Municipality falls within the Gamagara Corridor. This corridor is the mining belt of the John Taolo Gaetsewe and ZF Mgcawu district and runs from Lime Acres and Danielskuil to Hotazel in the north. The corridor focuses on the mining of iron and manganese. The Gamagara Corridor brings a lot of people to this region, which means that there is enormous pressure on the region’s resources and service delivery capacity. The municipality serves as a gateway to those travelling from Kimberley to Kuruman and vis-versa. The main movement routes through the municipality are the: R385 running in an east west direction linking with Postmansburg in the west with Danielskuil, R31 running in a north south direction linking Danielskuil with Kuruman in the north and with Kimberly in the east, R385 linking Danielskuil with Lime Acres to the south and further to Prieska and Hopetown (Siyanda DM SDF, 2012).

6.5.3. LED defined

“Local economic development LED is an outcome: It is a continuous development process based on local initiatives and driven by local stakeholders. It involves identifying and using local resources and skills to stimulate economic growth and development. “Northern Cape Local Economic Development Manual (NCLEDM).

LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city/town/region for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.

6.5.4. LED MANDATE

The legislation of Local Economic Development is based on the strategic frameworks outlined below:

§ “A municipality must structure and manage administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of a community.” - South African Constitution (1996)

§ Local economic development must be planned for, implemented and monitored within the context of the national, provincial, local government policy and LED planning framework. Legislation and policy provide a legal framework and therefore LED must be planned for within this legal framework. Legislation that impacts directly on LED planning includes (but is not limited to):

- Municipal Structures Act (No. 117 of 1998)
- Municipal Systems Act (No. 32 of 2000)
- Municipal Finance Management Act (No. 56 of 2003)

In addition to legislation, the impact of important planning policies on a local municipal LED must

be considered:

- **NDP & NGP, PICC**
- **IPAP**
- **PGDS, DGDS, PSDF, DSDF, LSDF, SPLUMA, PLEDS, DLEDS, LLEDS**

6.5.5. National LED Framework

The National Framework for Local Economic Development in South Africa was launched in 2014, and the main thrust of the framework is to promote a strategic approach to the effective and efficient development of local economies in order to foster job-creation and reduce poverty levels through the integration of different government policies and programmes. Key is leveraging private sector commitment and spending on localities, concretizing partnerships and program coordination that will significantly contribute to shared growth initiatives as advocated through the National Development Plan (NDP), Industrial Policy Action Plan (IPAP), Northern Cape Provincial Growth and Development Strategy (PGDS) and other government policies aimed at ensuring economic growth and transformation.

6.5.6. The LED Legislative and Policy Context

a. National legislation

i. The Constitution of the Republic of South Africa

The Constitution (Act 108 of 1996) is the cornerstone for all legislation and policy-making in South Africa. In particular, Chapter 7 defines the role of local government in its community. Five objectives of local government are described in section 152:

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

Furthermore, section 153 stipulates the following developmental duties of all municipalities:

i) A Municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote social and economic

development.

ii) A Municipality must participate in national and provincial development programmes.

ii. New Growth Path

Government adopted the New Growth Path (NGP) as the framework for economic policy and the driver of the country's Jobs Strategy. In response to the core challenges facing the Nation economically namely joblessness, poverty and inequality combined within the global and national context.

The by components of the strategy is to (a) identify areas where employment is possible on large scale and (b) to develop a policy to facilitate employment created through:

§ A comprehensive drive to enhance both social equity and competitiveness,

§ Systematic changes to mobilise domestic investment around activities that can create sustainable employment,

§ Strong social dialogue to focus all stakeholders on encouraging growth in Employment-creating activities. The focus is to realize the above mentioned and is key job drivers and sectors which include the following:

- Infrastructure;
- The agricultural value chain;
- The mining value chain;
- The green economy;
- Manufacturing sectors, which are included in IPAP; and
- Tourism and certain high-level services

iii. National Development Path

The National Development Plan is focussed on the socio-economic transformation of our society by 2030 through active change.

The NDP focus on:

- Opportunities

- Conditions
- Rising living standards
- Poverty reduction
- Growth
- Employment
- Capabilities

This is underpinned through social collision and enabled by active citizenry, strong leadership and effective government. It gives a focus for 2030 which is largely enabled by the National Growth Path.

iv. The Industrial Policy Action Plan (IPAP)

The major weakness identified in South Africa's long-term industrialisation process is that the decline in the share of employment in the traditional tradable sectors, particularly mining and agriculture, has not been offset by a sufficiently large increase in the share of relatively labourintensive employment in non-traditional tradable goods and services, particularly manufacturing. Consequently, the objectives of the IPAP2 are:

- i. To facilitate a shift away from reliance on traditional commodities and non-tradable services and promote value-added goods and services that competes in export markets (against imports).
- ii. To intensify the industrialisation process and move towards a knowledge- rich economy.
- iii. To promote a more labour-absorbing industrialisation path, with particular emphasis on tradable labour-absorbing goods and services and economic linkages that enhance employment creation.
- iv. To promote a broader-based industrialisation path characterised by increased participation of historically disadvantaged people and marginalised regions in the mainstream of the industrial economy.

v. National LED Framework

The National LED Framework was revised during March 2014 to stimulate and revitalise LED Planning, Coordination and Implementation, and the objectives were somewhat modified to fit the **objectives of the framework are:**

- To build a shared understanding of LED in South Africa

- To elevate the importance and centrality of effectively functioning local economies in growing the national economy.
- To wage the national fight against poverty more effectively through local level databases, strategies and actions
- To improve community access to economic initiatives, support programmes and information
- To improve the coordination of economic development planning and implementation across government and between government and non-governmental actors
- To build greater awareness about the importance and role of localities which, globally, are playing an increasingly significant role as points of investment.

vi. Presidential Infrastructure Coordination Commission

The PICC is mandated by Presidential Cabinet to plan and coordinate a National Infrastructure Plan. It is driven by the highest levels of political will and dedication to harmonise infrastructure planning and implementation across all spheres of the Government of the Republic of South Africa, State agencies as well as social partners. Cabinet established the PICC, to:

- Coordinate, integrate and accelerate implementation
- Develop a single common National Infrastructure Plan that will be monitored and centrally driven
- Identify who is responsible and hold them to account
- Develop a 20-year planning framework beyond one administration to avoid a stop-start pattern to the infrastructure roll-out.

The PICC's mandate is to ensure systematic selection, planning and monitoring of large Projects and its terms of reference include the objectives outlined below:

- Identify 5-year priorities
- Develop a 20-year project pipeline
- Achieve development objectives: skills, industrialisation, empowerment, research & Development
- Expand maintenance: new and existing infrastructure
- Improve infrastructure links: rural areas and poorest provinces
- Address capacity constraints and improve coordination and integration

- scale-up investment in infrastructure
- Address impact of prices
- Support African development and integration

VII. Special Planning and Land Use Management Act: (16 of 2013)

Set to aid effective and efficient planning and land use management. In the context of the spatial transformation agenda, SPLUMA has been proposed as a possible tool to effect spatial transformation.

SPLUMA principles are:

a) The principle of spatial justice, whereby—

- i) Past spatial and other development imbalances must be redressed through improved access to and use of land;
- ii) Spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
- iii) Spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- iv) Land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- v) Land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- vi) A Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;

b) The principle of spatial sustainability, whereby spatial planning and land use management

systems must—

- i) promote land development that is within the fiscal, institutional and administrative means of the Republic;
- ii) Ensure that special consideration is given to the protection of prime and unique agricultural land;

iii) Uphold consistency of land use measures in accordance with environmental management instruments;

iv) Promote and stimulate the effective and equitable functioning of land markets;

v) Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;

vi) Promote land development in locations that are sustainable and limit urban sprawl; and

vii) Result in communities that are viable;

c) The principle of efficiency, whereby—

i) Land development optimises the use of existing resources and infrastructure;

ii) Decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and

iii) Development application procedures are efficient and streamlined and timeframes are adhered to by all parties;

d) The principle of spatial resilience, whereby

i. Flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks;

e) The principle of good administration, whereby—

i. Spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;

ii. All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;

iii. The requirements of any law relating to land development and land use are met timeously;

iv. The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and

v. Policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

VIII. Integrated Sustainable Rural Development Strategy

The purpose of the Integrated Sustainable Rural Development Strategy (ISRDS) is to enhance the welfare of the poor that inhabit rural areas of South Africa. This is only possible if sustainable economies are created from which they can survive. Successful implementation involves facilitating rural development that is both sustainable and integrated in nature. Municipalities are key players in the implementation of the ISRDS due to their decentralised nature – it is only through direct participation with the rural community that one can correctly identify the developmental needs and opportunities. It is also essential for local stakeholders to be mobilised in order to create an environment in which the ISRDS can be successfully facilitated and sustained.

IX. The Broad-Based Black Economic Empowerment Act

In order to uproot inherited social imbalances, progressive legislature has been passed. One example is the Broad-Based Black Economic Empowerment (BBBEE) Act of 2004 where systematic measures are in place to uplift previously disadvantaged communities. Those included in the ‘broad-based black’ definition are Africans, Coloureds, Indians, women, workers, the youth, disabled persons and those who live in rural communities. The main objective of the BBBEE Act is to transform the South African economy to better reflect the South African society, commercial enterprises are largely owned and managed by previously disadvantaged individuals. This Act also aims to support the ‘broad-based black’ population through promoting public and private investment in relevant communities and providing easier access to financial assistance.

b. Provincial legislation

I. The Northern Cape Provincial Growth and Development Strategy (NCPGDS-2012)

Planning for the promotion of economic growth and social development lies at the core of government’s responsibility to provide a better life for all. It is essential to ensure that planning is integrated across disciplines, co-ordinated within and between different planning jurisdictions and aligned with the budgeting processes of national, provincial and local government. The NCPGDS sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

- 1) Promoting the growth, diversification and transformation of the provincial economy.
- 2) Poverty reduction through social development.
- 3) Developing requisite levels of human and social capital.

4) Improving the efficiency and effectiveness of governance and other development institutions.

5) Enhancing infrastructure for economic growth and social development.

The following sectorial documents have been developed in line with the PGDS:

1) Provincial LED

2) Provincial Tourism Strategy

3) Provincial SMME strategy

4) Provincial Trade and Investment Strategy

5) Provincial Incubation Strategy

6) Provincial Agriculture Strategy

7) Provincial transport Strategy

II. Provincial Spatial Development Framework

The PSDF provides an appropriate spatial and strategic context for future land-use throughout the Northern Cape, from a *provincial* perspective. The PSDF is an expression of the mental image, vision and aspirations which the people of the Northern Cape have for their province. From a spatial planning perspective the key objectives of the PSDF are to:

i) Provide a spatial rationale and directive for future development in terms of the principles of sustainability as advocated by the National Framework on Sustainable Development (Department of Environmental Affairs {DEA}, 2008) and the National Strategy for Sustainable Development and Action Plan 2011-2014 (NSSD) (DEA, 2011).

ii) Give effect to the directives of the national government as expressed in *inter alia* the National Spatial Development Perspective (NSDP), the National Framework on Sustainable Development (DEA, 2008), and the National Strategy for Sustainable Development and Action Plan 2011-2014 (NSSD).

iii) Give spatial effect to the provisions of the Northern Cape Provincial Growth and Development Strategy (PGDS) (July 2011) and guide implementation of anchor projects.

iv) Provide direction for the roll-out of national and provincial rural development programmes in the province, e.g. the Comprehensive Rural Development Programme (CRDP), Comprehensive Agricultural Support Programme (CASP), etc.

v) Provide guidance to public and private infrastructure investment in the province, taking

cognisance of the growth and development potential of the various regions and settlements in the province.

vi) Spatially co-ordinate and direct the activities and resources of the provincial government departments.

c. Municipal legislation

I. The White Paper on Local Government

According to the White Paper on Local Government, local authorities have the following responsibilities in terms of their obligation to economic development:

- 1) Provide marketing and investment support in order to attract potential support to their locality.
- 2) Small business support services should be provided to assist small entrepreneurs.
- 3) To support the Local Business Support Centres Programme (i.e. SEDA) launched by the Department of Trade and Industry. The purpose of these centres is to assist local entrepreneurs with issues relating to skills, premises, information, networking, marketing and credit.
- 4) To provide targeted assistance (such as market research and technology provision) to a particular sector in the local economy that has the potential to expand.
- 5) Supplementing and tailoring the services provided by the Department of Labour to local needs through the supply of training and placement services. This is necessary to ensure that people acquire skills and find jobs.

II. The Municipal Structures (1998) & Municipal Systems Act (2000)

The Municipal Structures Act of 1998 defines the types and categories of Municipalities, division of functions and powers within Municipalities, and the regulation of internal systems. Great emphasis is placed on the need for co-operation between different levels of government to better achieve goals and targets. Alternatively, the Municipal Systems Act of 2000 provides Municipalities with guidelines which 'enable municipalities to move progressively towards the social and economic upliftment of local communities' so that basic services may be met. Duties of the municipal council (within financial and administrative capacity) are given in section 4(2):

- 1) Exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community;
- 2) Provide, without favour or prejudice, democratic and accountable government;

- 3) Encourage the involvement of the local community;
- 4) Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner;
- 5) Consult the local community about —
 - a) The level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider: and
 - b) The available options for service delivery.
- 6) Give members of the local community equitable access to the municipal services to which they are entitled;
- 7) Promote and undertake development in the municipality;
- 8) Promote gender equity in the exercise of the municipality's executive and legislative authority
- 9) Promote a safe and healthy environment in the municipality: and
- 10) Contribute together with other organs of state, to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

In addition, Section 26 stipulates that every Municipality is bound by law to produce an integrated development plan (IDP) of which LED is a core component.

III. Back to Basics (B2B)

The Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGSTA) is currently looking into adding Local Economic Development as one of the Pillars in their Back to Basics strategy (B2B), this however is still under review. If this is concluded during the Back to Basics review it will be prioritized substantially.

3.5 Vision, Mission and Objectives

3.5.1 Vision

The Kgatelopele vision for local economic development within the area: "Local Economic Development through sustainable development and continuous improvement, based on LED partnerships that create opportunities for local people."

3.5.2 Mission

"A sustainable and fast-growing local economy achieved through local branding and export promotion, which builds on a diverse entrepreneurial spirit among local communities."

3.6 Structure and System

The earlier phases of this research process have revealed that it is better to adopt a town based approach towards LED. It has also emerged that each town is unique in its economic and social assets and as such any institutional framework will have to be structured in such a way that these factors are part of the solution going forward. Due to the high levels of poverty, the concentrated nature of the local economy and the growing unemployment rate, it is strongly recommended that an LED Directorate be established that reports directly to the office of the Municipal Manager.

6.6 INTEGRATED TRANSPORT PLAN (ITP)

6.6.1. INTEGRATED TRANSPORT PLAN

6.6.1.1 Legislative mandate for the development of Integrated Development Plan

Section 36 of the National Transport Act 5 of 2009 (NTA) all planning authorities to prepare and submit, to the Member of the Executive Committee (MEC) of transport, an Integrated Transport Plan (ITP) for their respective areas for a five-year period. Naturally, the ITP forms part of the IDP.

6.7.1 Kgatelopele Integrated Transport Planning

The Municipality does not have an Integrated Transport Plan as required by the National Transport Act (Act 5 of 2009) yet. However, mobility and transport planning related issues are address in the Kgatelopele Spatial Development Framework, 2009 (SDF). The SDF provides a clear direction of the land development strategies of the Municipality and identifies transport and mobility factors.

6.7.1.1. *Major transport facilities*

In terms of the SDF, the R31 route links Daniëlskuil with Kimberley to the southwest and Kuruman to the north. To the west the route becomes the R385 that leads to Postmasburg. The R385 also connects Daniëlskuil and Lime Acres to the south-east while some minor roads and the R373 service the rural areas. There is an existing railway line facility running through Lime Acres with the necessary sidings and loading facilities. The facility is mainly serving the two mines i.e. PPC and Idwala Lime. A high quality and well maintained airstrip is situated in Lime Acres which is mainly used by the mines.

6.7.1.2. *Introduction of a well-planned transport and movement system*

The SDF appreciates the fact that a well-planned multi-functional system ensures internal and external accessibility and movement with reference to the following issues:

(a) The transport system links Daniëlskuil with the external service areas and the internal system serves to link the communities and existing residential areas.

(b) A well-planned transport system would support the following elements:

Public transport/taxi facilities and their terminus;

Pedestrian flow and accessibility; and

Bicycle transport.

(c) A well-structured and planned hierarchy of provincial and municipal roads must be catered for; and

(d) Access and views from roads onto public open spaces should be planned and coordinated in order to facilitate visual integration and to enhance the stormwater systems.

6.7.2. Future guidelines for transport and roads development

(a) The SDF introduces the following road hierarchy system for Kgatelopele:

Arterial roads to accommodate through traffic (25m).

Collector roads to link certain residential areas in Daniëlskuil (20m – 16m).

Residential local link roads to serve the residential cells (16m – 10m).

(b) The abovementioned system to be implemented during the future planning process.

(c) The road system and the public open space system jointly to address functional pedestrian and vehicle flow.

(d) Sustainable livelihood to be facilitated by the introduction of a safe and effective road system.

(e) Social and spatial integration to be introduced by an effective road system.

6.7.3. Implementation of the future transport and roads development guidelines

The implementation of a movement system is one of the key structures and elements in the future development predictions. Hereby a high standard of regional and internal accessibility would be facilitated. Land use planning (separate land uses and densities) should run parallel to traffic planning in order to enhance integrated sustainable development and livelihoods.

The following levels and types of movement networks are proposed for Kgatelopele:

- (a) Arterial Roads (25 m +)
- (b) Collector Roads (16 m – 20 m)
- (c) Local Residential Link Roads (13 m – 10 m)

Pedestrian and Cycle Routes

6.7.4 AGREEMENT ENTERED INTO BY AND BETWEEN DEPARTMENT OF TRANSPORT, SAFETY AND LIAISON AND KGATELOPELE LOCAL MUNICIPALITY IN ASSISTANCE TO DEVELOP AN INTEGRATED DEVELOPMENT PLAN.

With regard to the issues highlighted above in relation to the development of a transport plan, the Department of Transport, Safety and Liaison has a mandate of ensuring the provision of inter alia safe, reliable and sustainable transportation and policing systems in the Northern Cape.

Thus the department recognize the lack of capacity in Kgatelopele Municipality regarding transport matters as alluded, hence the department has opted to assist the municipality in the development of the integrated Transport Plan (ITP) or related public transport Plan in line with Section 33(1)(a) of the National Land Transport Act of 2009.

This process will then be stipulated in the following phases:

Phases	Stages	Description	Time Period
Phase 1	Consult with stakeholders (DM & LM's Inception stage)	Inform LM to give cooperation	Two weeks
Phase 2	Develop a Draft	Develop Desktop Study	1 Month
Phase 3	Data Collection process	Conduct surveys in the area. The Process to take place in two phases: sample 1 & 2	Three Months
	Data Analysis and population of findings	Process the raw data collected (Sample 1) Process the raw data collected (Sample 2)	Month

	Public Participation Process	Present the Draft to the stakeholders for inputs	Month
	Consolidate inputs from public participation	Adoption by Council	A Week
	Submission of the Final Document	MEC of Transport Safety and liaison for approval	Two weeks

It is important to note that the development of the District Integrated Transport Plan will require the two parties to avail resources such as Human Resource and source documents which are relevant to the document being developed and it is the role of the municipality to allocate an official/officials who will form part of the team and assist with the development of the document and will further have to commit to funding or source funding for the projects identified by the ITP.

The Department's only objective is to assist with the development of the ITP and not to finance the project.

6.8 HUMAN SETTLEMENT PLAN/ INFORMAL SETTLEMENT UPGRADING PLAN

6.9.1. Legislative mandate for the development of a Human Settlement Plan

The Breaking New Ground (BNG) policy forms the strategic basis for the approach to developing a Human Settlement Plan at local government level. The BNG proposes to "promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing." Human Settlement Planning is interrelated with many policies and acts such as:

- Constitution of South Africa, Act No. 108 of 1996
- Housing Act, Act No.107 of 1997
- Municipal Structures Act, Act No. 2000
- Spatial Planning Land Use Management Act, Act No. 16 of 2016
- National Development Plan (NDP)
- National Housing Code

In terms of Section 9 of the Housing Act, Act No. 107 of 1997, it is the responsibility of municipalities to:

- Set housing delivery goals;
- Identify and designate land for housing development;
- Promote the resolution of conflicts arising in the housing development process;
- Create and maintain a public environment conducive to housing development which is financially and socially viable;
- Initiate, plan, co-ordinate, facilitate, promote and enable appropriate housing development;
- Provide bulk and revenue generating services; and
- Plan and manage land use and development.

Therefore, the Municipality must pursue the delivery of housing, within the framework of national and provincial policy, by addressing issues of land, services and infrastructure, and creating an enabling environment for housing development.

6.9.2. Kgatelopele human settlement planning status

The Municipality does not have a standalone Human Settlement Plan yet. Therefore, this section highlights housing issues as addressed by the Kgatelopele Spatial Development Framework, 2009 (SDF) and old IDPs.

They provide an indication of the human settlement and housing status within the Municipality.

Types of dwelling

The majority of households (6206) reside in formal constructed houses (89.9%). 684 households reside in informal settlements and this study was only done for the area of Tlhakalatlou and Landbou Erwe. There are currently three informal settlement areas within the Municipal area i.e. near Tlhakalatlou, within Maranteng (Industrial area) and in the Landbou Erwe area.

Tenure status

The rental market seems to be doing well in the municipal area, as the majority of people are renting, followed by those who have fully paid for their homes and are now the rightful owners. There are also those who are residing rent free; those are most probably residing in the mining houses' accommodation.

Estimated housing backlog

In terms of the Housing Sector plan we are currently sitting at an estimated housing backlog of 3438 households which still needs to be instituted. (2015 Draft Housing Sector Plan)

Informal Settlement

The informal settlement in our areas cannot be neglected in the provision of basic services i.e. water and sanitation. Hence through our partnership with Jasper Solar Project we have managed to provide water within a radius of 50m way below the regulated standard of 200m and this demonstrates our commitment to service all our communities.

It is our commitment that we are going to strive to provide sanitary facility in order to restore dignity of our people, however we have to indicate that the provision of these facilities are for temporary nature until alternative suitable land for settlement is identified, where each household can be provided with such services and means of restoring dignity to our people.

6.9.3. Housing and ancillary issues as per the SDF

In terms of the SDF:

- (a) Interventions are needed to address the housing backlog and its wider implications such as the provision of:
- Additional proclaimed erven;
 - Servicing of sites; and
 - Construction of houses (low cost).
- (b) Sufficient land is available for the future Greenfields development of Daniëlskuil and Tlhakalatlou but there is a serious shortage of land in the Kuilsville area;
- (c) The major demand for housing within Daniëlskuil is for lower income and social housing;
- (d) The urbanisation rate from the surrounding areas to the urban areas has been increasing;
- and

(e) The strongest and fastest growth potential is within the black sector of the community which would pressure the provision of social and lower income housing.

6.9.4. Human settlement planning challenges

(a) Lack of funding

Lack of funding for human settlement development is a challenge to the Municipality as it does not have a good revenue collection record. Naturally, the funding for human settlement purposes received from the Northern Cape: Department of Cooperative and Traditional Affairs is not enough to tackle all human settlement related issues. As a result, the Municipality falls short in funding human settlement initiatives.

(b) Availability of land

The suitability of land for human settlement development is guided by a number of factors. Some of these factors are the location in relation to the existing settlement areas and also the ownership of that particular piece of land. In the context of Kgatelopele Local Municipality, most part of Kuilsville area is surrounded by privately owned pieces of land which is proving to be a huge challenge for the Municipality as any plan to develop these areas would require negotiations and purchasing these properties from private owners.

(c) Dolomitic status of the area

The Council for Geoscience has published reports that indicates that the whole of Daniëlsskuil is a dolomite risk area. As a result, dolomite stability investigations must be undertaken for each new development within this area. Site specific investigations that have since been undertaken for some parts of the greater Daniëlsskuil area confirmed this. Due to their dolomitic status, the development proposals for these areas were costly which prompted further investigations in other areas.

(d) Bulk infrastructure

The availability of bulk services infrastructure is one of the key factors in proposing an area for human settlement development. As it stands, there is a backlog of bulk services infrastructure to some newly and old settlement areas and this is compounded by lack of

funding. Furthermore, population growth is putting pressure on some of the bulk services infrastructure with the oxidation pond being a good example.

(e) Emergence of informal settlements

In the past 10 years, the Municipality has witnessed the emergence of informal settlements, notably, around Tlhakatlou, Landbou Erwe and Maranteng (Industrial area). These informal settlements have been rapidly growing since their emergence which is a huge challenge for the Municipality as some are on strategically located land and severe dolomite risk areas.

6.9.5. Initiatives towards addressing the housing backlog

(a) Spatial targeting

The Spatial Development Framework has identified four areas for future expansion or development of new human settlement areas. It proposes the development of these sites for bonded (450-500m²) and low cost subsidy (350m²) schemes.

(b) Dolomite stability investigation

The Municipality faces a huge challenge with regard to new human settlement development due to the uncertainty of the underlying dolomitic subsurface soil conditions. Therefore, the SDF recommends dolomite stability investigations should be undertaken for each new development. The Council for Geoscience was appointed to undertake dolomite stability investigations on three of the four sites identified by the SDF between October 2015 and February 2016. The areas were not recommended for subsidy housing development. Therefore, it was recommended that a more suitable Greenfields site be sought for development of the required subsidy housing proposed by the Municipality. The Council for Geoscience was again appointed to undertake the study on the fourth site identified by the SDF and two other Greenfield sites between February 2017 and November 2017.

(c) Provision of emergency services

The Municipality has partnered with some stakeholders in the Municipality to provide emergency services to the existing informal settlements. The challenge is this might create an impression that the Municipality approves of the existence of the informal settlements and it might lead to the emergence of more informal settlements. It further poses a challenge of dolomite risk management to the Municipality.

Conclusion

The housing backlog in the Municipality is growing and it has led to the emergence of informal settlements to a certain extent. With no other vacant area available, human settlement development is forced to take place on areas that are underlain by dolomite. The Municipality need to develop a proper and comprehensive human settlement plan that will outline additional funding streams to fund human settlement projects aimed at addressing the housing backlog.

6.9 INTEGRATED ENVIRONMENTAL PLAN (IEP)

A credible EMF should indicate how the municipalities in the district will manage and protect their natural environment to make sure that future generation can also enjoy the same benefits as the current generation.

The role of the EMF strategies: The EMF should form the basis for the strategy and should be used in the following ways:

- Inform policy and strategic decisions in respect of key government priorities such as
- provision for low cost housing;
- inform local authority planning;
- serve as a decision aid in the evaluation of impact assessments;
- inform decisions in respect to poverty alleviation and job creation; and
- serve as a guide to developers.
- The EMF alludes to problem areas and strategy however, it is very general thus offering no
- real guidance in terms of how a municipal area would deal with environmental issues.

CHAPTER 7

INTEGRATED FINANCIAL MANAGEMENT PLAN

Kgatelopele Local Municipality reviews its financial sustainability, current financial positions and Medium Term Revenue and Expenditure Framework (MTREF) on an annual basis to enable the Municipality to deliver acceptable levels of services at affordable tariffs. As at 30 June 2015 the Municipality's financial position was sound with total cash & cash equivalents to the value of R314 060. These funds are committed to various obligations. The MTREF includes the strategic goals of the current Integrated Development Plan. The revision of the MTREF is underlined by the following:

- ☑☑provision of sustainable basic services to our communities☑ ☑☑Conservation of the environment☑
- ☑☑promote a conducive environment for economic development☑☑☑Democratic and accountable government
- ☑☑effective and efficient financially viable municipality ☑☑Municipal Transformation and Organisational Development

6. FINANCIAL STRATEGIES

The Kgatelopele Municipal Council has approved a long term financial plan on the 15th March 2016. The long term financial plan includes certain strategies that are linked to a financing module. The table below provide a summary of the strategies and indicates the progress towards implementation since the adoption of the long term financial plan.

LONG-TERM FINANCIAL PLAN PROPOSED STRATEGIES	STRATEGY OBJECTIVE	PROGRESS
FACILITATE ECONOMIC DIVERSITY	Intensify efforts that will be facilitating of the diversification of the local economy. Providing to investors high level of service for example reduce Turnaround times with plan approvals, reduce response times and provide core functions to the best of the Municipalities abilities.	In process
MUNICIPAL VIABILITY FRAMEWORK	Adopt of a Municipal viability framework in order to actively monitor the performance of Management, Council and Key stakeholders	Policy currently being implemented
BORROWING, FUNDS AND RESERVES POLICY	Adopt a policy that will address the contribution to the capital replacement reserve, set rules for the usage of the reserve without deleting it, make prudent use of	Policy has been approved by Council, now in the implementation, review

	external gearing facilities to finance capital projects and use 80% of the allocated available funding from capital replacement reserve towards the replacement/refurbishment of current infrastructure.	and monitoring phase.
MANAGE EXPENSES	Maintain the prudent management of expenses	Cost containment measures are in place. Evaluating the necessity of items prior to procurement. Cost analysis and market testing to be done on contracts nearing an end.
INCREASE REVENUE	Increase of revenue by more than CPI rate by: i) Identifying of new revenue sources; ii) Selling greater quantity of services; and iii) Increasing rates/tariffs Review current rates and tariff structure	Credit control has been implemented to increase collection. GIS system was installed by TGIS this will aid in enhancing the optimal use of the current customer base and updating the information in the revenue section. The tariffs were reviewed and application was made to NERSA for the increase, it was approved for the 2016/2017 financial year.
FUNDING OF NON-REVENUE SERVICE INFRASTRUCTURE	Dedication of increased revenue from property rates to non-revenue generating infrastructure e.g. roads and storm water to counter deterioration as a result of a lack of proper maintenance.	In process to develop the detail steps for this strategy
CONTROL OVER SALARY AND WAGE BUDGET	Introduction of strict control to avoid new positions being budgeted for and not being filled	Top management control and monitors the speedily filling of the positions, the

		organogram is reviewed.
IMPLEMENT INTEGRATED ASSET MANAGEMENT	Ensure the existence of a comprehensive capital asset register to migrate to implementing integrated capital asset management where expenditure on new infrastructure, replacement, repairs & maintenance expenditure are optimised	Asset management system is in place and a GRAP compliant asset register.
COST ACCOUNTING	Proper allocation of cost for example repairs and maintenance does not include labour cost, not all support services cost is allocated to end service departments.	<p>Busy as part of the Implementation of MSCOA to revisit the costing entries. The cost accounting exercise have commenced.</p> <p>1st Phase - Correct accounting of primary costing. Actual transacting will commence on 1 July 2016;</p> <p>2nd Phase - Secondary costing. The actual transacting will commence 1 July 2017;</p> <p>And 3rd Phase - Revision of the tariff structure. Revision will commence in 2018/2019 with implementation set at 1 July 2019.</p>
PREPARATION OF A COMPREHENSIVE MUN INFRASTRUCTURE PLAN	Compilation of a comprehensive Municipal Infrastructure Plan	The Municipality will develop and provide detailed steps in preparation of this strategy.
PRIORITISATION OF PROJECTS	The capital asset register should allow guidance on the replacement of capital assets, a clear prioritisation module should be developed.	In process to develop the detail steps for this strategy

The financial management of the municipality is driven by various financial policies as required by legislation.

The main policies informing financial management and the financial strategies of the municipality are:

- ?? *Cash Management and Investment Policy*
- ?? *Tariff Policy and Budget Policy*
- ?? *Indigent Policy*
- ?? *Supply Chain Management Policy*
- ?? *Borrowing Funds and Reserves Policy*
- ?? *Rates Policy and Expenditure Policy*
- ?? *Credit Control, Debt Collection and*
- ?? *Liquidity policy*
- ?? *Asset Management Policy*

As mentioned in the executive summary the municipality is not in a healthy financial position. This position needs to be continuously improved upon in order to provide acceptable levels of services in future. The following sections provide various strategies, budget assumptions and the funding of the MTREF.

7.1 Funding of Operating and Capacity Expenditure

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- ?? Realistically anticipated revenue to be collected,
- ?? Cash backed accumulated funds from previous years’ surpluses not committed for other purposes,
- ?? Borrowed funds, but only for the capital budget referred to in section 17(2).

Achievement of this requirement effectively means that Council must approve a balanced, credible and sustainable budget. A Credible budget is a budget that:

- ?? Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality,
- ?? Is achievable in terms of agreed service delivery and performance targets, and Contains revenue and expenditure projections that are consistent with current and past performance,
- ?? Does not jeopardise the financial viability of the municipality, and
- ?? Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

A Sustainable budget is a budget which reflects sufficient revenue and adequate corporate stability in order to fund and deliver on service delivery and performance targets.

7.1.1 Operating Budget

The table below identifies the sources of funding for the 2016/17 MTREF cash operating budget:

SOURCE OF REVENUE	2016/2017	% OF TOTAL REVENUE BUDGET	2017/2018	% OF TOTAL REVENUE BUDGET	2018/2019	% OF TOTAL REVENUE BUDGET
Property Rates	11 295 000	30.5%	11 995 000	31.0%	12 703 000	31.9%

Property Rates: Penalties Imposed & Collection Charges	-	-	-	-	-	-
Rent of Facilities and Equipment	96 000	0.3%	102 000	0.3%	108 000	0.3%
Interest Earned – External Investments	151 000	0.4%	161 000	0.4%	170 000	0.4%
Interest Earned – Outstanding Debtors	112 000	0.3%	118 000	0.5%	125 000	0.3%
Fines	2 720 000	7.4%	2 734 000	7.1%	2 748 000	6.9%
Licences and Permits	143 000	0.4%	152 000	0.4%	161 000	0.4%
Transfers recognised: Operational	22 464 000	60.7%	23 416 000	60.4%	23 810 000	59.8%
TOTAL	36 981 000	100%	38 741 000	100%	39 825 000	100%

7.1.2 Capital Budget

The table below identifies the sources of funding for the 2016/17 MTREF capital budget:

SOURCE OF REVENUE	2016/2017	% OF TOTAL REVENUE BUDGET	2017/2018	% OF TOTAL REVENUE BUDGET	2018/2019	% OF TOTAL REVENUE BUDGET
Municipal Infrastructure Grant	7 673 000	75.4%	8 120 000	80.2%	8 314 000	94.3%
Extended Public Works Programme	1 000 000	9.8%	1 000 000	100%	1 000 000	100%
Integrated National Electrification Programme	1 500 000	14.7%	2 000 000	19.8%	500 000	5.7%
TOTAL	10 173 000	100%	10 120 000	100%	8 814 000	100%

7.3 Interest rates for borrowing and investments.

With the approval of the long term financial plan, Council has resolved to take up external loans through the Development Bank of South Africa for funding of capital projects which will generate a positive cash flow over the life cycle of the asset. Interest rates for borrowing is budgeted as follows:

	2015/16	2016/17
Borrowing interest rate	5%	5%

Investments made with various financial institutions are strictly in compliance with the Municipal Finance Management Act and the municipality's Cash Management and

Investment Policy. The average rate of return on investments for the 2015/16 year is 5.9% and is estimated to be 6.3% for the 2016/17 financial year.

7.4 Rates, Tariffs, Charges and Timing of Collection

The following table shows the average increases in rates and tariff charges over the 2016/17 MTREF period:

	2016/17	2017/18	2018/19
PROPERTY RATES	6.6%	6.2%	5.9%
ELECTRICITY	7.64%	7%	7%
WATER	6.6%	6.2%	5.9%
SEWERAGE	6.6%	6.2%	5.9%
REFUSE	6.6%	6.2%	5.9%

7.5 Collection Rates for each revenue source and customer type

The average collection rate is the cash collected from consumers expressed as a percentage of the amount billed and is currently 48.7% on a 12-month rolling period. The average monthly collection rate for 2015/16 and the projections for the 2016/17 year are as follows:

	2015/16	2016/17
Property Rates (Average % of Monthly and Annual payments)	52.4%	55.9%
Electricity – Domestic consumers	61.3%	65.3%
Water	42.1%	44.9%
Sewerage (Average % of Monthly and Annual payments)	42.3%	45.1%
Refuse	48.5%	51.7%

7.6 Price Movements on specifics

Purchase of bulk electricity from Eskom is budgeted at R19 423 989 in the 2016/17 financial year, which is an estimated increase of 9.4 per cent. Estimated growth for the 2017/18 year is 5.8 per cent and 5.8 per cent for the 2018/19 year.

7.7 Average Salary Increases

The personnel budget is calculated by reviewing the individual posts that is currently filled in the municipal organogram, as well as previous years' expenditure on the salary budget. Provision is also made for the filling of vacant posts during the 2016/17 financial year. The following table indicates the salary increase in personnel wages and salaries and councillor allowances for the 2016/17 MTREF:

	2016/17	2017/18	2018/19
Councillor allowances	2 613 999	2 802 207	2 995 560
Senior managers	2 286 946	2 451 606	2 620 766
Other personnel	21 169 231	22 693 416	24 259 262

7.8 Industrial Relations Climate and Capacity Building

The rendering of cost-effective and sustainable services to the entire community with diligence and empathy, is one of the municipality's mission statements. In order to render this effective and efficient service the municipality is committed to invest in the staff of the municipality. The municipality also participates in the Municipal Finance Management Internship Programme and has employed three interns undergoing training in various sections of the Finance Directorate. Another two positions are in the process of being advertised. The municipality has several training initiatives available to its employees and has a skills programme in place.

7.9 Changing Demand Characteristics

(Demand for free services or subsidised basic Services)

The growth in Kgatelopele has slowed down since the 2011 financial year in terms of business activities. In the property market there was an on-going drop in the building of new houses and developments, as a result of the economic climate. There is however signs that the demand for credit remains weak and that credit extended to households have started to increase. The labour market remains sluggish. The unemployment rate stood at 25.5 per cent in the third quarter of 2015 (26.7% General Unemployment Rate). Kgatelopele is home to a number of poor households which causes unending housing and socio-economic backlogs. This is caused by the general influx of people from neighbouring towns, provinces and farms to seek employment and change their livelihood.

7.10 Ability of Municipality to spend and deliver on Programs

Grant Capital project expenditure for the 2014/2015 financial year was 99.9% of the total capital budget. The capital spending is closely monitored by ways of monthly cash flows and monthly reporting to Council on capital expenditure. The projected capital spending for the 2015/16 financial year is 90%. It is anticipated that 95% of the Capital budget will be spent in the 2016/17 financial year.

CHAPTER 8

MUNICIPAL PROGRAMMES AND PROJECTS:

8. PROJECTS AND PROGRAMMES FOR 2017/2018

KPA 1: Basic services									
Strategic objective		Democratic and accountable government. Municipal Transformation and Organisational Development				Values			
IDP Priority number	Key Focus Area (KFA)	Activity, Project, Programme	Activities Programme Capital Projects	Department	KPI – Service standard	Target	Project value	Budgeted for 2017/18	Delivery: Internal or Ext Funding source
1	Water	Refurbishment of Water service Infrastructure	Capital Project	Technical	Efficient Water Supply in order to decrease water loss by 30 June 2018	To have the efficient water supply which will decrease water loss by 30 June 2018	R 4 000 000	R 4 000 000	DWS
2	Sanitation	Upgrading of the existing sewage purification works	Capital Project	Technical	Expand the Capacity of the existing oxidation ponds and improving the		R 25 000 000	R 8 099 000	MIG

					living standards of the residents in Kuilville, Tlhakatlou and Danielskuil by 30 June 2018				
4	Cemetery Management	Formalisation and Extension of Tlhakatlou and Kuilville Cemeteries	Cemetery Management	Technical	Extension of the existing cemeteries	Acquisition of the environmental authorisation by 30 June 2018	R 4 00 000	R4 00 000	Internal funding

KPA 2: Spatial consideration/Environment

	Strategic objective		Development of Sustainable Human Settlement Environment				Values			
KPI Number	IDP Priority number	Key Focus Area (KFA)	Activity, Project, Programme	Activities Programmes Capital Projects	Department	KPI – Service standard	Target	Project value	Budgeted for 2017/18	Delivery: Internal or External Funding source
5	11	Land	Provision of low cost for Housing	Capital Project	Technical	Facilitation of the provision of low cost housing	Facilitation of the provision of low cost housing by 30 June 2017			External funding: Human settlement Development
6	11	Housing	Stability test and town Planning around Thakalatlou and Kuilsville	Capital Project	Technical	Stability test and town planning in Thakalatlou and Kuilsville by 30 June 2017	Stability test and town planning in Thakalatlou and Kuilsville by 30 June 2017			External Funding: Human settlement Development Grant.

7	11	Environmental awareness	Empower communities on caring for the environment	Activity	Technical	Environmental awareness workshop on caring for the environment	4 environmental awareness workshop held in the 2017/18 FY			Int : Operating Budget, salary component
8	11	Recycling of Waste Material	Promoting the collection of waste	Activity	Technical and Community services	Facilitate one recycling Activity	Facilitate one recycling activity by end of 2017/18 FY			Int: Operating Budget.

KPA 3: Economic growth and development										
KPI Number	Strategic objective		To promote a conducive environment for economic development				Values			
	IDP Ref No.	Key Focus Area (KFA)	Activity, Project, Programme	Activities Programmes Capital Projects	Department	KPI – Service standard	Target	Project value	Budgeted for 2017/18	Delivery: Internal or Ext Funding source
9		Job creation	Development and implementation of strategies for economic growth and development	Programme	Corporate services	update a database of unemployed youth in the municipal area on a quarterly basis	Database of unemployed youth by 30 June 2018			Int: Operating Budget, Salary component.
10	5	Strategies: economic growth	Strategies for economic growth and development	Programme	Corporate services	Conclusion/update of MoU with the mining companies	Updated MoU by 31 Dec 2017			Int: Operating Budget, Salary component.
11	5	Strategies: development	Database on local people hired	Programme	Corporate services	Reporting of how many local people are employed by mines	1x report on local people employed by 31 March 2017			Int: Operating Budget, Salary component.
12	5	Development	Local Economic Development Plan	Activity	Office of the Municipal Manager	Review Local Economic Development Plan	Review Local Economic Development Plan by 30 June 2017			Int: Operating Budget, Salary component.
13	5	Capacity building	Upgrading Informal Traders	Programme	Office of the Municipal Manager	Facilitation of Informal traders	Avail site for informal traders by 30 June 2018			Int: Operating Budget, Salary and

										conventional cost.
14	5	Capacity building	Building local capacity and skill development	Programme	Office of the Municipal Manager	Local contractors development	Development of 4 small local emerging suppliers by 30 June 2018			Int: Operating Budget, Salary
15	5	Strategies: economic growth	Develop and update a database on the municipality's relevant economic information	Programme	Office of the Municipal Manager	Quarterly update of database of all businesses in the municipal area	Database of all businesses by 30 June 2018			Int: Operating Budget, Salary
16	5	Tourism	Market the municipal area	Programme	Corporate services	Support one local tourism initiatives	One tourism initiative supported by 30 June 2018			Int: Operating Budget.

KPA 4: Financial sustainability

Strategic objective		To ensure an effective and efficient financially viable municipality					Values			
KPI Number	IDP Priority number	Key Focus Area (KFA)	Activity, Project, Programme	Activities Programmes Capital Projects	Department	KPI – Service standard	Target	Project value	Budgeted for 2017/18	Delivery: Internal or Ext Funding source
17	6	Revenue enhancement	Raise/collect operating budget revenue as per approved budget	Programme	Finance	80% Percentage of operating budget revenue raised/received	80% of total operating budget revenue raised or received, by 30 June 2017.			Internal Funding source
18	6	Revenue Collection	Collection of Grant funding as per DORA allocation	Programme	Finance	100% of Collection Capital Grant Funding Received	100% of total Capital Grant funding received by 30 June 2017	R 12 099 000	R 12 099 000	External Funding
19	6	Revenue Planned	Indigent registration	Programme	Finance	Number of Indigent Households registered	Update the indigent household registered in the 2017/18 FY			Unconditional Grant/Equitable Share
20	6	Asset Acquisition	Purchasing of Cherry Picker	Activity	Finance	1x Cherry Picker Truck Electricity	1x Cherry Picker Truck Electricity	R 1 000 000	R 1 000 000	Internal Funding

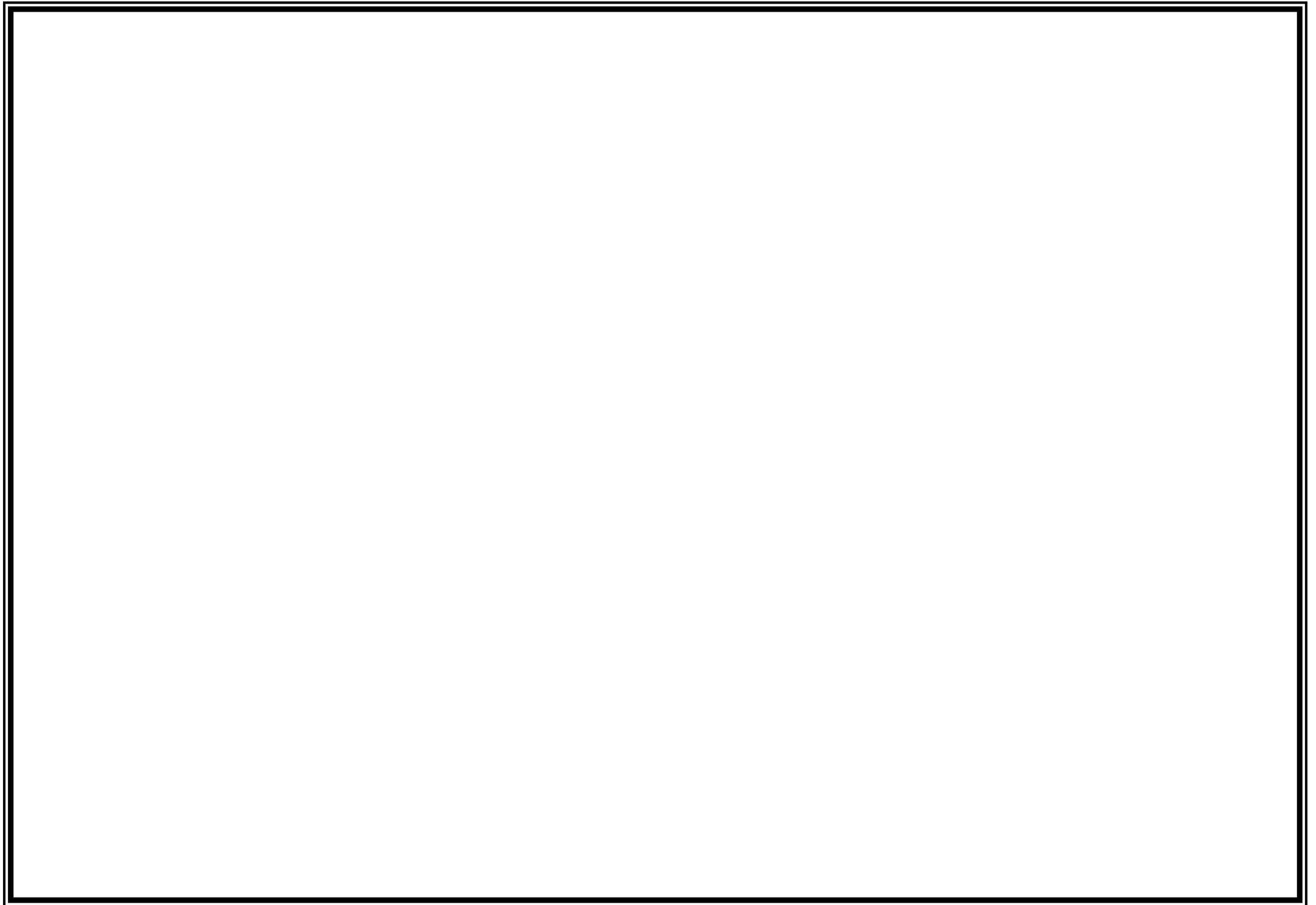
21	6	Asset Acquisition	Purchasing of Meter readers vehicle	Activity	Finance	1x Meter reading Vehicle by 30 June 2018	1x Meter reading Vehicle by 30 June 2018	R 200 000	R 200 000	Internal funding
22	6	Asset Acquisition	Purchasing of Mayoral Vehicle	Activity	Finance	1x Mayoral Vehicle to be purchased by 30 June 2018	1x Mayoral Vehicle to be purchased by 30 June 2018	R 500 000	R 500 000	Internal Funding
23	6	Budget Expenditure	Operating Budget Expenditure	Programme	Finance	100% of Operating Budget Expenditure	100% of Operating Budget Expenditure by 30 June 2018	R 83 324 000	R 83 324 000	Int: funding
24	6	Cost containment	Spend operating budget expenditure as per approved budget	Programme	Finance	80% Percentage of operating budget expenditure spent. 30 June 2018	80% of operating budget expenditure spent by 30 June 2018	R 66 659 200	R 66 659 200	Internal funding
25	6	Asset management	Integrated asset management system information with the	Programme	Finance	Compile a GRAP compliant asset register.	GRAP compliant asset register 31 August 2017	R 411 257.00	R 411 257.00	Internal funding/ External Funding National Treasury

			financial system's GRAP complaint asset register							
26	6	Asset Management	Develop an Asset Management Policy		Financial Sustainability	Development of an Asset Management Policy by 31 July 2017	Development of an Asset Management Policy by 31 July 2017			Int: funding; Salaries composition
27	6	Asset Management	Develop standard operating procedures for asset management		Financial Sustainability	Development of standard operating procedures for asset management by 30 September 2017	Development of standard operating procedure for asset management by 30 September 2017			Int: funding; Salaries composition
28	6	Asset Management	Update of Asset Register		Financial Sustainability	Quarterly update of asset Register	4x Quarterly Updates of an Asset Register by 30 June 2018			Int: funding operational

29	6	Asset Management	Undertake quarterly Inventory of stores		Finance	4 quarterly undertakings for inventory of stores by 30 June 2018	4x Quarterly undertakings of stores by 30 June 2018			Int: funding operational bduget
30	6	Asset Management	Compilation of list of assets that needs to be disposed		Finance	Report on list of assets that needs to be disposed by 31 January 2017	Report on list of assets that needs to be disposed by 31 January 2017			Internal Funding; Salaries Compositio n
31	6	Supply Chain Management	Disclose in AFS all deviations condoned by Council Implementa tion of the procureme nt plan		Finance	Disclose in AFS all monthly reported deviations condoned by Council by 31 August 2017	1XDisclosure note in AFS			Int: funding: FMG Operational Budget.
32	6	Supply Chain Management	Formulation of procureme nt plan			Formulating of procurement plan by 30 June 2018	1X Procurement plan by 30 June 2018			Int: funding: Operational Budget.
33	6	Supply Chain Management	Implementa tion of the			100% Compliance with the	100% Compliance with the			Int: funding:

			procurement plan			procurement plan by the 30 June 2018	procurement plan by the 30 June 2018			Operational Budget.
34	6	Financial reporting	Submit the AFS by 31 August 2017 to the office of the Auditor-General	Activity	Finance	Financial Statements submitted by 31 August 2017	1 AFS per annum			Int funding: Operational Budget.
35	6	Budgeting	Submit the Draft Budget Plan for inclusion in the IDP for approval by Council by 15 March 2017 (draft)	Programme	Finance	Draft Budget Plan approved by Council by 15 March and	Draft Budget Plan approved by Council by 15 March(2017)			Int: funding: Operational Budget.
36	6	Budgeting	Submit the Final Budget by 31 May 2017	Programme	Finance	Final Budget Plan approved by end of May 2017	Final Budget Plan approved by end of May 2017			Internal Funding; Operating budget
37	6	Budget Funding	Submit the adjustment budget to Council for	Activity	Finance	Adjustment budget submitted to	1 X Adjusted budget per annum by 25 Jan 2018			Internal Funding: Operational budget

			approval by 25 Jan 2018			Council by 25 Jan 2018				
38	6	Reporting Requirements	Submit section 71 reports to Mayor, Municipal Manager, and treasury on a monthly basis. 14 working days	Activity	Finance	Section 71 reports submitted 10 working days after the end of a month	12 X Section 71 Report by 31 January 2018			Internal Funding: budget
39	6	Reporting Requirements	Submission of 4x section 52 report by 31 July 2018			Section 52 report submitted quarterly by 31 July 2018	4x Section 52 Quarterly Reports by 31 July 2018			
40	6	Reporting Requirements	report Submit section 72 Report	Activity		Section 72 Report submitted once a year by 25 January 2018	1x Section72 Report			



KPA 5: Institutional transformation

	Strategic objective		Municipal Transformation and Organisational Development				Values			
KPI Number	IDP Priority number	Key Focus Area (KFA)	Activity, Project, Programme	Activities Programmes Capital Projects	Department	KPI – Service standard	Target	Project value	Budgeted for 2017/18	Delivery: Internal or Ext Funding source
41	6	Organisational structure	Review of organisational structure	Programme	Office of the Municipal Manager/Corporate Services	Approved organisational structure	Filling of budgeted key vacancies within the approved budget by 31 October 2017			Int: Operating Budget.
42	6	Organisational structure	Job descriptions	Programme	Office of the Municipal Manager	Formulation of credible job descriptions for new employees	100% Formulation of Job descriptions for budgeted key vacancies by 30 September 2017			Ext: MSIG operational grant funding.
43	6	Organisational structure	Development/Review of Employment Equity Plan	Programme	Office of the Municipal Manager	Development/Review of a developed	1x EE Plan by 31 August 2017			Int: Operating Budget.

						employment equity plan				
44	6	Human capital and skills development	Training committee	Activity	Cooperative Services	Functionality of training committee	6x meetings in the by 30 June 2018			Int: Operating Budget
45	6	Human capital and skills development	Workplace skills plan	Activity		Actual budget spent on the implementation of the workplace skills plan	92% of the allocated budget by 30 June 2018	R 150 000	R 150 000	Int: Operating Budget
46	6	Human resources management	Labour relations	Activity	Corporate Services	Meeting of the LLF	4x meetings in the 2017/18			Int: Operating Budget
47	6	Human resources management	Dispute resolution	Activity	Corporate Services	Resolution on all labour disputes	80% resolution of labour disputes by 30 June 2018			Int: Operating budget, salary
48	6	Human resources management	Human resources development	Activity	Corporate Services	Induction of newly appointed staff	100% all newly appointed staff inducted by 30 November 2017			Int: Operating Budget, salary
49	6	Job evaluation	Evaluation of newly	Programme	Corporate Services	District job evaluation	Evaluation of newly			Int: Operating Budget

			established posts and updating of existing posts for re-evaluation			committee meetings	established posts and updating of existing posts for re-evaluation by 31 August 2018			
50	6	Human Resource Management	Skills Audit Process	Activity	Corporate Services		Skills Audit Process			External funding
51	6	Human Resource Management	Occupational Health and Safety	Activity	Cooperative	Health and Safety Committee Meeting	4x meetings by end 30 June 2018			Int: Operating Budget
52	6	Human Resource Management	Occupational Health and Safety		Corporate Services	Monthly meetings with Health and Safety Reps	12x meetings by end 30 June 2018			Int: Operating Budget
53	6	Office of the Municipal Manager	Staff Meeting		Office of the Municipal Manager	Sitting of staff meetings	3x meetings by end of 2017/18			Int: Operating budget
54	6	Office of the Management Manager	Extended Management System		Office of the Municipal Manager	Quarterly sitting of Extended Management Meetings	4x meetings by end of 2017/18			Int: Operating Budget

55	6	Performance management	Formulation of performance plans	Activity	Office of the Municipal Manager	Formulation of performance plans	16x performance plans by the end of July 2018			Int: Operating Budget
56	6	Performance management	Section 72 reports	Activity	Office of the Municipal Manager	Tabling of mid-year S72 report by 30 January 2018	1 tabling of mid-year s72 report per annum by 30 January 2018			Int: Operating Budget
57	6	Performance management	Performance assessments	Activity	Office of the Municipal Manager	Number of performance assessment conducted	1x Quarterly=4x in the 15 July 2018			Int: Operating Budget
58	6	Systems and technology	Develop a ICT Master Plan	Activity	Corporate services	Development/R eview of a ICT master plan	1x Plan developed by 30 June 2018			Int: Operating Budget
59	6	Systems and technology	Improve ICT network	Activity	Corporate services	Improve the ICT network	ICT network improved by 31 July 2017	R 123 740	R 123 740	Int: Operating Budget
60	6	Systems and technology	ICT governance structure	Activity	Corporate services	Improve the ICT Governance structure. Quarterly Sitting of IT Committee by 30 June 2017	1x Quarterly sitting of IT Committee by 30 June 2018	R 123 740	R 123 740	Int: Operating Budget

61	6	Municipal Facilities	Institutional Transformation	Activity	Technical	Quarterly assessment of municipal facilities/building that needs maintenance by 30 June 2018	Quarterly assessment of municipal facilities/building that needs maintenance by 30 June 2018			Grant Funding: EPWP
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KPA 6: Good governance

	Strategic objective		Democratic and accountable government				Values			
KPI Number	IDP Priority number	Key Focus Area (KFA)	Activity, Project, Programme	Activities Programmes Capital Projects	Department	KPI – Service standard	Target	Project value	Budgeted for 2017/18	Delivery: Internal or Ext Funding source
62	6	Governance Structures	Functioning of Council	Activity	Good Governance	Number of council meetings	4x Quarterly Council meetings held by 31 July 2018			Int: Operating Budget
63	6	Governance Structures	Council meeting legislated deadlines	Activity	Corporate Service	10x Special Council meetings by June 2018	10x Special Council meetings by June 2018			Int: Operating Budget
64	6	Governance Structures	Departmental Meetings	Activity	Office of the Municipal Manager	4x Quarterly sitting of Departmental Meetings by 30 June 2018	4x Quarterly sitting of Departmental Meetings by 30 June 2018			Int: Operating Budget
65	6	Governance Structures	Meetings of Financial Committee	Activity	4 Quarterly Sitting of Departmental Meetings by 30 June 2018	Quarterly sitting of finance committee	4x Financial Committee meetings by end June 2018			Int: Operation Budget
66		Governance Structures	MPAC meetings			Quarterly sitting of MPAC committee	4x MPAC meetings by end June 2018			Int: Operating Budget

67	6	Governance Structures	Institutional Committee meetings			Quarterly sitting of committee	4 x Institutional Committee meetings by end June 2018			Int: Operating Budget
68	6	Governance Structures	Technical Committee meetings			Quarterly sitting of Technical committee meetings	4x Technical Committee meetings by end June 2018			Int: Operating Budget
69	6	Governance Structures	Commonage Committee meetings			Quarterly sitting of committee	4x Commonage Committee meetings by end June 2018			Int: Operating Budget
70	6	Governance structures: Internal Audit	Quarterly audit committee meetings.	Activity	Office of the Municipal Manager (Internal Audit)	Quarterly sitting of Audit committee.	4x meetings by 30 June 2018			Int: Operating Budget
71	6	Governance Structures: Internal Audit	Special Audit Committee Sittings	Activity	Office of the Municipal Manager	2x sittings of special audit committee meetings by August and November 2017	2x sittings of special audit committee meetings by August and November 2017	R 80 000	R 80 000	Int: Operating Budget
72	6	Internal Audit	Compilation of	Activity	Office of the	Compilation of operational	Compilation of operational			Int: Operating Budget

			operational audit plan and review of strategic plan and policies		Municipal Manager (Internal Audit)	audit plan and review of strategic plan and policies	audit plan and review of strategic plan and policies by 30 June 2018			
73	6	Internal Audit	Submission of reports to Management and meetings with management .	Activity	Office of the Municipal Manager (Internal Audit)	Reports to Management on audits performed. Meetings on audit reports and progress on audit action plans.	Submission of draft report within 7 days after completion of the audit.			Int: Operating Budget
74	6	Internal Audit	12 Monthly reports on progress of AGSA Action Plan and recommendations made by IA by 30 June 2017	Activity	Office of the Municipal Manager (Internal Audit)	12 Monthly reports on progress of AGSA Action Plan and recommendations made by IA by 30 June 2018	12x Monthly reports on progress of AGSA Action Plan and recommendations made by IA by 30 June 2018			Int: Operating Budget
75	6	Internal Audit	Fortnight meetings	Activity	Office of the Municipal Manager	6x by-weekly Meetings with Management on implementation of audit	24x Weekly meetings with Management on implementation of audit			Int; Operating Budget

						action plan per Quarter	action plan by 30 June 2018			
76	6	Internal Audit	Audits in terms of the strategic plan	Activity	Office of the Municipal Manager (Internal Audit)	Completion of audits indicated for the financial year.	Quarter one& two: budget and Treasury Quarter three: Corporate and Office of the Municipal Manager Quarter four: Technical Manager			Int: Operational Budget.
77	6	Risk Management	Risk Assessments conducted Quarterly	Activity	Office of the Municipal Manager		4x Risk Assessment conducted quarterly by 30 June 2018			Int: Operating Budget
78	6	Risk Management	Submission of Risk Management Reports per department(4 departments)	Activity	Office of the Municipal Manager		4x Quarterly reports=16 reports by end of June 2018			Int: Operating Budget
79	6	Stakeholder Participation	IDP Process Plan	Programme	Office of the Municipal Manager	Adopted IDP Process Plan by Council	1 x process plan per annum by end of 31 August 2017			Int: Operating budget.

80	6	Stakeholder Participation	IDP/Budget Process	Activity	Office of the Municipal Manager and Finance	2 Ward based consultative meetings	8x ward Area based meetings in the 30 June 18			Int: Operating budget.
81	6	Communications (Internal and External)	Functioning of ward committee system	Activity	Office of the Municipal Manager	10 Ward committee meetings	10x ward Committee Meetings by 30 June 2018			Int: Operating Budget.
82	6	Communications (Internal and External)		Activity	Office of the Municipal Manager	Ward meetings	10x Ward Meetings by 30 June 2018			Int: Operating Budget.
83	6	Mayoral Structural engagement		Activity	Office of the Municipal Manager	HIV/AIDS – Mayoral Forum	4x Quarterly Mayoral HIV/AIDS Forum by 30 June 2018			Int: Operating Budget.
84	6	Policies, Strategies and Plans	Approved IDP	Programme	Office Of the Municipal Manager	IDP completed/reviewed and adopted	1x per Annum, draft IDP approved by 31 March 2017			Int: Operating Budget.

85	6	Policies, Strategies and plan	Approved IDP	Programme	Office of the Municipal Manager	IDP completed/ reviewed and adopted	final IDP approved by 31 May 2017			Int: Operating Budget
86	6	IDP Committees	IDP Rep Forum	Activity	Office of the Municipal Manager	IDP Rep Forum meetings held	4x IDP Rep Forum held by 30 June 2018			Int: Operating Budget.
87	6	IDP Committees	IDP Steering Committee	Activity	Office of the Municipal Manager	IDP Steering Committee held	4x Quarterly IDP Steering Committee held by 30 June 2018			Int: Operating Budget.
88	6	Monitor and Evaluation	Compilation and approval of SDBIP	Activity	Office of the Municipal Manager	Approval of SDBIP before legislative deadline(28 days after Mayor has signed Budget)	1 x Draft Approved SDBIP per annum by 14 June 2017			Int: Operating Budget.
89	6	Monitor and Evaluation	Compilation and approval of SDBIP	Activity	Office of the Municipal Manager	Approval of the SDBIP before legislative deadline	1x Final Approved SDBIP per Annum by 30 June 2017			Int: Operating Budget
90	6	Monitor and Evaluation	Tabling of Annual Report	Activity	Office of the	Submission of Draft annual	1x Draft Annual Report			Int: Operating Budget.

					Municipal Manager	report by 31 August 2017				
91	6	Monitor and Evaluation	Tabling of Annual Report	Activity	Office Of the Municipal Manager	Submission of Annual report before legislative deadline 31 March 2017	1 x Final Annual Report			Int: Operating Budget.
92	6	Customer relations	Gauge residents satisfaction	Activity	Office of the Municipal Manager	Satisfaction assessment conducted	1 x Annual Customer satisfaction assessment by 30 June 2018			Int: Operating Budget.
93	6	Customer relations	Formulation of monthly reports of complaints received	Activity	Office of the Municipal Manager	Monthly Report on complaints received by 30 June 2018	12x Monthly reports on complaints received by 30 June 2018			Int: Operating Budget.
94	6	Customer relations	Professionalism in handling complaints	Activity	Corporate Services	Capacity building for the responsible personnel	Training of the responsible personnel for customer relations by the 30 November 2017			Int: Operating Budget

95	6	Customer relations	Strategies on dealing with complaints	Activity	Office of the Municipal Manager	Develop a manual to deal with complaints	1 X Manual developed by 30 June 2017			Int: Operating Budget.
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