



DRAFT MUNICIPAL IDP

Kgatelopele Local Municipality

**IDP Review 2020/2021,
Planning 2021/2022**

**“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		
RDP	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			

MAYOR'S FOREWORD

As we all know, the ongoing COVID-19 pandemic was confirmed by Minister of Health Zweli Mkhize to have spread to South Africa on 5 March 2020. On 15 March, the President of South Africa, Cyril Ramaphosa, declared a national state of disaster, and announced measures like immediate travel restrictions and the closure of schools from 18 March 2020. On 23 March, a national lockdown was announced, starting on 26 March 2020. On 23 April, Cyril Ramaphosa announced that from 1 May, a gradual and phased easing of the lockdown restrictions would begin, lowering the national alert level to 4. On 7 May 2020 the Minister of Cooperative Governance issued amended instructions which provided for the convening of virtual Council Meetings in order to adopt IDPs and it is through these directives that we are able to table the Final IDP Review 2019/20, Planning 2020/2021.

In terms of section 34 (a) & (i) of the Local Government: Municipal System Act 32 of 2000 each municipality must review its Integrated 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. We also engaged in a 2 day strategic planning session in a consultation process to ensure that council becomes part of municipal planning and decision making, and at that strategic planning, SWOT analysis was established and strategic objectives were developed. Chapter 6 of the MSA 32 of 2000 also requires all municipalities must develop a Performance Management System that will monitor the implementation of the IDP. We are clear of the local government mandate per the Constitution and we have made a political and administrative decision to ensure that we move the municipality to the next level.

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 informs Council for the period of five years. It encourages both short and long term planning, in the 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 coordinated manner. The Municipal Finance Act (MFMA) of 2003, Chapter 4, Section 16, Subsection 2, further directs Municipalities to table the Final Integrated Development Plan as well as the Final Budget before Council on or before the end of the May 2020 of each financial year however due to the declaration of a state of national disaster and lockdown there was an impact on the processes towards the adoption of IDPs.

As per Circular on Guidance on The Adoption of IDPs and Public Participation Consultation Mechanisms on Alert Level 4 of 2020, the process to be followed was that a Council meeting needed to be convened to adopt the Final Municipal IDP before 30 June as we had already approved the Draft IDP on 23 March 2020. Public inputs were solicited through social media from 24 March 2020 to 27 April 2020 which is as per the Municipal System Act which 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 what we started together a few years ago. The review is used as a tool to assist to realise the long term objectives of 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. As our vision alludes and key strategic objectives, processes built around a model of better, cost efficient and quicker turnaround times in all service delivery fronts targeted. We are mindful of the resource requirements to achieve this, especially tools and equipment. 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 centered and developmental local government relating to resources or budget available. Kgatelopele Local Municipality has many challenges, some of the challenges are, grabbing of land, dolomite, unemployment, drugs, illegal dumping, alcohol abuse and theft of municipal equipment or (tools), not forgetting a polluted environment which impact negatively in the planning processes and previous financial year or even beyond 2020/2021.

The issue of finance and institution arrangement is stabilised. The challenge of shortage of vehicles has reduced as the municipality has increased on fleet. It must be said that it is a bad experience to have a bitter taste in the mouth to learn that our municipality have again received a disclaimer audit opinion Annual financial statement (AFS) but performance improved from disclaimer to qualified opinion. It's a huge achievement and our officials has to be applauded for a job well done. To correct the current situation, we need to commit ourselves to a drastic turnaround of events, to install fiscal discipline throughout municipal financial matters in all departments and discipline in general, fruitless and wasteful irregular expenditure, adhere to the implementation of the Audit Action Plan, to put more emphasis on the Implementation of the Credit Control Policy and furthermore to ensure that it becomes an obligation to all of us to put our shoulders behind the wheel and walk an extra mile in order to improve the situation for the better. Our commitment to strengthen community participation in our municipality is evident as we have functional ward committees in all wards.

It is with great pride to announce we have a stable Council which is committed to take effort to ensure that the IDP and budget processes are aligned, that the SDBIP is linked to the IDP and that public participation has been done as required by legislation. We are confident that through the Integrated Development Plan the municipality will be in a position to deliver services in line with constitutional standards, as we approach the final phase of the current term of our political office. All Kgatelopele Municipal stakeholders including our community and business are encouraged to work with the municipality in order to create a financially sound municipality, provision of services, proper infrastructure in order to enable a conducive environment to attract investments which will ultimately result in an economically viable municipality that will improve the living conditions of the people. On behalf of Kgatelopele

Municipal Council, let me thank fellow councillors, senior managers, the staff, stakeholders, most importantly the community of Kgatelopele. We call upon all our stakeholders and communities to join hands with government to deliver on our mandate and to ensure that we beat the COVID-19 pandemic because together we can do more.

I thank you!

Hon Mayor

Cllr Rene Losper

OVERVIEW OF THE MUNICIPAL MANAGER

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's 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. 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 realise reliable electricity supply, replacement of asbestos pipes have led to reduced water pipes burst and improvement of health services will 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 the risky dolomitic nature of our area.

It is our intention to continue investing in these areas i.e. water, sewer, solid waste and roads and storm water in particular bulk services, and of the projects have been earmarked for the 2020/21 financial year to address these basic services.

The Municipality has also resolved that it will move into exploring other energy sources such as Solar Power. In the 2019/2020, we have managed to commence with this by constructing a solar rooftop carport at the Municipality. In the 2020/2021 Financial Year we will continue with this project by installing Solar Rooftops on 2 other Municipal Buildings. The municipality will also address issues around waste management through the rehabilitation the Old Landfill Site and the Establishment a New Landfill Site. 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 VORENTO”

**Mr. Monde Alistair January
Municipal Manager**

EXECUTIVE SUMMARY

This document represents the Kgatelopele Local Municipality 4th and Final Draft review of the (5 year) 2016/2021 Integrated Development Plan (IDP) adopted by Council on 26 June 2020. 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 should note that this IDP review is not intended to redraft the approved 5 year IDP for 2016/2021 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 nine chapters.

The nine 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 or with no amendments for this 2021/22 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 status quo analysis 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 Political Representation & Governance structures, stakeholders Profile Forum, Municipal Administration, situational analysis of our performance against the five national key performance areas for the 2020/2021 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 a 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, and Disaster Management Plan (DMP), spatial development framework (SDF), Integrated LED Plan (ILED P), Human Settlement Plan or Informal settlement upgrading plan.

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 Social Labour Plans of the 3 mines which are situated in the Kgatelopele Local Municipality area.

Chapter 9: 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. Furthermore, the chapter also contains the projects that the municipality wishes to implement but have not been able to source funding for.

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/Budget Community Engagement Meetings and IDP/Budget Representative Forums where communities and stakeholders 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 role. The IDP reflects the aspirations of the people 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
- promote possible partnership with other stakeholders
- Promote intergovernmental coordination/relations.

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 2021/2022 is informed by the following:

- The municipality's performance attained for the 2019– 2020 financial year as well as the mid-year performance for 2020/21.
- Changing circumstances in the municipal area.

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 annual review of the IDP as referred to in Section 34 of the MSA. This document represents our 5th Draft review to be adopted by 31 March 2021 as per the Municipal Finance Management Act. On the 25 August 2020, the Kgatelopele Municipal Council approved the IDP/Budget Process Plan, detailing the process for the IDP review and Budget development for 2021/22. Inputs were obtained from community meetings through the IDP/Budget Community engagements that were held in the months of November 2020. Councillors and municipal officials were also given the opportunity to make their respective inputs through the sitting of the IDP/Budget Steering Committee meetings.

1.1. MUNICIPAL DEVELOPMENT STRATEGY

1.1.1. VISION

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

1.1.2. 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

1.3.3. MUNICIPAL SLOGAN

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

1.3.4. ORGANISATIONAL VALUES AND PRINCIPLES

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

1.2 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.

1.2.1 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 areas.

National KPA	Strategic objectives (SO) of the municipality
Basic Service Delivery	To ensure the provision of sustainable basic services to our communities
Municipal Institutional Development and Transformation	Municipal Transformation and Organizational Development
Local Economic Development (LED)	To promote a conducive environment for economic development
Municipal Financial Viability and Management	To ensure an effective and efficient financially viable municipality
Good Governance and Public Participation	Democratic and accountable government.

SO 1: 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:** to ensure proper waste management

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 and to ensure the implementation of Circular 82 of 2016 which speaks to Cost Containment.

- **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, and 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 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 eleven stands 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

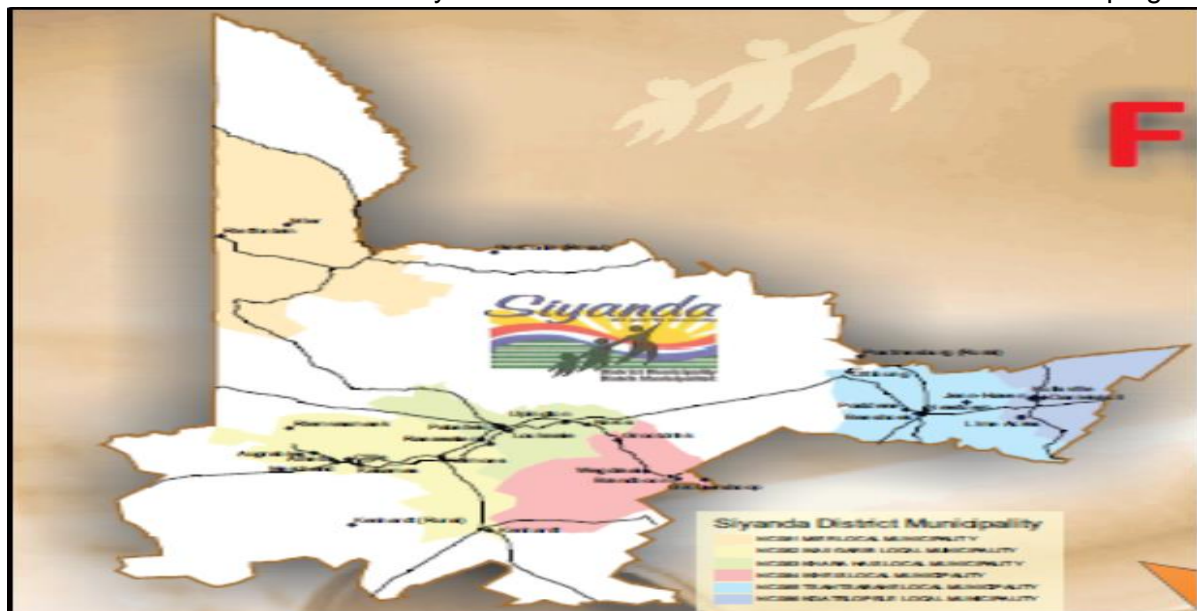
2. STATE OF DEVELOPMENT

2.1. 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

2.1.1. Locating the municipality

Kgatelopele Local Municipality is situated in the ¹ZF Mgcawu District Municipality which is in Upington. 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, Owendale 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 85 km South of Kuruman and 280km East to Upington.

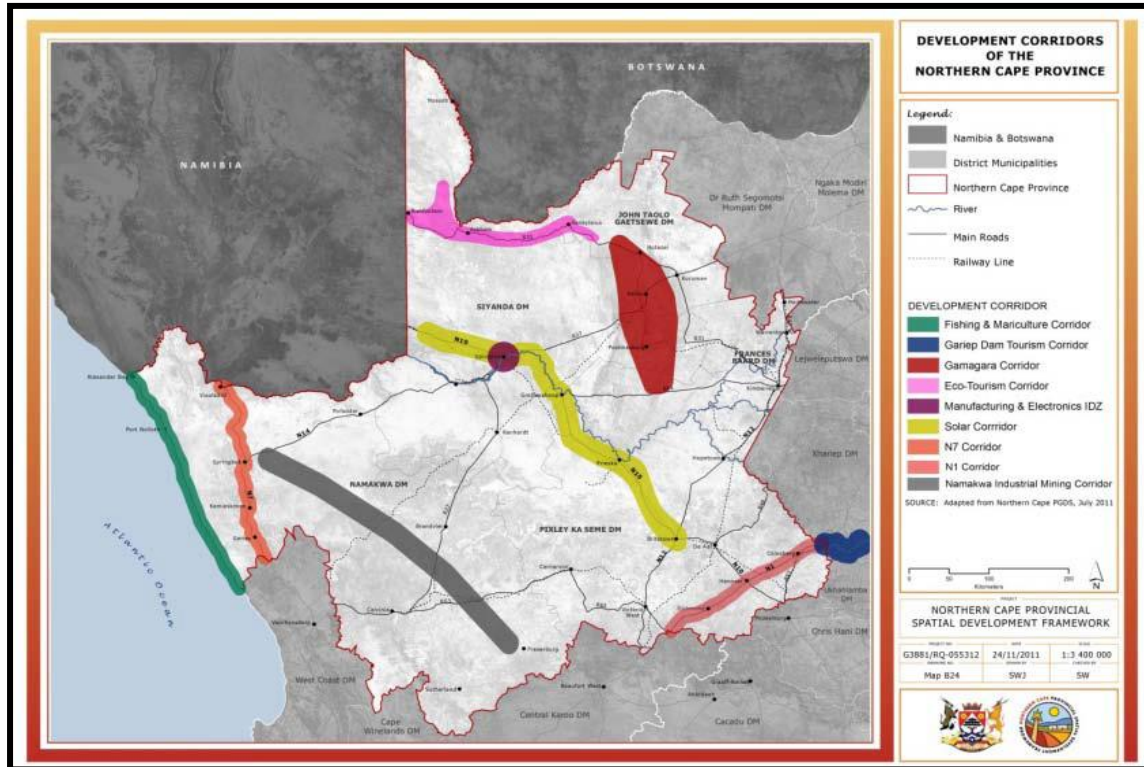


Map 1: District SDF Map

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

2.1.2. 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

2.2. DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

2.2.1. 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%.

2.2.2. Age groups

The majority of people residing in 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. This is an indication that programmes and 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.

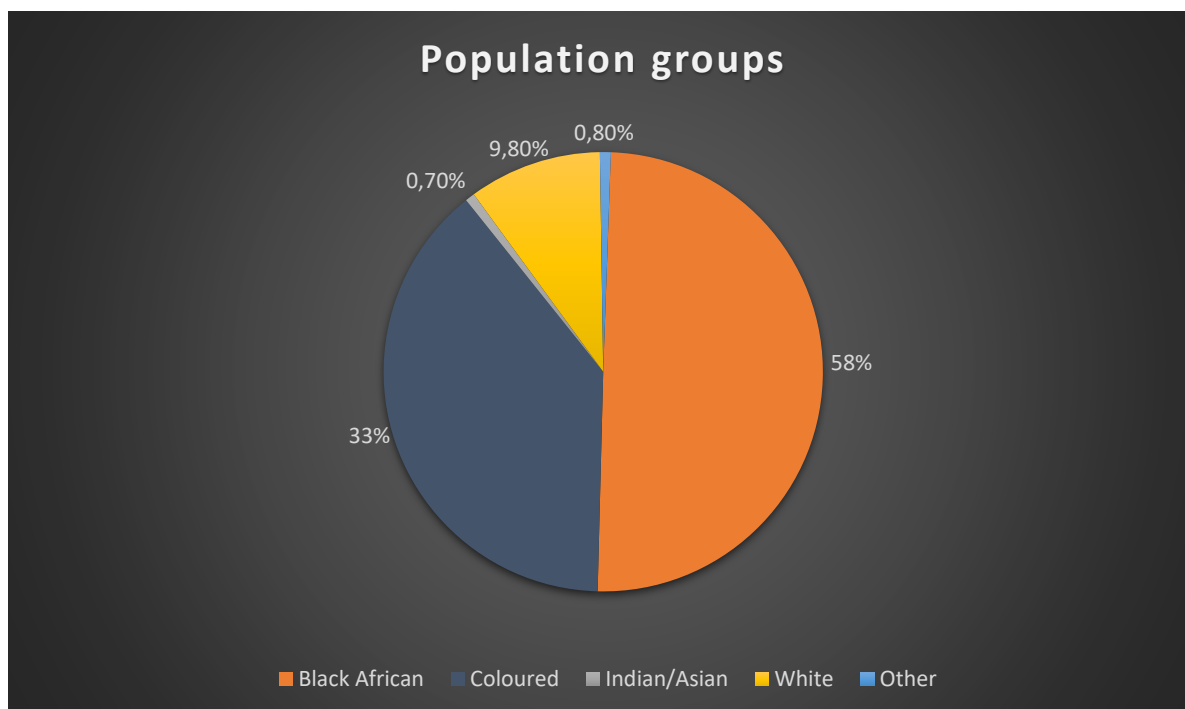


Figure 1: Population pyramid

2.3. Socio economic analysis

2.3.1. 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 have completed primary schooling. 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.

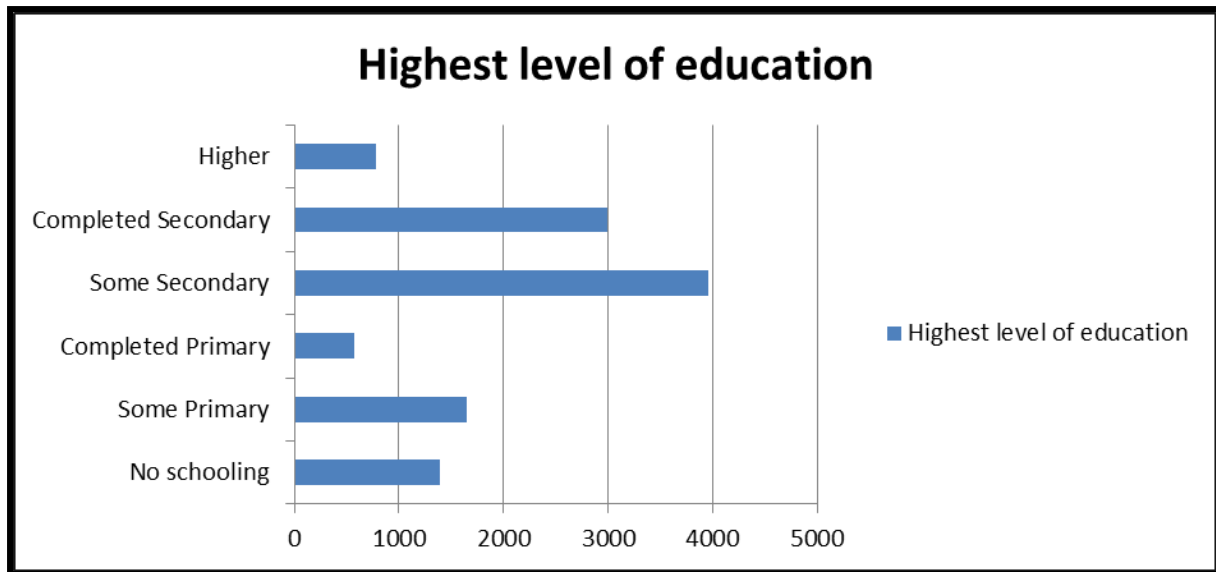


Figure 2: Highest level of education

2.3.2. 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.

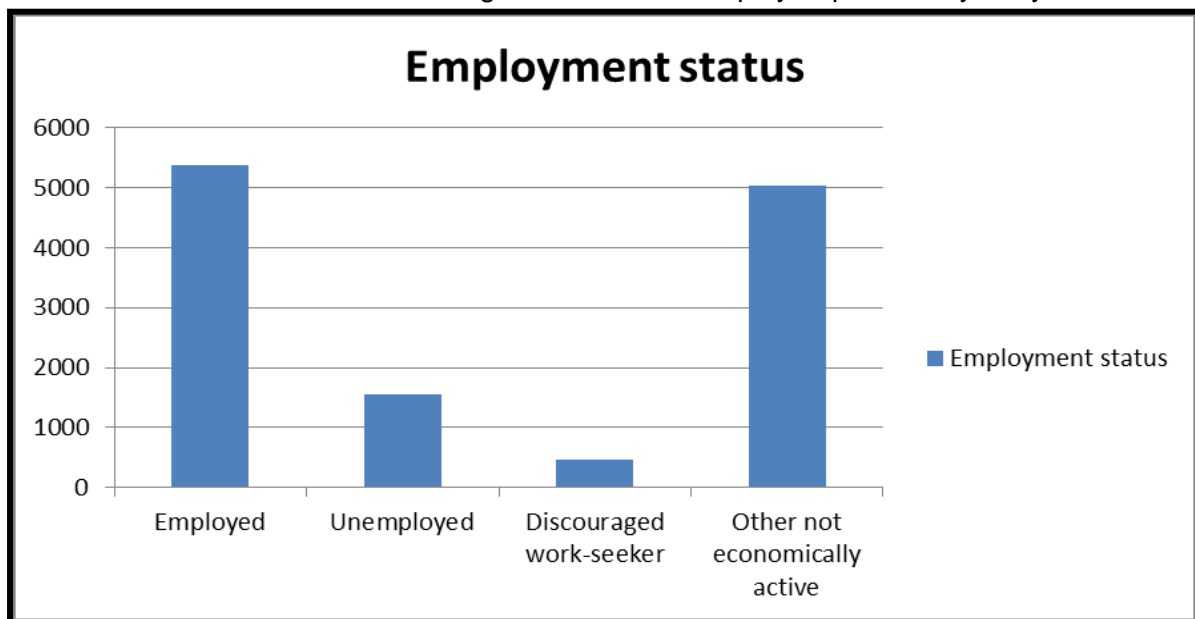


Figure 3: Employment status

2.3.3. 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.

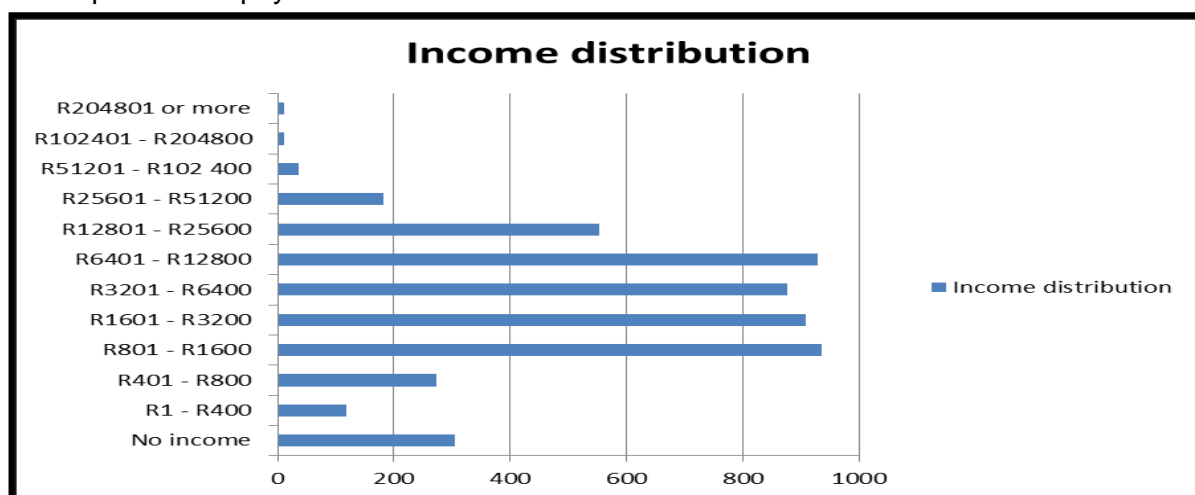


Figure 4: Income distribution

2.3.4. 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	1 Primary school	Makes use of Clinic situated in ward 3	Community Hall Soccer Field	Makes use of Police Station situated in ward 3
2	1 High school	Makes use of Clinic situated in ward 3	-	Makes use of Police Station situated in ward 3
3	1 High school and 1 Primary school	Clinic	Club, swimming pool	Police station

4	3 primary school	Clinic (owned by the mine)	Recreational club, swimming pool (owned by the mines)	1 Police station in Lime Acres
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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. ²The 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%
Kuruman Thornveld	6.79%

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

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).

2.5.4 Threatened terrestrial ecosystem

Critically endangered	None
Endangered	None
Vulnerable	None

No land-based protected area in the municipal area.

2.5.5 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 unfavourable because of the hard geological formation underlying most of the municipal area” (Siyanda EMF, 2008: 24).

2.5.6 Heritage and Tourist Attractions

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).

2.5.7 The Ghaap Route

The regional approach to development is recommended in two important policy documents. The National Development Plan recommends that we should: “Make provision in legislation for cross-boundary plans that would promote collaborative action in areas including biodiversity protection, climate change adaptation, heritage and tourism, and transportation” (page 253). The Spatial Planning and Land Use Management Act of 2013 provides that: “The Minister may, after consultation with the Premier and municipal council involved, may by notice in the *Gazette* publish a regional spatial development framework to guide spatial planning,

land development and land use planning in any region of the Republic”. This route builds on the strength of a regional approach to development planning. Tourists are not interested in municipal jurisdictions – they want to visit interesting regions and towns.

Where is The Go-Ghaap Route?

The Route encompasses the Ghaap Plateau, which is partially surrounded by the Ghaap Escarpment and the Orange River in the south. The Region is heart-shaped, with a point in the south, framed by the Orange River. In the Ghaap region of the Northern Cape, there are important historical, economic and social factors which would contribute to a regional strategy. The various municipalities can benefit from collaborating with each other on a win-win basis.

The Core Towns (Orange Line in the map above) include:

- Kuruman and Mothibstad
- Kathu and Deben
- Postmasburg
- Olifantshoek
- Danielskuil
- Griquatown and Campbell.

There are also several “rim towns” which are gateways to the Ghaap region (red line in the map above):

- Vanzylsrus and Hotazel in the north,
- Groblershoop in the west,
- Prieska and Douglas in the south, and
- Barkly West in the east.

The Ghaap falls within the Savannah biome, in the south, and the northern areas shade into the Kalahari biome.

The municipalities are:

1. John Taolo Gaetsewe District Municipality: Ga-Segonyana LM, Gamagara LM and Joe Morolong LM
2. JZ Mgcawu DM: Tsantsabane LM, Kgatelopele LM and Kheis LM
3. Pixley ka Seme DM: Siyancuma LM and Siyathemba LM
4. Francis Baard DM: Dikgatlong LM.

What does the Go Ghaap Route include?

The Route focuses on history, geography and cultural development. It provides thematic linkages between existing and potential Points of Interest. At the same time, the Route focuses on promoting crafters by investing in the quality of their products (through advice and training, offered by the Cape Crafts Development Institute), as well as promoting local markets through the local accommodation sector. The Ghaap Route has also identified important heritage projects which it will implement in the 2020/2021 financial year. Specifically, for Kgatelopele:

The Go Ghaap Route has been allocated funding by the National Heritage Commission to develop and improve the cemeteries in Danielskuil. This will be accompanied by an oral history project to record the history of families in this town. In addition, funding has been obtained from the Netherlands organization, Dutch Culture, to develop the Kuil into a tourist Point of Interest. This project will include improving the road to the Kuil, providing signage, and parking.

2.5.8 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 on 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	Insourcing waste removal collection. 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	Population and economic growth	The Municipality has conducted site determination process for new land fill site, we also conducted EIA for

		to carry the capacity		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.

2.5.9 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).

2.5.10 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 has not resumed yet as authorisation from Department of Environmental and Nature Conservation (DENC) was only obtained in March 2018. The project is of rehabilitating the Old Landfill Site and Establishing the New Landfill Site which is under contraction in phase 1.

2.6. 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.

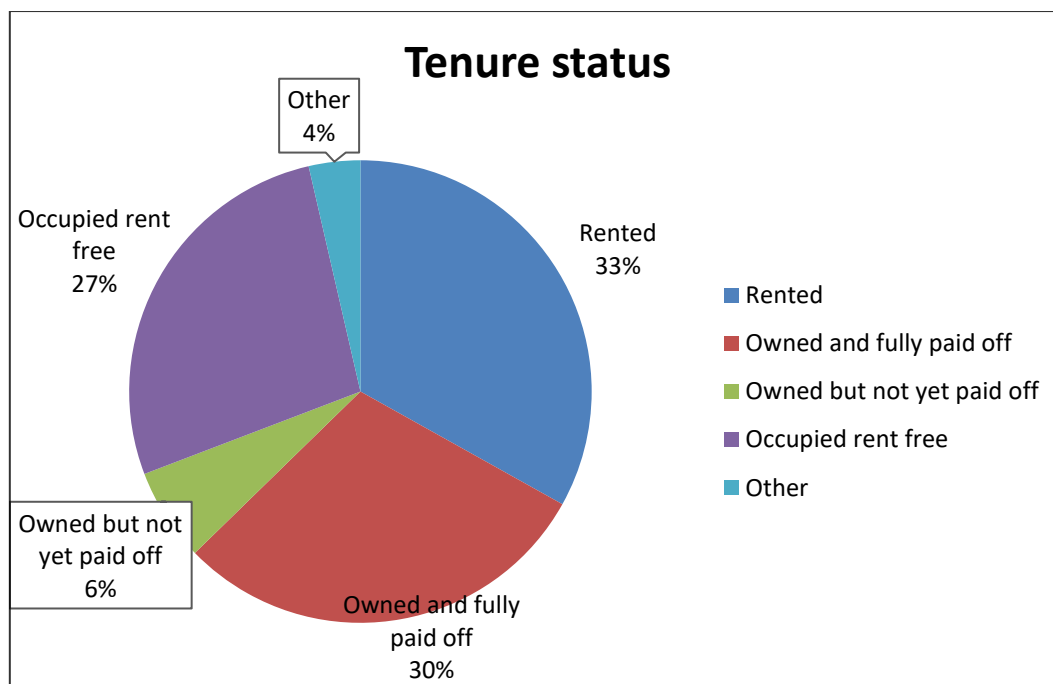


Figure 5: Tenure status

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 as it is outdated. However, the Municipality is currently in the process of reviewing its Local Economic Development Plan through the assistance of the Department of Economic Development and Tourism.

2.8. Service delivery and infrastructure development

2.8.1. 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 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. Kgatelopele Municipality has done very well in this area, as the municipal blue drop status for 2017 was 99%.

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 and those households in the informal settlements, however mechanisms have been put in place by providing communal taps.

“Walking distance should always be used as the measure for accessibility” (Redbook).

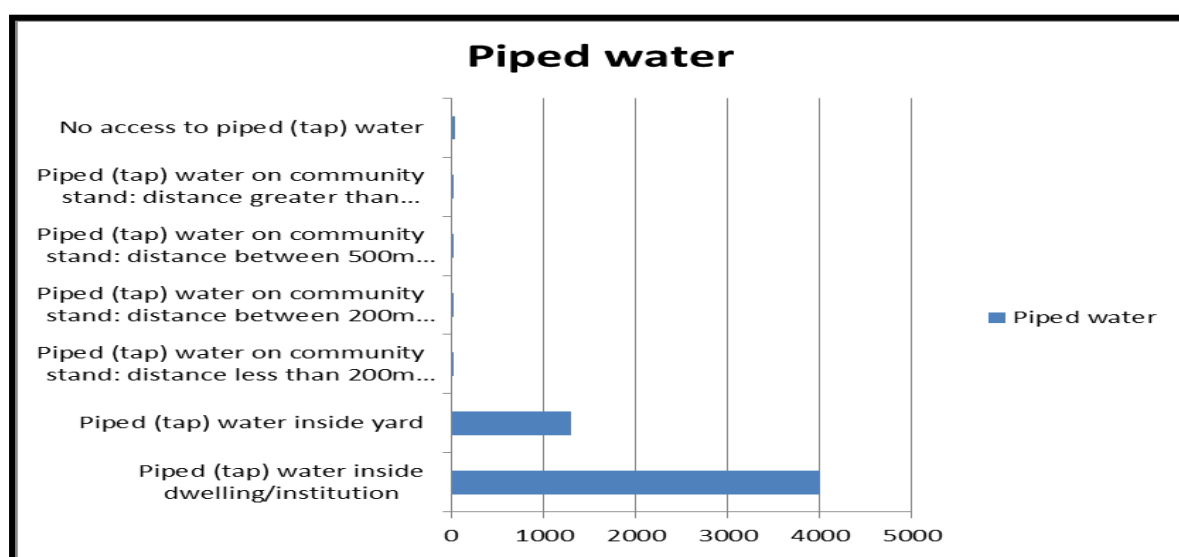


Figure 6: Piped water

2.8.2. 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), indicates that only 53 households are using other source for lighting purposes 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.

Furthermore, due to the growth of the town, the municipality has identified that the current Electricity sub-station will be unable to accommodate all the households. Through the identification of this problem, the municipality has initiated a project to upgrade the Electrical network in the 2021/2022 financial year.

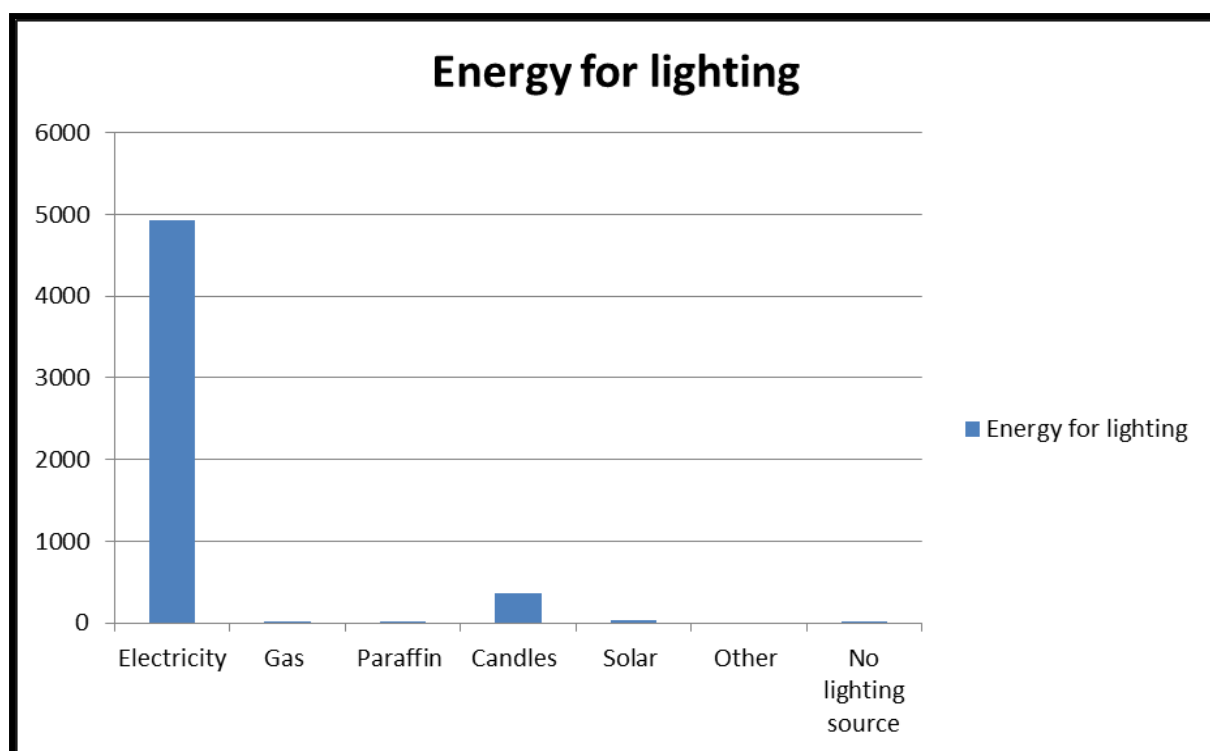


Figure 7: Energy for lighting

2.8.3. Sanitation

There is a Free Basic Sanitation (FBSan) policy in South Africa, and municipalities are mandated to implement this policy and ensure that 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 diarrhoea 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) There are about 391 households that are still not connected to the sewer connections due the Waste Water treatment works having reached its capacity.

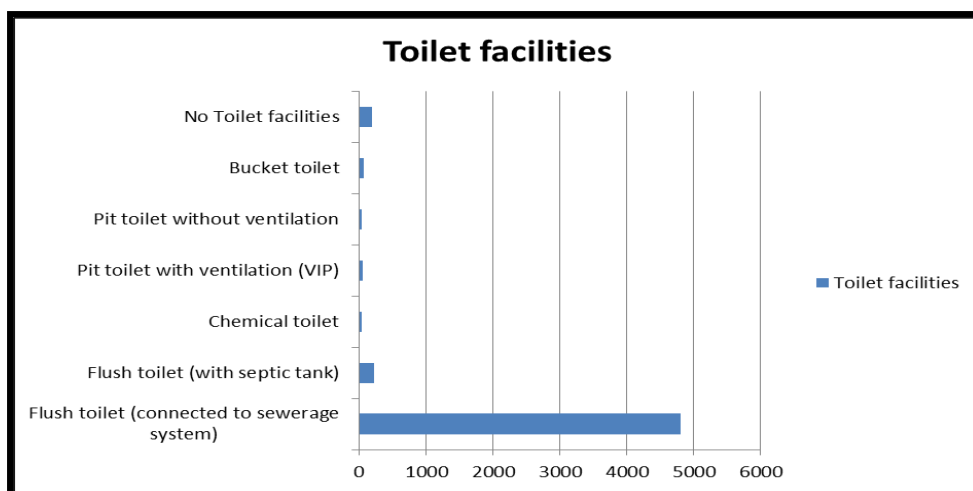


Figure 8: Toilet facilities

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 500+ households which are situated in the informal settlements which do not have any access to sanitations. The municipality through Jasper Solar Power provided a total number of 35 communal toilets.

The Resources available for rendering the service are as follows:

- 10 Sewer pump stations
- Oxidation ponds
- Honey sucker truck

The status of sewer treatment plants and related bulk infrastructure is that the existing oxidation ponds have reached their full capacity however currently new ponds are under construction. In terms of the status of the operations and maintenance, operation and maintenance of infrastructure is done on a daily basis by Municipal officials (foremen). The general challenges in terms of sanitation are that due to the aging infrastructure, challenges are often experienced with the pumps at the 13 pump stations hence the municipality has refurbished all 7 pump stations in the 2019/20 and 2020/2021 Financial year. Furthermore, sucking of drains is also a challenge because although we have mentioned the honey sucker truck as a resource, the trucks constantly have to be sent for repairs as they are extremely old and the municipality envisages to resolve this issue through a project wherein 391 household will be reticulated.

2.8.4. Storm water

Storm water remains a challenge for the municipal area. There is no storm water management plan in place, however, the municipality is dedicated to addressing these challenges through implementing projects that address storm water related matters and through cleaning existing storm water channels on a regular basis. Critical roads have also been identified to address storm water issues. The Municipality will further give attention to this critical priority issue by establishing a new unit in the 2020/21 financial year called the Roads and Storm Water Unit

2.8.5. 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 as they can be toxic for the environment. The municipality is also doing well in this area, as 100% of the households have access to the service. The frequency and reliability of this service is as follows:

- Danielskuil, Tlhakalatlou and Kuilsville- waste removal once a week
- Lime acres-waste removal twice a week
- The service is generally reliable if there are no mechanical problems experienced with the waste trucks.

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 such as installing waste bins alongside the main streets of all wards, distribution of 4000 waste bins and by implementing cleaning campaigns 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.

The current challenges in terms of waste management is that:

- There is currently no weigh bridge at the landfill site meaning that no revenue can be made from people who utilize the landfill site.
- The tariff charge for disposing at the landfill site is standard is not specific on the issue of load.
- Illegal Waste Heaps

The first two challenges will be achieved once the New Landfill Site is established and the last challenge is currently being addressed as the Municipality now has the necessary resources to deal with the challenge.

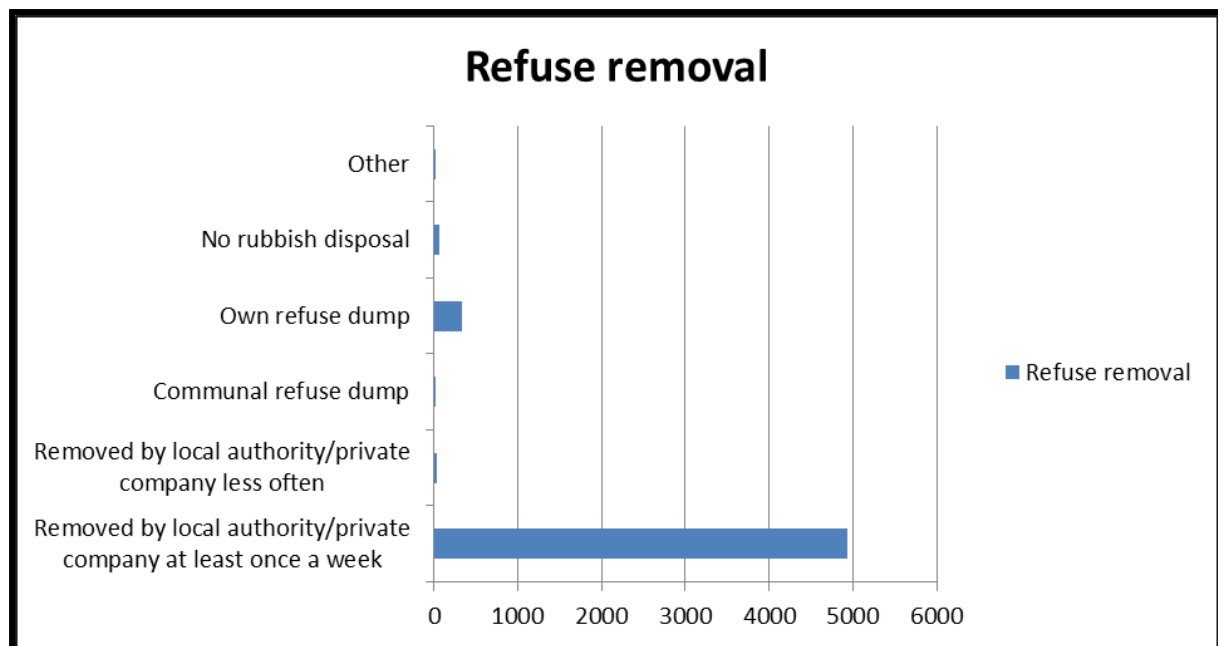


Figure 9: Refuse removal

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.

3.2 Political composition of Council

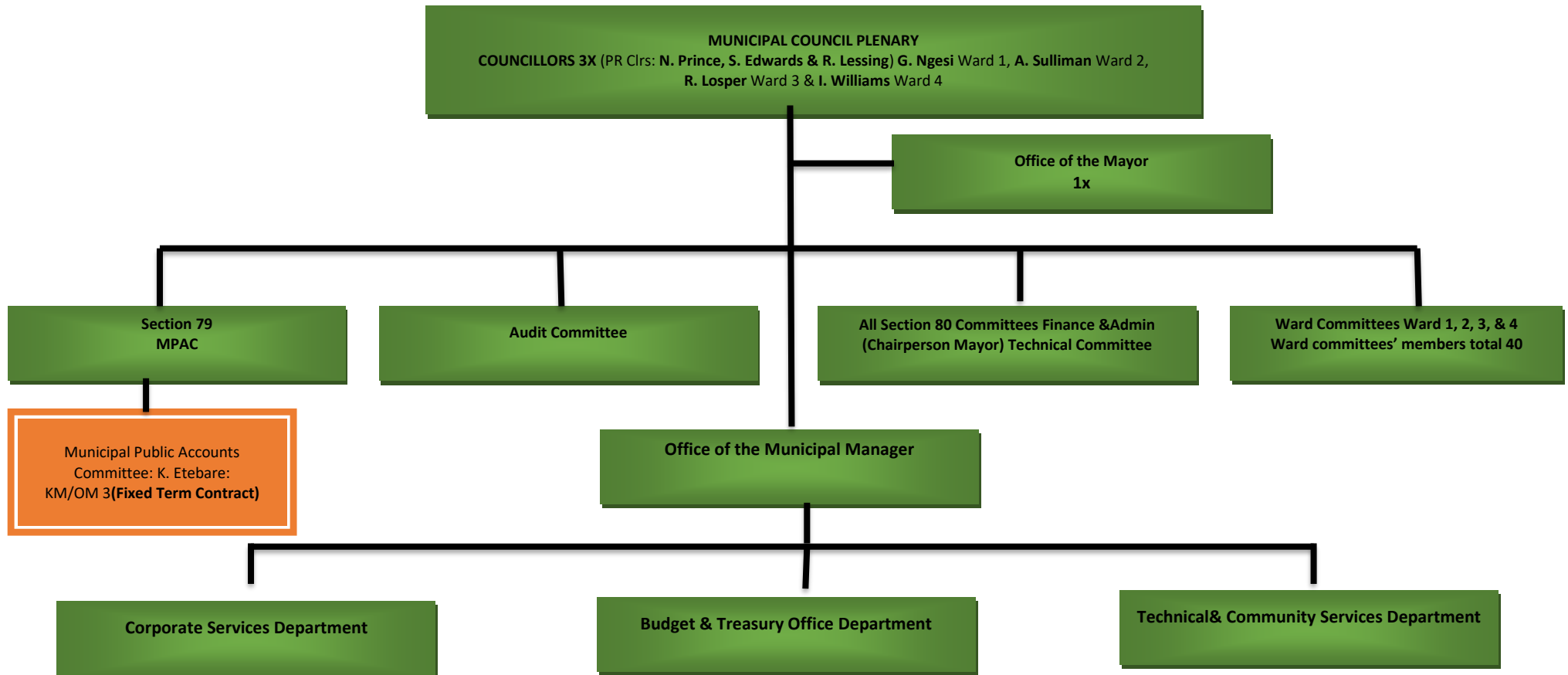
The municipality is led by a Council, which performs both legislative and executive function. The Council is currently led by the Honourable Mayor, Cllr R Losper who was inaugurated into the Mayoral position on 29 January 2019.

The municipal council composition is as follows:

Councilor	Political party	Ward/PR
I Williams	ANC	Ward 4
Cllr R Losper	ANC	Ward 3
Cllr E Sulliman	DA	Ward 2
Cllr G Ngesi	KCF	Ward 1
Cllr R Lessing	ANC	PR
Cllr N Prince	KCF	PR
Cllr Van Wyk	DA	PR

Below is a synopsis of the organisational structure of the Municipality:

KGATELOPELE MUNICIPALITY COUNCIL



3.3 Democratic governance

3.3.1 IDP Rep Forum

The IDP Representative Forum serves as an Intergovernmental Relations 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 has to meet on a quarterly basis as per the approved IDP/Budget Process Plan. It is also to be noted that currently the IDP Rep Forum are not functional due to the non-attendance of stakeholders such as your sector departments.

3.3.2 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.

3.3.3 Oversight committee

Municipal Public Accounts Committee (MPAC) is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. 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. The MPAC has been established and it is still battling for effective functionality, as there still needs to be some guidance given.

3.3.4 Ward committee

Ward committees are there to play a crucial role in facilitating community participation in municipal planning. These committees are a link between the Councillor and the community and thus play a very important role in informing the municipal IDP and the budgeting process. The municipality is in the process of formulating a policy which will 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.

3.3.5 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 and the Institutional Committee. These committees are supposed to sit on a monthly basis.

Normal Council meetings are held on a quarterly basis and Special Council meetings are held as and when required. The public is supposed to be informed of the Council seating by notices or invitations on the municipal notice board and other communication platforms.

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 fulfil 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 service delivery and budget implementation plan (SDBIP).

3.3.6 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, the municipality plays a crucial role in the facilitation and participation. These transversal issues are:

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

The municipality has pledged its commitment to advance and advocate the above highlighted issues, and to participate and collaborate with other relevant sector departments and stakeholders. The latter programs will be pursued through the office of the mayor as the political head.

3.4 ADMINISTRATION

3.4.1 Section 57 Manager- Municipal Manager (Accounting Officer)

The administration is headed by the Municipal Manager Mr M. January. He is the Accounting Officer as per responsibilities outlined in Section 55 of the Municipal Systems Act, of 2000 and is responsible for the overall management of the municipality. The municipal manager is further responsible for making sure that the Council objectives are achieved as well as making sure that the municipality functions optimally. The Municipal Manager is responsible for overseeing the following units:

- Internal Audit
- Risk Management
- Integrated Development Plan and Local Economic Development (IDP/LED)
- Performance Management System (PMS)

The Municipal Manager works closely with Managers who are directly accountable to him and are responsible for the various directorates.

3.4.2 Chief Financial Officer (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 filled by Miss O. Sauli and she is responsible for the following:

- Budget and treasury
- Revenue/Income
- Expenditure
- Supply Chain Management
- Assets Management

3.4.3 Technical and Community Services Manager

The Technical Services Manager's main functions are to see to it that residents have basic services. The Manager responsible for this unit is Mr T. Barnett. The unit is responsible for:

- Library Services
- Traffic Services
- Provision of Basic Services
- Maintenance of all infrastructure
- Projects Management
- Waste management
- Parks and Gardens
- Service Providers Management
- Strategic Management of the Directorate
- Housing/Human Settlement Coordination/Management
- Town Planning, Land Use Management and the SDF

3.4.4 Corporate Services Manager

This directorate is responsible for the administration of the municipality. The position for manager is currently vacant but Mrs R. Olyn is currently overseeing responsibilities in this particular department. The Unit is responsible for the following:

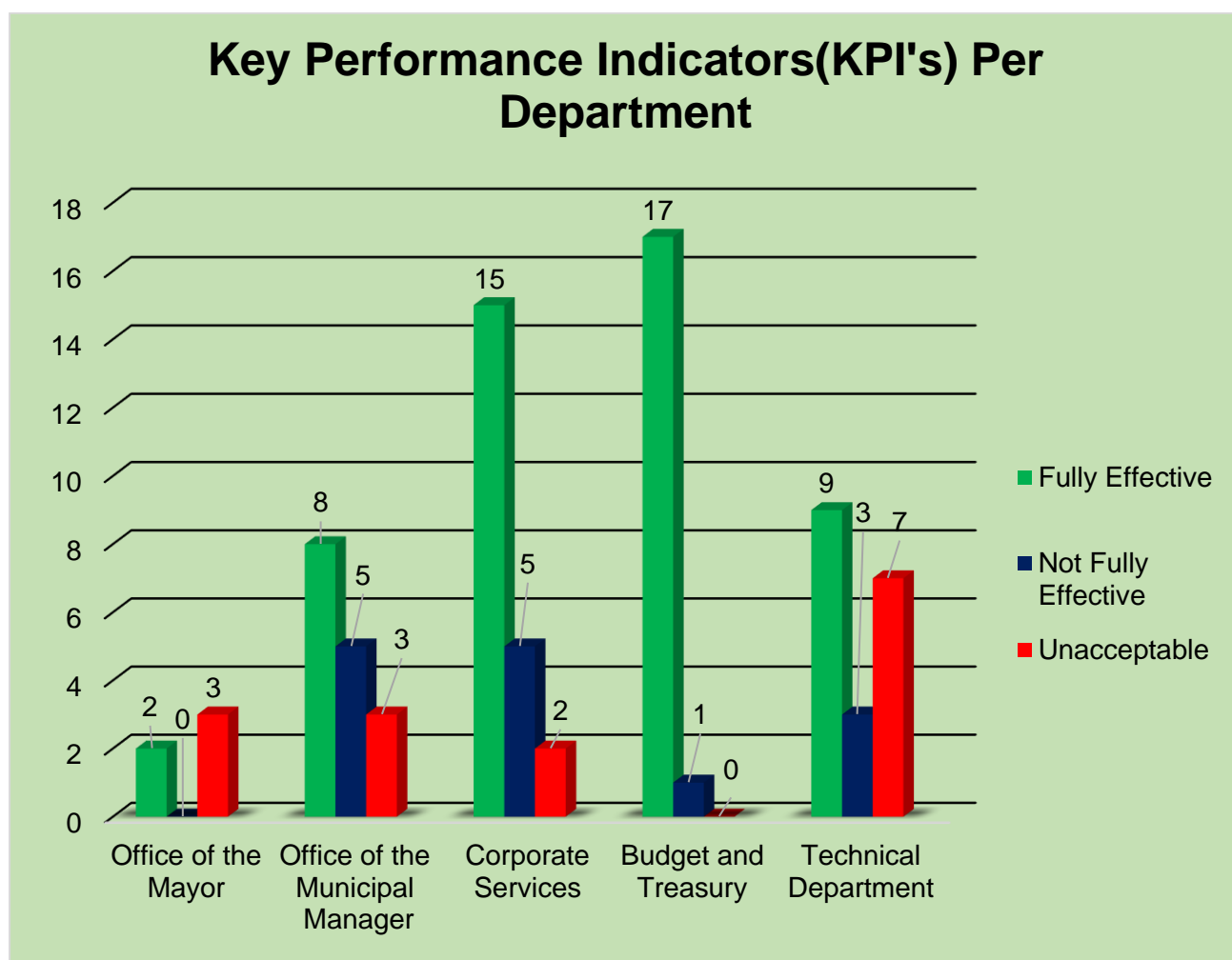
- Communications and Customer Care
- Administration
- Human resources
- Registry
- Municipal building/facilities
- Legal matters
- Access Control
- Information and Communication Technology
- Fleet Management

3.5 Human capital

As part of the IDP/Budget process, 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. Given that Kgatelopele is a very small municipality, it is often not financially viable to fill all the positions as per the organizational structure and although this is the case, the Municipality has managed to streamline roles and responsibilities of positions through the merging of posts. Office space is also a challenge, as the building is too small to accommodate the current staff.

3.6 Performance Management System (PMS)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section provides an overview on the strategic achievement of the municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer SDBIP is the municipality's operational plan and shows the alignment between the different documents. (IDP, Budget and Performance Agreements) The information provided is for 2019/2020 financial year on the Annual Performance Report. The charts below illustrate the Overall Performance and the performance per department for Kgatelopele Local Municipality.

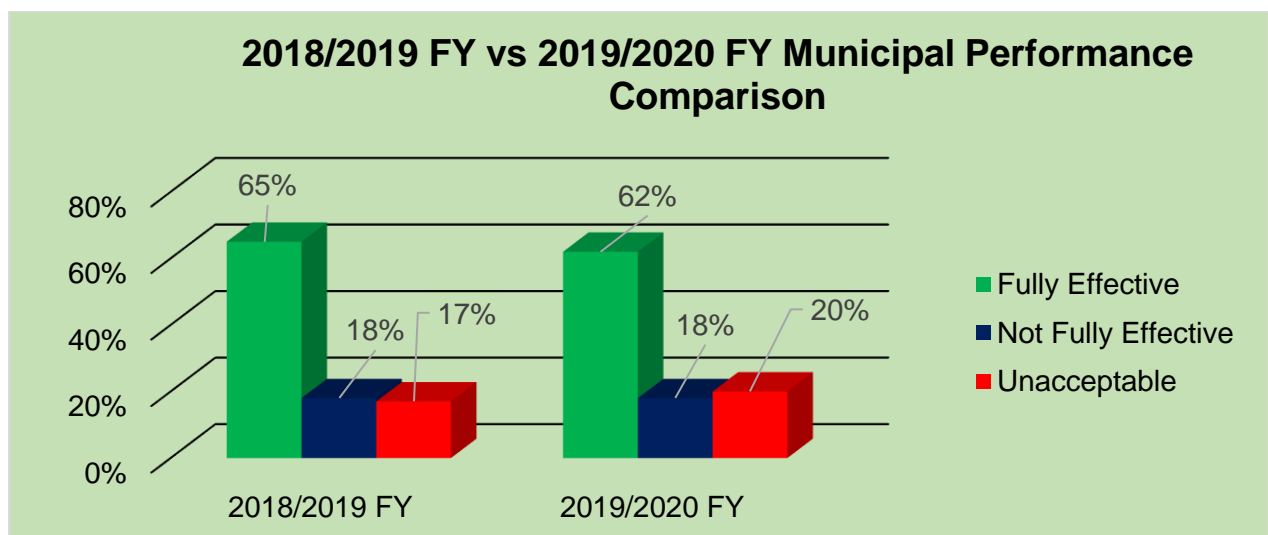
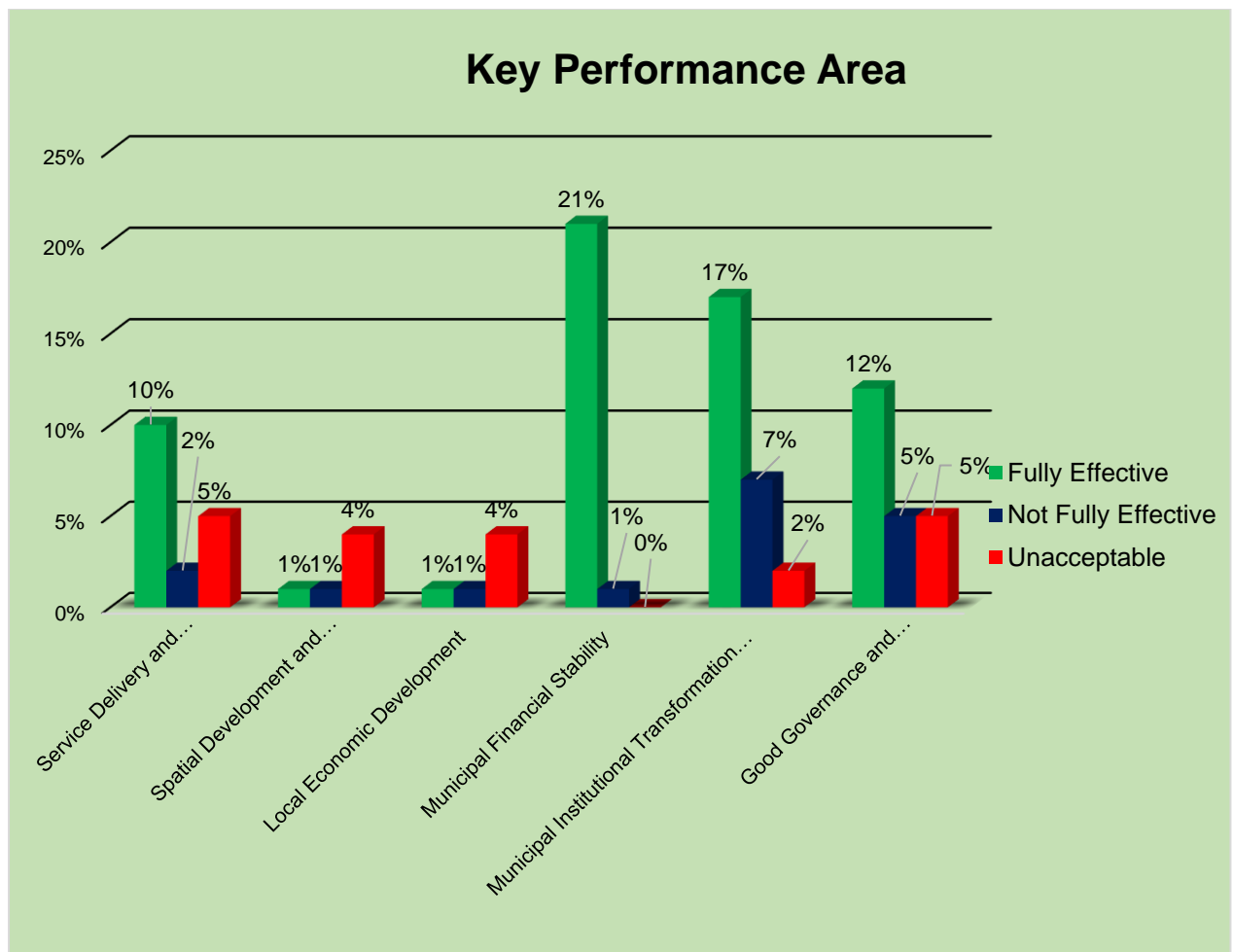


For the year under review, the Mayor's Office had 5 targeted KPI's in total of which 2 were fully effective and 3 were unacceptable. In 2019 a meeting was convened to establish a stakeholders' forum, the purpose of establishing this forum was to work alongside stakeholders and the community for better coordination and communication of programs, activities and events within our jurisdiction. All ward committee meetings were last held in March 2020. In the year 2020 the Mayor's Office was heavily impacted by the effects of the National Lockdown. The Mayor's Office took further action to ensure that awareness strategies takes place through different platform (e.g. KLM Facebook page) while adhering to South Africa national state of disaster regulations due to Covid-19 pandemic. Over and above, the Mayor's Office strive to ensure 100% improvement on performance and ensure KPI's targets are well implemented.

In total, Office of the Municipal Manager had 16 targeted KPI's of which 8 were fully effective, whereas 5 were not fully effective and 3 were unacceptable. The implementation of the South Africa National State of Disaster Act No. 57 of 2002 affected the performance of the Municipal Manager's office as the municipality had to operate with limited resources. Municipality further took action(s) to review IT Strategy plan and Business Continuity Plan (BCP) to ensure the municipality operate optimally while adhering to South Africa national state of disaster regulations, subsequently to realize the Fourth Industrial Revolution (4IR). Over and above, the municipality is determined to improve its performance to ensure the fully implementation of performance management cycle.

Technical department had 19 targeted KPI's in total for the 2019/2020 financial year of which 9 were fully effective whereas 3 were not fully effective and 7 Unacceptable. The set KPI's by the Technical Department were heavily impacted by the effects of the national lockdown which led to the delay of the completion of projects during the 4th Quarter of the Financial Year. This had led to the Department incorporating Covid-19 risk mitigation plans in terms of projects and its operations as well as emphasis towards effective planning of KPI's as well as Community Awareness Strategies to ensure Stakeholder's Participation in-light of the Covid-19 pandemic takes place.

The Budget and Treasury Department had 18 targeted KPI's of which 17 were fully implemented whereas 1 was not fully effective. Completion of the procurement plan is not fully effective as there were bids that had to be re-advertised. More refined specifications will assist in ensuring that all KPI's are fully effective of the 22 set KPI's for 2019/2020 financial year, Corporate Services had effectively implemented 15 KPI's fully whereas 5 were not fully effective and 2 unacceptable. The implementation of South Africa risk adjustment-strategy (national lockdown) due to COVID-19 pandemic has affected the planned targets. The review of IT strategic plan and disaster recovery plan will able the municipality to function optimally during disaster.



The municipality has translated the national key performance areas into strategic objectives. These strategic objectives assisted the institution to refocus in achieving the developmental agenda. Performance Management System is the key element in ensuring implementation and realisation of the Integrated Development Plan (IDP). The year under review realised 3% decline on the institutional performance, where 2018/2019 performance was at 65% in relation to the 62% in 2019/2020. Due to South Africa national state of disaster of which

national lockdown was instituted primarily to COVID-19 pandemic, the municipality realised the decline in Q3 and Q4. The development of the return to work strategy assisted the municipality to accommodate this pandemic on the new financial year. This had led to the municipality incorporating Covid-19 risk mitigation plans in relation projects and its operations as well as emphasis towards effective planning of KPI's as well as Community Awareness Strategies to ensure effective & efficient stakeholder participation.

3.7 Communication Strategy

The primary objective of Kgatelopele's Communication Strategy is to ensure that the Municipality, both at Council and Management levels, articulate common messages in an efficient, coherent and coordinated manner. Secondary to this, is to ensure that the Municipality establish and consolidate sound organizational and intergovernmental relations through effective and coordinated communications.

In addition, central to these main objectives are the following objectives:

- To proactively disseminate, inform and educate the Kgatelopele Local Communities about Municipal policies, projects and available opportunities
- To encourage and build partnership with the citizens and stakeholders in the implementation of the projects and programmes
- To build public trust and confidence
- To enhance Community Involvement and Public Participation in all municipal fora's and platforms to achieve strategic objectives of the Municipality
- To strengthen relations with the media for easy interaction and dissemination of positive, helpful and accurate messages to local communities
- To measure the impact of Service Delivery through Public Participation campaigns, Media, PR activities and other mechanisms e.g. Suggestion Boxes
- To popularize and monitor the implementation of Municipal processes e.g. IDP, Budget and others
- To consolidate and improve relations with other public institutions of the State (Republic of South Africa), recognized organizations and groups
- To attract tourists and investors
- To market and promote the image, mission and vision of the Municipality

The following are communication tools that the Municipality utilises:

Newsletter

To bring mutual understanding and interactive communication between the municipality and the public. The criteria to be used include among others:

An official newsletter is compiled and distributed across the municipality quarterly

Communities are allowed to address the municipality by articles through the newsletter

All letters to the chief editor to be responded to

Database of community structures is established and updated annually

Municipal communication unit attend and help communicate activities, functions and programs of community structures

Community structures are encouraged to contribute news to the municipal publication

Website

Municipal website is established in order to forge links and professional work relation with other sectors. The criteria to be used include among others:

- The website must be updated weekly
- Website be linked with both the national and provincial government's websites as well as to website of all municipalities within the province
- All public reports, policies and speeches of the Mayor and Municipal Manager are posted on the website at least on the day of delivery.
- The website address be printed on all the municipal publication, newsletter, promotional material and business cards
- Compliance with provisions as per the Municipal System Act and the Municipal Finance Management Act.

Facebook and bulk SMS

Technology is presenting a fast way to communicate issues around the world and social media is slowly overtaking the traditional media and KLM should move swiftly in joining these platforms. KLM website /enquiries is linked to all three communications officials. We have established municipal Facebook page which is used as official municipal social media platforms to enhance communications (refer to Public Participation Policy). Information on stories and other developments shall immediately be uploaded on these media platforms to ensure that information reaches KLM customers in a rapid way. Social media shall be updated by communications unit officials in any developmental trajectories happening in municipality. Communications officials shall be afforded with relevant, effective and efficient communications tools that will match the communications standard of social media for them to enhance communications. We communicate the following on Facebook:

- Job opportunities
- Service interruptions
- Community related messages
- Bursary opportunities
- Mayors messages
- Public Participation Meetings
- And for bulk SMS, we communicate ward based information

3.8 Public Accountability

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

- Its Ward Committees,
- 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 are supposed to meet on a scheduled monthly basis. Quarterly meetings should be 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 various Council Committees. The Ward Committees have an opportunity to consider items on the formal council agenda which have a direct bearing on their specific areas.

Kgatelopele municipality, through the Office of the Mayor has 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 have to 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 per annum, per ward committee are to be held.

Ward 1	Ward 2	Ward 3	Ward 4
8	9	6	7

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 needs 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 need to be tabled 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.

Kgatelopele's Integrated Development Planning Representative Forum (IDP FORUM) consists of a number of representatives of each of the Ward Committees, Sectoral 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 Finsch Diamond Mine), Community Faith based organisations, Youth Development Centres, etc. and has Kgatelopele's wide focus and is chaired by the Mayor. It is to be noted that the IDP Representative Forums of Kgatelopele Local Municipality have not been successful on multiple occasions due to the non-attendance of stakeholders especially sectoral departments. This concern should be taken up with the Cooperative Governance, Human Settlements and Traditional Affairs Department as it raises an issue of non-compliance in terms of procedures and processes that need to be followed when reviewing the IDP.

CHAPTER 4

4. Strategic Policy Context

In September 2014, the Back to Basics 'approach for Local Government was introduced. The impetus for the Summit was the need identified to improve the functioning of municipalities to better serve communities by getting the basics right. 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. 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.

4.2. 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.

CHAPTER 5

5. Public Participation

6. 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;

As per the Council Approved Process Plan, IDP/Budget Consultation meetings were held as follows:

- 16 September 2019, ward 4, Shaleje Church
- 17 September 2019, ward 3, Kuilsville Primary School
- 18 September 2019, ward 2, Kuilsville Primary School
- 19 September 2019, ward 1, Tlhakalatlou Hall

The second round of Community Engagements was supposed to be held as follows:

- 30 March 2020, Ward 4 Shaleje Hall
- 31 March 2020, Ward 3 Kuilsville Hall
- 1 April 2020, Ward 2, Kuilsville Hall
- 2 April 2020, Ward 1, Tlhakalatlou Hall

However due to the COVID-19 pandemic these meetings could not take place, however the Municipality did seek community inputs through social media.

7. Priority Issues for 2021/2022

The following issues are the top 10 priority issues of Kgatelopele Local Municipality for the 2021/2022 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

Subsequently to this, Council has adopted 4 Priority Projects which speak to Electricity, Sanitation, Roads and Stormwater and Establishment of New Landfill Site.

7.7.1 Issues raised from different wards

WARD 1 <ul style="list-style-type: none"> • Illegal Waste Heaps • Road and Storm Water • Highmast Lights in Informal Settlement • Unemployment and SMME development • Traffic Testing Centre 	WARD 2 <ul style="list-style-type: none"> • Water and Sanitation – Landbou erwe • Roads – Malva, Luckhoff • High mast Lights – Landbou erwe • Illegal Dumping /Signs • Street naming • Housing for Informal settlements
WARD 3 <ul style="list-style-type: none"> • De Koker street and Mc Kenzie street storm water : Grader Idwala Lime • Speed humps ward 3 • Paving of Streets in Maranteng • Highmast Lights in Informal Settlement • Speed humps • Fencing Cemeteries • Moving of the Electrical meter box from Shack to RDP • House numbering and street names Maranteng • Illegal Waste Heaps 	WARD 4 (Mining Town) <ul style="list-style-type: none"> • Toilets in Shaleje • Electricity – Indigents PPC, Prepaid electricity • Unemployment • High Mast Lights x2 • Housing

7.7.1.1 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.

CHAPTER 6

6. Sector Planning Status

6.1. Kgatelopele Spatial Development Framework, 2019 (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 (IDP) 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. Furthermore, Section 20 of the Spatial Planning and Land Use Management Act, 16 of 2013 (SPLUMA) emphasises the need for the municipality to adopt a Spatial Development Framework as part of its Integrated Development Plan.

SPLUMA further provides a guide to ensure proper preparation and effective implementation by providing a detailed description and provisions of the SDF and describes the SDF as a strategic document that sets out objectives reflecting the desired spatial form of the municipality. In so doing the SDF would guide and manage future development in the municipality. It further dictates that the SDF should include a written and spatial representation of a 5 year spatial development plan and a desired spatial growth and development pattern for the next 10 to 20 years.

6.1.2. Summary of the Kgatelopele Spatial Development Framework, 2019

6.1.2.1. Background

As the preparation of a SDF is a legislative requirement and of importance for the development of the municipality, Kgatelopele Local Municipality reviewed the Spatial Development Framework in 2019 in order to ensure that it complies with the provisions of SPLUMA and responds better to the current and future needs of the residents. The reviewed SDF document is an important and critical component to guide and manage future development within the borders of the municipal area. It is also designed to fit the specific circumstances of the municipal area, but also to align with the Guidelines of the Department of Rural Development and Land Reform (DRDLR), the Northern Cape Provincial Spatial Development Framework (NCPSPDF) and all relevant guiding and planning documents and legislation.

The SDF was adopted by Council on the 27 March 2019 and implementation date was set for 01 July 2019. This document provides a written and spatial representation of the municipality and give guidance on the desired future spatial growth. It is therefore important to note that the adoption of the Spatial Development Framework provides the municipality with a clear view and understanding of the future spatial growth and demand for services.

6.1.3. Incorporating the previous SDF and IDP into the review of the SDF

The previous SDF focused on structuring elements and future strategic settlement policies. In the reviewed document, a lot of focus and attention is being given to detailing the structuring elements and linking these with the Spatial Planning Categories, the specific decision making components and the overall IDP focus on sustainable development. The previous SDF focused on the demarcation of the Urban Edge and Nodal development points, detailing first order and second order nodes, land use zones (districts) and development corridors. The reviewed document took this further and a lot of time were spent on the structuring elements of the total area in order to guide decision making and detailing the future structure of the communities. There are two very important factors that are outlined

throughout the SDF and have also been discussed as part of the structuring elements. These are:

- i. **Dolomitic condition:** Dolomite areas could be problematic for township establishment since the material dissolves in water and can have catastrophic consequences for communities, businesses and the economy. 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 Daniëlsskuil is situated in this potential risk area, therefore, further detailed research in this regard is recommended. Thus, this must be a factor taking into consideration with each application and development proposal.
- ii. **Densification:** The previous SDF recommended the adoption of a Densification Policy for the Wider Daniëlsskuil Area to control unnecessary urban sprawl. This policy had to focus on the following:
 - (a) Promoting the densification of vacant land present within the built-up, already cleared sections of Daniëlsskuil.
 - (b) That vacant land and existing infrastructure must be utilised to its full potential.
 - (c) That the land use and density level applicable will be instituted in consultation with the surrounding land owner.
 - (d) That the introduction of an urban edge in the Spatial Development Framework and the enforcement thereof must be important and non-negotiable.

6.1.3.1. Structuring elements and future strategic settlement policy

The structuring elements section of the SDF introduces the basic structuring elements of all the urban settlements and communities earmarked for formalisation or expansion, which in turn will inform policies. The following structuring elements were identified in the SDF:

(a) Urban Edge

The urban edge is the demarcated outer boundary within which normal urban expansion can be developed over a defined period of time and provides a barrier within which urban development should be contained. This does not entail that development within the edge should be allowed without the proper legal processes to be concluded and followed, but gives a broad description of areas where development should be considered. The Urban Edge was demarcated to manage, direct and control the outer limits of development and protect valuable natural environments and resources.

(b) Local Towns

As per the Northern Cape Spatial Development Framework, the inter-relationship of settlements or local towns should be recognised and understood within the KLM as a whole. Daniëlsskuil and Lime Acres were identified as the only two local towns in KLM.

(c) Rural Towns

This section identified Papkuil as the only rural town. The function and role of the town has since been taken over by other central service areas and it is not foreseen that development and opportunities for future development will take place in the rural setting.

(d) Precinct

For the purposes of the KLM SDF, a precinct is defined as an area in a town or community designated for a specific, a restricted or combination of land uses, with a clear primary activity identified and forms the most important structuring element throughout all the communities and towns. Examples would be “Precinct Central Business District” and “Precinct Industrial”.

(e) Corridors

Corridors can take various forms and sizes. Different corridors have been identified that were incorporated into the Spatial Vision of most of the towns and communities. These are Corridor Tourism/Hospitality, Corridor Activity Street, Corridor Small Holding areas, Corridor Recreation Facilities, Corridor Heritage/ Ecological Development Area.

(f) Nodes

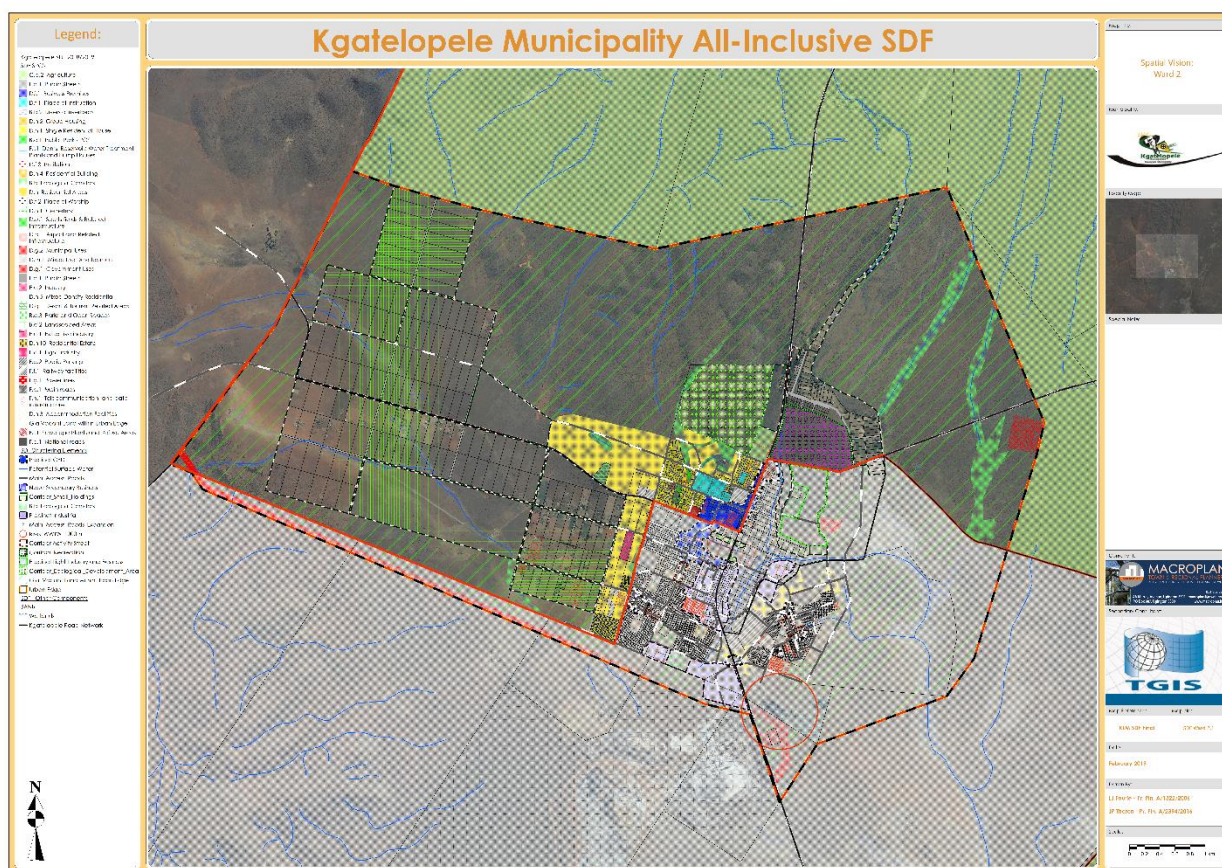
A node can be defined as a specific area where certain type of development would be supported or would serve as the core land use. The SDF identified the Node Secondary Business only.

(g) Other Structuring Elements

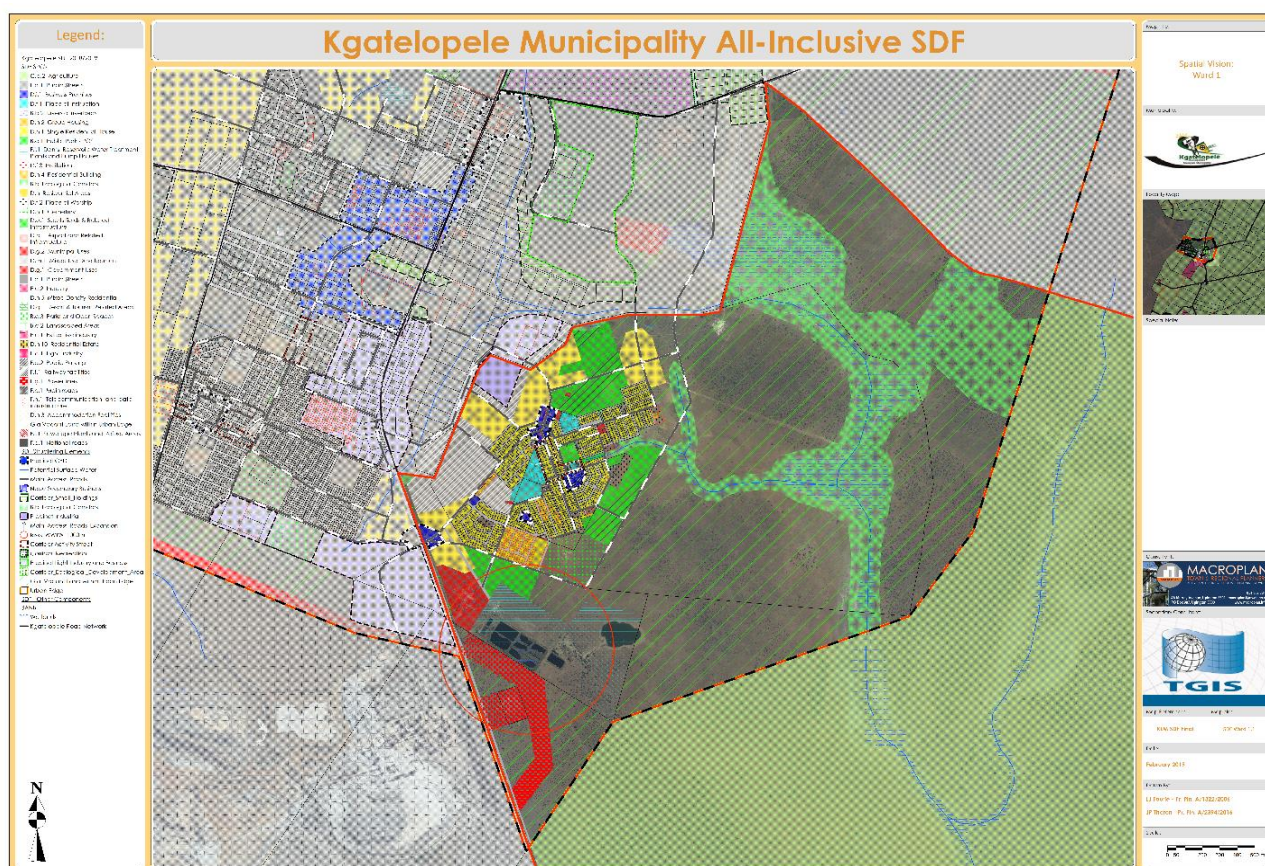
The other structuring elements identified in the SDF are Wastewater Treatment Works Risk Zones, Possible Surface Water, Limited land uses per street focused on Tuck Shops, and Main Access Roads.

6.2. Key settlement expansion areas

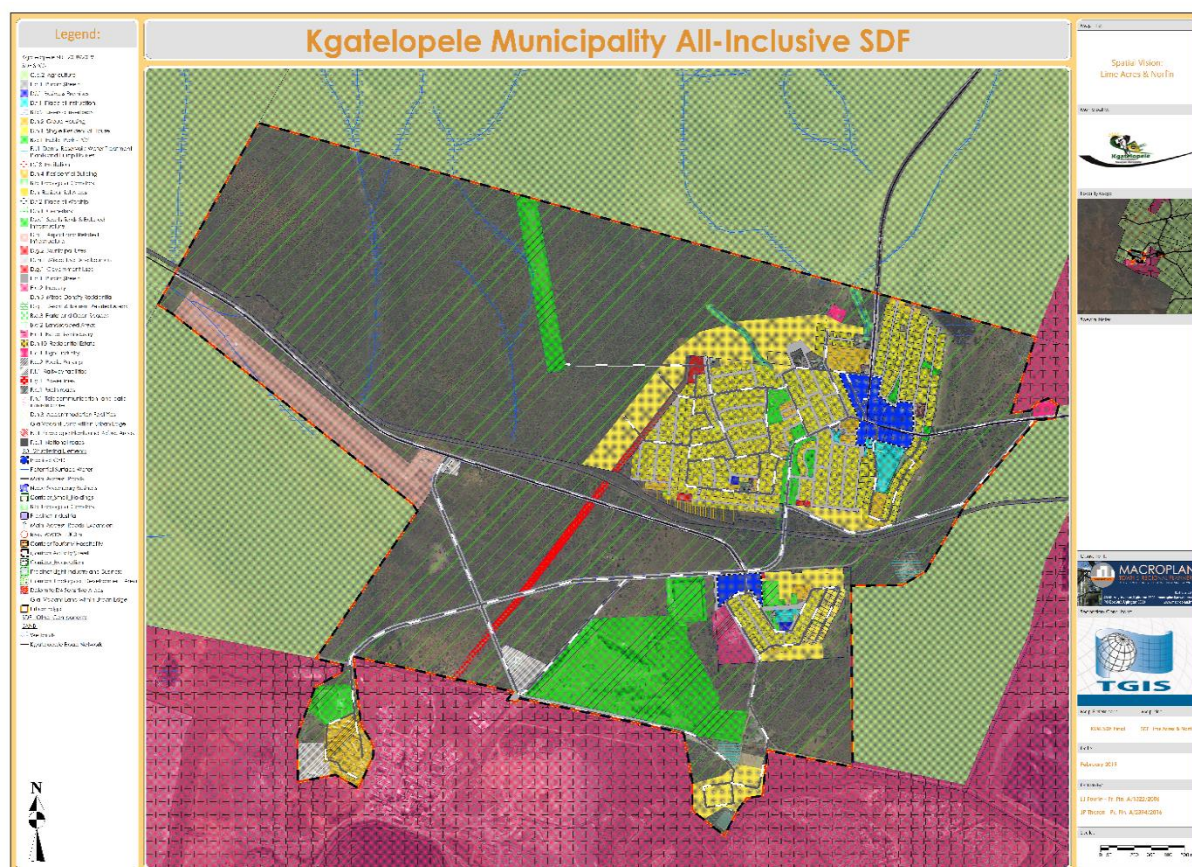
(a) West of Danielskuil Town (Old Golf Course) and Kuilsville



(b) Northwest and southwest of Tlhakatlou



(c) Northwest of Lime Acres Town and North of Norfin



6.2.1. Special Projects from the IDP, the inclusion in the SDF and Capital Investment Framework

The IDP makes provision for special projects that form part of the SDF document and are included in the structuring elements of the document and are also linked to the Capital Investment Framework (CIF) in the SDF. Specific components identified in each ward in Kgatelopele that are addressed in the SDF are as follows:

- i. Ward 1:
 - a) 2 Multi-purpose centres.
 - b) Low cost housing areas for expansion.
- ii. Ward 2:
 - a) Need for housing.
 - b) Recreational facilities.
- iii. Ward 3:
 - a) Need for housing.
 - b) Erven to be identified for ECD.
 - c) Need for Church sites.
- iv. Ward 4:
 - a) Need for housing.

b) Address SMME areas for future location thereof.

6.3. 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).

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. 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.

6.3.2.1. 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 and 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

6.4. 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 Tlhakatlou, 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.

6.4.1. 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.

6.4.2. Dolomite risk mitigation measures

6.4.2.1 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.

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.

6.4.2.2 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.

6.5. Integrated Waste Management Plan (IWMP)

6.5.1. 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.

6.5.2. 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:

6.5.2.1 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.

6.5.2.2 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

6.5.2.3 Waste Avoidance & Reduction

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

6.5.2.4 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.

6.5.2.5 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.

6.5.2.6 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.

6.5.2.7 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.

6.5.2.8 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.

6.5.3. 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:

6.5.3.1. 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.

6.5.3.2. 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.

6.5.3.3. Waste avoidance & reduction

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

6.5.3.4. 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.

6.5.3.5. 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.

6.5.4. Waste Treatment & Recycling

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

6.5.5. 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.

6.5.6. 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.

6.5.7. 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.

6.5.7.1. 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.

6.5.7.2. 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.

6.5.7.3. Waste Collection

The Municipality will no longer be making use of a service provider for the collection of waste. The municipality will be providing the service itself

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.

6.5.7.4. 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 and the project will commence in the 2018/19 financial year.

6.5.7.5. 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 accepted 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. Tlhakalatlou, 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.

6.5.7.6. 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.

6.5.7.7. 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.

6.5.7.8. 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.

6.5.8. 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.

6.6. 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)”

6.6.1. 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.

6.6.2. 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).

6.6.3. 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.

6.6.4. 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 the following important planning policies on a local municipal LED must be considered:

- NDP & NGP, PICC
- IPAP
- PGDS, DGDS, PSDF, DSDF, LSDF, SPLUMA, PLEDs, DLEDs, LLEDs

6.6.5. 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.

6.6.6. 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:

- i) To provide democratic and accountable government for local communities;
- ii) To ensure the provision of services to communities in a sustainable manner;
- iii) To promote social and economic development;
- iv) To promote a safe and healthy environment; and
- v) 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.

iii. 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

iv. 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.

v. 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:

- 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).
- To intensify the industrialisation process and move towards a knowledge- rich economy.
- 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.
- 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; 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;
- ii. Spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- iii. 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;
- iv. Land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and

- v. 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;
- v. and 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
- ii. 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).
- iii. 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).
- iv. Give spatial effect to the provisions of the Northern Cape Provincial Growth and Development Strategy (PGDS) (July 2011) and guide implementation of anchor projects.
- v. 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.
- vi. 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.
- vii. 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.
11. 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.

6.6.7. Vision, Mission and Objectives

6.6.8. 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."

6.6.9. 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."

6.6.10. 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.

6.7. Integrated Transport Plan (ITP)

6.7.1. Integrated Transport Plan

6.7.1.1. 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.

6.7.1.2. 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. Furthermore, the municipality is in the process of developing its ITP and the Draft ITP will be presented to community members during the Community Engagements in the month of April.

6.7.1.3. 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.

6.7.1.4. 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.

6.7.1.5. 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 Daniëlsskuil (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.

6.7.1.6. 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

6.7.2. 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 recognised 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.

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.

(Draft Integrated Transport Plan is an attachment to this document)

6.8. Human settlement plan/ informal settlement upgrading plan

6.8.1. 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.

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, 2019 (SDF), old IDPs and Human Settlements Spatial Transformation Plan for Kgatelopele Mining Town Municipality, 2018. They provide an indication of the human settlement and housing status within the Municipality.

6.8.1.1. Types of dwelling

A range of housing typologies are found in Kgatelopele. The majority (89.9%) of households in Kgatelopele reside in formal dwellings types. The remainder reside in the three informal settlement areas in the municipal area. These are namely just south of Tlhakalatlou, within Maranteng (industrial area), and in the Landbou Erwe area. There are 684 informal households in Tlhakalatlou and Landbou Erwe. The number in Maranteng (industrial area) has to be verified.

6.8.1.2. 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 owners. There are also those who are residing rent free; those are most probably residing in the mining houses' accommodation. The number of people renting and who have fully paid off their homes are both at 30% respectively while 27% of the municipal population reportedly occupy the dwelling rent-free which are most likely residing in mining houses. Of concern, is that 60% of households rent their properties, whether rent free or paid for.

6.8.1.3. Estimated housing backlog

The Kgatelopele IDP 2018/19 and Draft Housing Sector Plan (2015) report a housing backlog of 3438 units, on the other hand the Human Settlement Spatial Transformation Plan indicates that in the view of the slow economic and population growth, as well as the large number of vacant stands and houses identified in the towns, it is unlikely that this large figure is accurate. The mentioned transformation plan further states that there are three informal settlements are found around Daniëlskuil and none around Lime Acres. The settlements are namely Tlhakalatlou Informal (185 units), Maranteng (263), and Landbou Erwe/Western Smallholdings (28).

According to the SDF, the population size will grow to 26307 in 2023 with 7516 households. This entails from 2018 to 2023 an additional 1185 households for the next 5 years, notwithstanding the existing backlog in housing which is stated as 3438.

The fact that 60% of the households rent their property from their employer implies that 60% fewer buyers and sellers are in the market. Lastly, the IDP, states that the greatest demand for housing is within the lower income brackets of the population. The existence of informal settlements confirms the need for additional (affordable) accommodation.

6.8.1.4. Housing consideration as per the SDF

In terms of the SDF, specific areas are earmarked for future housing developments (D.h. Residential), where such persons who do not have access to land may be accommodated in a subsidised manner and tenure thereby secured through integrated housing and planning policies. This is seen as an important move towards the creation of sustainable livelihoods through the principle of spatial justice.

The SDF also supports the NDP's measures to prevent further development of housing in marginal places, increased urban densities to support public transport, incentivizing

economic activity in and adjacent to townships; and engaging the private sector in the gap housing market. It also states that 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.

6.8.2. 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 grants 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, the property deemed to be suitable for residential purpose is owned by the National Government 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.

(c) Dolomitic status of the area

The Council for Geoscience has published reports that indicates that the whole of Daniëlskuil 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 Daniëlskuil 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, bulk services infrastructure capacity to some newly and old settlement areas is yet to be tested 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 Tlhakalatlou, 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.

6.8.3. 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 further promotes densification and infill planning to accommodate the demand on provision of housing and services.

(b) Dolomite stability investigation

The Municipality faces a huge challenge with regard to densification and infill planning due to the uncertainty of the underlying dolomitic subsurface soil conditions. Therefore, the SDF recommends dolomite stability investigations should be undertaken for the built-up areas where infill housing provision is envisioned.

(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.

6.8.4. Conclusion

The housing backlog in the Municipality is growing and it has led to the emergence of informal settlements to a certain extent. With insufficient vacant area available, human settlement development may be 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 Management Plan (IEMP)

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

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. 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

7.1. 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 external gearing facilities to finance capital projects	Policy has been approved by Council, now in the implementation, review and monitoring phase.

	and use 80% of the allocated available funding from capital replacement reserve towards the replacement/refurbishment of current infrastructure.	
MANAGE EXPENSES	Maintain the prudent management of expenses	Cost containment measures are in place as per circular 82. Decreasing of outsourced services. 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. Data integrity project from PT assisted in 'cleaning up' data. The tariffs were reviewed and application was made to NERSA for the increase, it was approved for the 2018/2019 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 positions, the organogram is reviewed.
IMPLEMENT INTEGRATED ASSET MANAGEMENT	Ensure the existence of a comprehensive capital asset register to migrate to implementing integrated	Asset management system is in place and a GRAP compliant asset register.

	capital asset management where expenditure on new infrastructure, replacement, repairs & maintenance expenditure are optimised	
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. Current challenges in funding the module and the replacement.

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:

- Rates Policy and Expenditure Policy
- Tariff Policy and Budget Policy
- Credit Control, Debt Collection and Indigent Policy
- Supply Chain Management Policy
- Liquidity policy
- Borrowing Funds and Reserves
- 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.

7.2. Funding of Operating and Capital 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,
- s 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.

7.2.1. Operating Budget

The table below identifies the sources of funding for the 2021/22 MTREF cash operating budget:

NC086 Kgatelopele - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description R thousand	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	–	–	12 588	20 474	20 474	20 474	15 138	21 605	22 556	23 571
Service charges - electricity revenue	2	–	–	16 468	33 198	33 198	33 198	22 208	35 405	36 998	38 663
Service charges - water revenue	2	–	–	3 626	8 546	8 546	8 546	15 050	15 760	16 470	17 211
Service charges - sanitation revenue	2	–	–	7 376	4 374	4 374	4 374	6 546	8 004	8 364	8 740
Service charges - refuse revenue	2	–	–	9 142	8 247	8 247	8 247	10 309	10 433	10 903	11 393
Rental of facilities and equipment	–	–	–	120	599	360	360	183	361	374	388
Interest earned - external investments	–	–	–	732	829	829	829	183	368	384	402

Interest earned - outstanding debtors		-	-	3 633	2 044	2 453	2 453	3 064	2 021	1 535	1 604
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	65	609	609	609	(765)	1 191	850	811
Licences and permits		-	-	775	353	731	731	961	949	991	1 036
Agency services		-	-	-	392	392	392	(13)	416	435	454
Transfers and subsidies		-	-	26 939	28 749	32 372	32 372	27 617	30 350	37 203	34 543
Other revenue	2	-	-	3 482	4 598	3 678	3 678	245	1 554	1 797	1 847
Gains		-	-	-	451	451	451	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		-	-	84 947	113 465	116 715	116 715	100 726	128 418	138 860	140 664
<u>Expenditure By Type</u>											
Employee related costs	-										
Remuneration of councillors	2	-	-	33 840	37 752	38 312	38 312	29 876	42 525	45 004	47 633
Debt impairment		-	-	2 703	2 608	2 608	2 608	1 983	3 547	3 703	3 870
Depreciation & asset impairment	3	-	-	-	5 590	5 590	5 590	-	4 472	5 366	7 513
Finance charges	2	-	-	-	12 535	12 535	12 535	361	13 975	19 742	11 174
Bulk purchases - electricity		-	-	450	133	199	199	96	163	130	91
Inventory consumed	2	-	-	22 247	21 051	21 051	21 051	15 018	25 754	26 888	28 098
Contracted services	8	-	-	452	3 332	3 055	3 055	1 242	2 790	2 230	2 485
Transfers and subsidies		-	-	13 254	11 910	14 155	14 155	13 884	15 244	14 760	13 105
Other expenditure	4, 5	-	-	-	-	150	150	95	-	-	-
Losses		-	-	9 201	18 380	18 550	18 550	6 019	17 839	18 492	19 210
Total Expenditure		-	-	82 145	113 290	116 205	116 205	68 574	126 309	136 315	133 178
Surplus/(Deficit)		-	-	2 802	175	510	510	32 153	2 109	2 544	7 485
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	-	24 196	18 020	21 845	21 845	-	90 594	133 612	160 462
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-

7.2.2. Capital Budget

The table below identifies the sources of funding for the 2021/2022 MTREF capital budget:

GRANT	AMOUNT	PROJECT
Municipal Infrastructure Grant	R 20 227 000	Establishment of new landfill site & Sports facility
Water Services Infrastructure Grant	R 5 000 000	Planning and design reticulation
Energy Efficiency & Demand Side Management	R 3 000 000	Public lighting
Expanded Public Works Program	R 1 000 000	Municipal properties
Regional Bulk Infrastructure Grant	R 62 367 000	Waste water treatment works

7.3. Interest rates for borrowing and investments.

Kgatelopele Local Municipality does not have any loans or investments for the 2021/2022 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 2021/2022 MTREF period:

	2020/2021	2021/2022	2022/2023
PROPERTY RATES	4.1%	4.5%	4.5%
ELECTRICITY	14.59%	14.59%	14.59%
WATER	4.1%	4.5%	4.5%
SEWERAGE	4.1%	4.5%	4.5%
REFUSE	4.1%	4.5%	4.5%

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 2018/19 and the projections for the 2019/20 year are as follows:

	2018/19	2019/20
Property Rates (Average % of Monthly and Annual payments)	55.9%	60.65%
Electricity – Domestic consumers	65.3%	97.86%
Water	44.9%	64.61%
Sewerage (Average % of Monthly and Annual payments)	45.1%	79.65%
Refuse	51.7%	78.03%

7.5.1. Price Movements on specifics

Purchase of bulk electricity from Eskom is budgeted at R 25 754 369, in the 2021/22 financial year, which is a 18% increase.

7.6. 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 2021/2022 financial year. The following table indicates the salary increase in personnel wages and salaries and councillor allowances for the 2021/2022 MTREF:

	2020/2021	2021/2022	2022/23
Councillor allowances	R 3 546 917	R 3 702 981	R 3 869 616
Senior managers	R 2 978 908	R 3 112 958	R 3 253 042
Other personnel	R 39 546 293	R 41 890 856	R 44 380 154

7.7. 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 5 interns undergoing training in various sections of the Finance Directorate. The municipality has several training initiatives available to its employees and has a skills programme in place.

7.8. 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.

7.9. Ability of Municipality to spend and deliver on Programs

Grant Capital project expenditure for the 2018/19 financial year was 66.66% of the total capital budget due to the reallocation received in March. The municipality spent 100% MIG expenditure at midyear. 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 2019/20 financial year is 61% due to reallocation received in March of that financial year. It is anticipated that 100% of the Capital budget will be spent in the 2020/21 financial year.

CHAPTER 8

8.1. 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. There are 3 mines (Petra Diamond Finsch Mine, PPC Lime and Idwala Lime) operating in the Kgatelopele Local Municipality jurisdiction.

8.1.1. Legislative framework

8.1.1.1 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

8.1.1.2 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 Municipality is still engaging the mines with regards to their Social Labour Plan contributions

CHAPTER 9

9. Municipal Programmes and Projects:

9.1. Projects and programmes for 2021/2022

KPA 1: Basic services										
Strategic objective			To ensure the provision of sustainable basic services to our communities				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 2020/21	Delivery: Funded/Unfunded, Internal or Ext Funding source
1.	2	Water	Provide clean piped water to formal residential properties which are connected to the municipal water infrastructure network	Activity	Technical/Finance	80% of households billing. Compliance with SANS 241-:2015 requirements	Provide clean piped water to formal residential properties which are connected to the municipal water infrastructure network as at 30 June 2022		R8 ,161 million	
1.1			Number of Water Quality Assurance reports for the provision of clean piped water	Activity	Technical	12 Monthly Lab Results	12 Monthly Lab Results			

			by 30 June 2022.							
2.	3	Electricity	Provide electricity to formal residential properties connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering	Activity	Technical/Finance	80% of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)	Provide electricity to formal residential properties connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering as at 30 June 2022		R33, 778 million	
3.	2	Sanitation	Provide sanitation services to residential properties which are connected to the municipal waste water (sanitation/sewerage) network	Technical/Finance	Activity	80% of properties which are billed for sewerage in accordance with the SAMRAS financial system	Provide sanitation services to residential properties which are connected to the municipal waste water (sanitation/sewerage) network as at 30 June 2022		R 1, 484 million	
4.	11	Waste Removal	Provision of refuse removal, refuse dumps and solid waste disposal to all residential account holders	Activity	Technical/Finance	80% Collection and disposal of waste from all properties with the Municipal account	Provision of refuse removal, refuse dumps and solid waste disposal to all residential account holders		R 5,349 million	

							as at 30 June 2022			
5.	2	Water	Provide free basic water in terms of the equitable share requirements to indigent account holders	Activity	Technical/Finance	1500 Number of indigent account holders receiving free basic water in terms of the equitable share requirements to indigent account holders (06 KL per account holders)	Provide free basic water in terms of the equitable share requirements to indigent account holders by 30 June 2022		R883,000	
6.	3	Electricity	Provide free basic electricity to registered indigent account holders connected to the municipal electrical infrastructure network	Activity	Technical/Finance	1500 Number of indigent account holders receiving free basic electricity in terms of the equitable share requirements (Free 50kw basic electricity per indigent household)	electricity to registered indigent account holders connected to the municipal electrical infrastructure network by 30 June 2022		R985,000	

7.	2	Sanitation	Provide free basic sanitation services to registered indigent account holders which are connected to the municipal waste water(sanitation/sewerage)network & are billed for sewerage service,irrespective of the number of water closets(toilets)	Activity	Technical/Finance	1500 Number of indigent account holders receiving free sanitation /sewer services	Provide free basic sanitation services to registered indigent account holders which are connected to the municipal waste water(sanitation/sewerage)network & are billed for sewerage service,irrespective of the number of water closets(toilets) as at 30 June 2022		R2931	
8.	11	Waste Removal	Provide free basic refuse removal, refuse dumps and solid waste disposal to registered indigent account holders	Activity	Technical/Finance	1500 Number of indigent account holders receiving free basic refuse removal	Provide free basic refuse removal, refuse dumps and solid waste disposal to registered indigent account holders as at 30 June 2022		R2,503 million	
9.		Water and Sanitation	Conversion of 122 Indigent conventional water meters to pre-paid water meters	Activity	Technical	Conversion of water meters it's on phase-3	Installation of 122 Meters	R 679 052.00		Internal Funding
10.		Sanitation	Connection of 391 Households to Sewer Network – Phase 1	Activity	Technical	Sanitation reticulation of 391 stands	Planning & Design	R40 282 077	R5 000 000	WSIG + Co-funding

11.	11	Renewable Energy & Electricity	Installation of street lights and high masts	Activity	Technical	Refurbishment of existing street lights	Sourcing Funding by 30 June 2022	R3 000 000.00	R3 000 000.00	EEDSM Grant
12.		Recreation	The construction of a sports facility	Activity	Technical	Phase 1 percentage completion	Phase-1 Construction of a sports facility	R12 000 000.00	R12 000 000.00	MIG-SMIF grant
13.		Roads and Storm water	Upgrading of Internal Roads From Gravel to Paved Roads in Kgatelopele phase - 1 ward 2&3	Roads and Storm water	Technical	Upgrading of 5km Internal Roads From Gravel to Paved Roads in Kgatelopele	Planning & Design	R43 000 000.00	R8 277 000	Funded: MIG
14.	2	Roads and Storm water	Upgrading of Internal Roads From Gravel to Paved Roads in Kgatelopele phase - 1 ward 2	Roads and Storm water	Technical	Upgrading of 5km Internal Roads From Gravel to Paved Roads in Kgatelopele	Planning & Design	R43 000 000	R8 277 000.00	Funded: MIG
15.		Roads and Storm water	Upgrading of Internal Roads From Gravel to Paved Roads in Kgatelopele phase - 1 ward 1	Roads and Storm water	Technical	Upgrading of 5km Internal Roads From Gravel to Paved Roads in Kgatelopele	Planning & Design	R43 000 000	R8 277 000.00	Funded: MIG
16.		General building	Repairs & Refurbishment of Municipal Facilities	Activity	Technical		Refurbishment of municipal facilities including rooftops.	R 1 075 000.00	R 1 075 000.00	EPWP
17.		Waste	Establishment of New Landfill site	Activity	Technical	Construction of new landfill site	Phase 1 – Under Construction 50%	R12 000 000.00	R12 000 000.00	MIG SMIF Grant

KPA 2: Spatial consideration/Environment

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 2020/21	Delivery: Internal or Ext Funding source
18	1	Town Planning	Human Settlement Planning and Development on a portion of Erf 611,612,613 and a portion of Erf 1	Capital Project	Technical	Human Settlement Planning and Development on a portion of Erf 611,612,613 and a portion of Erf 1	Consolidation, subdivision, rezoning, geotechnical study, floodline study, environmental impact assessment, engineering services assessment (including bulk services), traffic impact assessment by 30 June 2022	R5 000 000	R1 000 000	Funded: HSDG
19	1	Human Settlement Development	Rectification of cadastral boundary encroachments affecting 21 erven.	Activity	Technical	Consolidation, subdivision, rezoning and conveyancing for the rectification of stands allocation of stands allocated	Conveyancing, subdivision, rezoning, consolidation, closure of public streets and surveying by 30 June 2022.	R350 000	R175 000	Funded: Internal Funding
20	1	Town Planning	Subdivision and rezoning of a portion of Erf 1 for purposes of developing a landfill site	Activity	Technical	Subdivision and rezoning of a portion of Erf 1 for purposes of developing a landfill site	Subdivision and rezoning of a portion of Erf 1 for purposes of developing a landfill site by 30 June 2022	R350 000	R350 000	Funded: MIG

21	1	Town Planning	Number of joint Municipal tribunal in implementation of SPLUMA meeting attended by 30 June 2022	Activity	Technical		2			
22		Town Planning	Subdivision, rezoning and surveying of a site for a traffic testing centre precinct(including multipurpose sports centre, church sites and business sites)	Activity	Technical	Subdivision, rezoning and surveying of a site for a traffic testing centre precinct(including multipurpose sports centre, church sites and business sites)	Source funding by 30 June 2022	N/A	N/A	Unfunded

KPA 3: Economic growth and development										
Strategic objective			To promote a conducive environment for economic development				Values			
KPI Number	IDP Ref No.	Key Focus Area (KFA)	Activity, Project, Programme	Activities Programmes Capital Projects	Department	KPI – Service standard	Target	Project value	Budgeted for 2021/22	Delivery: Internal or Ext Funding source
23.		Job creation	20 temporary jobs created through projects	Programme	Corporate services	Temporary jobs creation	20 temporary jobs created through projects by 30 June 2022	N/A	N/A	Operating Budget, Salary component.
24.	5	Strategies: economic growth	Updated MoU between the 3 mines	Programme	Corporate services	Conclusion/up date of MoU with the mining companies	Updated MoU between the 3 mines by 31 Dec 2022	N/A	N/A	Operating Budget, Salary component.
25.	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 through awarding contracts or sub-contracting by 30 June 2022	N/A	N/A	Operating Budget, Salary
26.	5	Tourism	Market the municipal area	Programme	Office of the Municipal Manager	Support one local tourism initiative	Formulation of information brochures to enhance tourism in the area by 30 June 2022	R 5000	R 5000	Int: Operating Budget.
27.		Tourism	Career Exhibition	Programme	Office of the Municipal Manager	Information Brochure	Career exhibition by 30 June 2022	N/A	5000	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 2020/21	Delivery: Internal or Ext Funding source
28.	6	Budget Expenditure	Compliance with submission of Adjustment budget to council	Programme	Finance	Adjustment budget approval	Council resolution			
29.	6	Reporting Requirements	Submission of 4x section 52 report by 31 July 2021	Activity	Finance	Submission of section 52 reports	4x Section 52 Quarterly Reports by 31 July 2022	N/A	N/A	Internal : funding: Operational Budget
30.	6	Reporting Requirements	report Submit section 72 Report	Activity	Finance	Section 72 Report submitted once a year by 25 January 2021	Section 72 Report submitted once a year by 25 January 2022	N/A	N/A	Internal : funding: Operational Budget
31.	6	Reporting Requirements	Submission of AFS to Auditor General SA and Treasury	Activity	Finance	Annual Financial Statement	Proof of submission			
32.	6	Revenue Collection	80% percentage on billing on operating revenue	Programme	Finance	Collection of Conditional Grants	100% Collection of Conditional Grants by 30 June 2022		R26,978 million	
33.	6	Revenue Collection	Collection on billing	Programme	Finance	Billing Report	Billing report			
34.	6	Budget Expenditure	Percentage of capital grant funding received as per DORA allocation	Programme	Finance	DORA allocation	DORA allocation			
35.	6	Cost containment	Percentage collection of conditional grants			Grants allocation	Grant allocation			

36.	6	Asset management	Number of indigents registered	Programme	Finance	1500	1500			
37.	6	Revenue collection	Percentage of capital budget expenditure	Programme	Finance					
38.	6	Revenue Collection	Percentage operating budget expenditure	Programme	Finance					
39.	6	Asset Management	Number of updated asset register	Programme	Finance					
40.	6	Asset Management	Undertake quarterly Inventory of stores	Programme	Finance	4 quarterly undertakings for inventory of stores by 30 June 2022	4x Quarterly undertakings of stores by 30 June 2021	N/A		
41.	6	Asset Management	Compilation of list of assets that needs to be disposed	Programme	Finance	Disposal of assets	Report on list of assets that needs to be disposed by 31 January 2022	N/A	N/A	Internal Funding; Salaries Composition
42.	6	Supply Chain Management	Percentage progress of developing procurement plan.	Programme	Finance	Procurement Plan	Procurement Plan			
43.	6	Supply Chain Management	100% Compliance with the procurement plan by the 30 June 2022	Programme	Finance	Implementation of the procurement plan.	100% Compliance with the procurement plan by the 30 June 2022	N/A	N/A	Internal: funding: Operational Budget.

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 2020/21	Delivery: Internal or Ext Funding source
44	6	Human capital and skills development	Training committee	Activity	Corporate Services	Functionality of training committee	6x meetings in the by 30 June 2022	N/A	N/A	Internal : Operating Budget
45	6	Human resources management	Labour relations	Activity	Corporate Services	Meeting of the LLF	4 LLF meetings by 30 June 2022	N/A	N/A	Internal: Operating Budget
46	6	Human resources management	Dispute resolution	Activity	Corporate Services	Resolution on all labour disputes	80% resolution of labour disputes by 30 June 2022	N/A	N/A	Internal: Operating budget, salary
47	6	Human Resource Management	Occupational Health and Safety	Activity	Cooperative	Health and Safety Committee Meeting monthly	8 meetings by end 30 June 2022	N/A	N/A	Internal: Operating Budget
48		Human Resource Management	Occupational Health and Safety	Activity	Cooperative	Health and Safety Committee Meeting quarterly	4x meetings by end 30 June 2022	N/A	N/A	Internal: Operating Budget
49		Human Resource Management	Occupational Health and Safety	Activity	Cooperative	Health and Safety Committee Meetings	4x meetings by end 30 June 2022	N/A	N/A	Internal: Operating Budget
50	6	Office of the Municipal Manager	Staff Meeting	Activity	Office of the Municipal Manager	Sitting of staff meetings	4 meetings by 30 June 2022	N/A	N/A	Internal: Operating budget
51	6	Office of the Management Manager	Extended Management System		Office of the Municipal Manager	Quarterly sitting of Extended Management Meetings	4x extended management meetings by 30 June 2022	N/A	N/A	Internal: Operating Budget

52	6	Performance management	Formulation of performance plans	Activity	Office of the Municipal Manager	Formulation of performance plans	Formulation of 2 section 56 MSA and 1 MSA section 57 Managers' performance plans by 31 July 2022	N/A	N/A	Internal: Operating Budget
53	6	Performance management	Section 72 reports	Activity	Office of the Municipal Manager	Tabling of mid-year S72 report	1 MFMA s72 report for approval by Council by 25 January 2022	N/A	R230 486	Internal: Operating Budget
54	6	Performance management	Section 66	Activity	Office of the Municipal Manager	Total number of employee signed performance plans and agreements	Formulation of MSA S66 performance plans and agreements by 31 December 2021			
55	6	Performance management	Performance assessments	Activity	Office of the Municipal Manager	Number of performance assessment conducted	4 Quarterly individual employee evaluation done by 30 June 2022			
56	6	Performance management	Performance assessments	Activity	Office of the Municipal Manager	Number of performance assessment conducted	1x Quarterly=4x performance assessments by 31 July 2022	N/A		Internal: Operating Budget
57	6	Performance management	Performance assessments	Activity	Office of the Municipal Manager	Draft SDBIP Report	Draft SDBIP by 2022/2023 by 30 June 2022			
58	6	Performance management	Performance assessments	Activity	Office of the Municipal Manager	Draft Annual Report	Draft Annual report by 31 March 2022			

59	6	Systems and technology	ICT governance structure	Activity	Corporate services	Improve the ICT Governance structure.	4 meetings of IT Committee by 30 June 2021	N/A	N/A	Internal: Operating Budget
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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 2020/21	Delivery: Internal or Ext Funding source
60.	6	Governance Structures	Functioning of Council	Activity	Good Governance	Number of council meetings	4x Quarterly Council meetings held by 31 July 2022	N/A	N/A	Internal: Operating Budget
61.	6	Governance Structures	Council meeting legislated deadlines	Activity	Corporate Service	10x Special Council meetings by June 2020`	10x Special Council meetings by June 2022	N/A	N/A	Internal: Operating Budget
62.	6	Governance Structures	MPAC meetings	Activity	Office of the Mayor	Quarterly sitting of MPAC committee	4 MPAC meetings by end June 2022	N/A	N/A	Internal: Operation Budget
63.		Governance Structures	Meetings of Financial Committee	Activity	Finance	Monthly sitting of finance committee	10 Financial Committee meetings by end June 2022	N/A	N/A	Internal: Operating Budget
64.	6	Governance Structures	Institutional Committee meetings	Activity	Office of the Mayor	Quarterly sitting of committee	4 x Institutional Committee meetings by end June 2022	N/A	N/A	Internal: Operating Budget
65.	6	Governance Structures	Technical / Commonage Committee meetings	Activity	Office of the Mayor	Quarterly sitting of Technical / Commonage committee meetings	4x Technical Committee meetings by end June 2022	N/A	N/A	Internal: Operating Budget

66.	6	Governance structures: Internal Audit	Audit committee meetings.	Activity	Office of the Municipal Manager (Internal Audit)	Audit committee meetings held.	4 Audit Committee meetings by 30 June 2022	N/A	N/A	Internal: Operating Budget
67.	6	Governance structures: Internal Audit	Quarterly audit committee meetings.	Activity	Office of the Municipal Manager (Internal Audit)	Quarterly sitting of Audit committee.	4 Audit Committee meetings by 30 June 2022	N/A	N/A	Internal: Operating Budget
68.	6	Internal Audit	12 Monthly reports on progress of AGSA Action Plan and recommendations made by IA by 30 June 2020	Activity	Office of the Municipal Manager (Internal Audit)	12 Monthly meeting on progress of AGSA Action Plan and recommendations made by IA	12x Monthly meetings on progress of AGSA Action Plan and recommendations made by IA by 30 June 2022	N/A	N/A	Internal : Operating Budget
69.	6	Risk Management	Risk based annual operational plan	Activity	Office of the Municipal Manager	Risk monthly and quarterly report	Risk monthly and quarterly report	N/A		
70.	6	Risk Management	Risk Assessments conducted Quarterly	Activity	Office of the Municipal Manager	Risk Assessments	4x Risk Assessment conducted quarterly by 30 June 2022	N/A	N/A	Internal: Operating Budget
71.	6	Risk Management	Submission of Risk Management Reports per department(4 departments)	Activity	Office of the Municipal Manager	Monthly reporting	10 reports on implementation of risk mitigating actions by 30 June 2022.	N/A	N/A	Internal: Operating Budget

72.	6	Risk Management	Submission of Risk Management Reports per department(4 departments)	Activity	Office of the Municipal Manager	Quarterly reporting	10 reports on implementation of risk mitigating actions by 30 June 2022.	N/A	N/A	Internal: Operating budget.
73.	6	Stakeholder Participation	IDP Process Plan	Programme	Office of the Municipal Manager	Adopted IDP Process Plan by Council	1 x process plan approved by Council by 31 March 2022	N/A	N/A	Internal: Operating budget.
74.	6	Policies, Strategies and Plans	Approved IDP	Programme	Office of the Municipal Manager and Finance	IDP completed/reviewed and adopted	1 draft IDP approved by 31 March 2022	N/A	N/A	Internal: Operating budget.
75.	6	Policies, Strategies and plan	Approved IDP	Programme	Office Of the Municipal Manager	IDP completed/ reviewed and adopted	1 final IDP approved by 31 May 2022	N/A	N/A	Internal: Operating Budget.
76.	6	Stakeholder Participation	IDP/Budget Process	Activity	Office of the Municipal Manager	2 Ward based consultative meetings	8 ward Area based meetings in the 30 June 2022	N/A	N/A	Internal: Operating Budget.
77.	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 2022	N/A	N/A	Internal: Operating Budget
78.	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 2022	N/A	N/A	Internal: Operating Budget.
79.	6	Communications (Internal and External)	Community Participation	Programme	Office of the Municipal Manager	Ward committee meetings	45x Ward meetings by 30 June 2022	N/A	N/A	Internal: Operating Budget.
80.	6	Communications (Internal and External)	Community Participation	Programme	Office of the Municipal Manager	Ward meetings	10x Ward Meetings by 30 June 2022	N/A	N/A	Internal: Operating Budget.

