

# INTEGRATED DEVELOPMENT PLAN 2013 - 2014

## Ubuntu Municipality



*menswaardigheid • hoop • erfenis  
ubuntu • ithemba • izithethe  
humanity • hope • heritage*

## UBUNTU MUNICIPALITY

Ubuntu Municipality  
78 Church Street  
Private Bag X329  
VICTORIA-WEST  
7070

Tel : 053-621 0026  
Fax : 053-621 0368  
E-mail: [info@ubuntu.gov.za](mailto:info@ubuntu.gov.za)

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## GLOSSARY OF ACRONYMS

<b>5YLGSA</b>	Five Year Local Government Strategic Agenda
<b>ASGISA</b>	Accelerated Shared Growth Initiative of South Africa
<b>CPIX</b>	Consumer Price Index
<b>DM</b>	District Municipality
<b>DMA</b>	District Municipality Area
<b>DORA</b>	Division of Revenue Act
<b>EPWP</b>	Expanded Public Works Programme
<b>IDP</b>	Integrated Development Planning
<b>IGR</b>	Intergovernmental Relations
<b>KPA</b>	Key Performance Area
<b>LED</b>	Local Economic Development
<b>LM</b>	Local Municipality
<b>LUMS</b>	Land Use Management Strategy
<b>MDG</b>	Millennium Development Goals
<b>MFMA</b>	Municipal Finance Management Act
<b>NIPF</b>	National Industrial Policy Framework
<b>NSDP</b>	National Spatial Development Plan
<b>OTP</b>	Office of the Premier
<b>OPMS</b>	Organizational Performance Management System
<b>PGDS</b>	Provincial Growth and Development Strategy
<b>PIMS</b>	Planning and Implementation Support (PIMS) Centre
<b>SDBIP</b>	Service Delivery Budget and Implementation Plan
<b>SDF</b>	Spatial Development Framework
<b>SOE</b>	State Owned Enterprises

## 1. INTRODUCTION

The new approach to local government has to be developmental and aims to overcome the poor planning of the past. Therefore, the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) instructs Municipalities to undertake developmentally – orientated planning. In Chapter 5 of The Municipal Systems Act, (Act 32 of 2000), municipalities are given the mandate to develop and adopt an Integrated Development Plan (IDP).

The Integrated Development Planning Process-

- is an integrated process of planning for the achievement of integrated development within the social, economic, environmental, spatial, infrastructural, institutional, technological and other development spheres in society;
- is a participatory process whereby communities and other stakeholders can participate democratically in the planning process for development;
- requires strong and effective linkages between planning and budgeting in order to guide the prioritization and resource allocation processes;
- consists of a network of linkages between different levels of government, government institutions, local governments, communities and other stakeholders;
- requires eminent intergovernmental and interdepartmental relationships as well as relationships with communities and other stakeholders;
- strives for the holistic achievement of development targets by government institutions on the different levels of government, and
- requires a particular process (IDP Process Plan) in order to affect the planning process in an orderly and systematic fashion.

In terms of Chapter 5 of the Municipal Systems Act, the municipality has to develop a 5-year Integrated Development Plan. The 5 year lifespan of the IDP is linked directly to the term of office for local councilors. After every local government elections, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans.

The municipality is responsible for the co-ordination and development of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area. Once the IDP is drawn up all municipal planning and projects should be done according to the IDP. The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into

account when making their own plans. The IDP is reviewed every year and necessary changes can be made.

The IDP has to be drawn up in consultation with forums and stakeholders. The final IDP document has to be approved by the council.

Main reasons why the Municipality should develop an IDP:

- Effective use of scarce resources

The IDP will help the local municipality to focus on the most important needs of local communities taking into account the resources available at local level. The local municipality must find the most cost-effective ways of providing services and money will be spent on the causes of problems in local areas.

Example: The municipality may decide to allocate resources to building a canal that will prevent homes being damaged during the flood season. This will reduce the financial burden placed on the municipality's emergency services and infrastructural costs.

- Helps to speed up delivery

The IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. Implementation is made easier because the relevant stakeholders have been part of the process. The IDP provides deadlock-breaking mechanisms to ensure that projects and programmes are efficiently implemented. The IDP helps to develop realistic project proposals based on the availability of resources.

- Helps to attract additional funds

Government departments and private investors are willing to invest where municipalities have clear development plans.

- Strengthens democracy

Through the active participation of all the important stakeholders, decisions are made in a democratic and transparent manner.

- Helps to overcome the legacy of the past.

Municipal resources are used to integrate rural and urban areas and to extend services to the poor.

- Promotes co-ordination between local, provincial and national government

The different spheres of government are encouraged to work in a co-ordinated manner to tackle the development needs in a local area.



Example: The Department of Health plans to build a clinic in an area. It has to check that the municipality can provide services like water and sanitation for the effective functioning of the clinic and that the land was not earmarked for another use.

## **2. OUTCOMES OF THE IDP**

All Integrated Development Plans should have the following impacts, among others, in the medium to long term:

- Integrated Sustainable Human Settlement
- Stimulating Growth of Robust Local Economy
- Social Inclusion, social cohesion and Nation Building – Non-racism, Non-sexism, Democratic and accountable practices, equity, etc
- Environment Sustainability

## **3. A GOOD AND CREDIBLE IDP**

A Realistic or Credible Integrated Development Plan must both comply with relevant legislation and convey the following:

- Consciousness by a municipality of its constitutional and policy mandate for developmental local government, including its powers and functions.
- Awareness by municipality of its role and place in the regional, provincial and national context and economy including its intrinsic characteristics and criteria for success. The degree of intergovernmental action and alignment to government wide policies, plans, priorities and targets.
- A commitment by the municipal council to ensure community empowerment and participation in the crafting, budget choices, implementation of this plan and monitoring through sincere communication, participatory and decision making mechanisms thereof.
- Comprehensive description of the area – the environment and its spatial characteristics.
- Insights into the trade-offs and commitments that are being made regarding economic choices, planning for Sustainable Human Settlements, integrated service delivery, and a resource and financial plans that can enable the implementation of such a plan
- The key deliverables for the next five years supported by a measurable budget and translated into the Service Delivery Budget Implementation Plan.
- A monitoring system (OPMS and PMS), that's based on the IDP indicators, targets, time frames, and responsible agents.
- Determines the capacity and capability of the municipality to implement the plan and how this capacity/capability would be improved through the Workplace Skills Plan.

- Conveys a responsive and sincere government that cares about its people, the environment and strives to build social cohesion.
- Must show a commitment by the municipality (and all of government) to improve the lives of the indigent, people with disabilities, women, youth and the aged.

#### 4. FORMAT OF THE IDP

The Department: Provincial and Local Government provided a format guide to assist Municipalities in the compilation of good credible IDP's. The important sections are identified to serve as a guide to develop a credible Integrated Development Plan. The following format is regarded as suitable for the development of an IDP for Ubuntu Municipality:

##### 4.1 Section A: Executive Summary

An executive summary should give a concise overview of the municipality, its current situation, key challenges and opportunities, as well as the priority strategies of the municipality to improve its situation over the five year term of the IDP, indicating the most critical targets to be achieved. The summary should also provide the concise overview of the powers and function of the municipality. This section should only be a few pages in length.

This summary should answer the following questions:

- Who are we?
- What are the issues we face?
- What opportunities do we offer?
- What are we doing to improve ourselves?
- What could you expect from us over the next five years?
- How will our progress be measured?
- How was this plan (IDP) developed?

Should broadly answer question of:

What	as-is assessment problem identification, Review of existing assumptions, systems & challenges; possible trajectory; vision What can reasonably possibly be achieved (not a wish list)
When	It should be cognizant of issues which may be addressed in short (three), medium (five) and long (ten) term how are we doing with existing plans, policies & programmes.
How	Consultation process followed.

	Scientific, legal, political, environmental and other technical analysis that informs the IDP. How will process, substance and performance be measured?
Who	Functional mandates: is it a municipal mandate address assigned, delegated or original mandates; IGR Issues
with what:	Ideally should have a resource plan/budget. Resource (human and material) available to realize the plans. Section 26 ( <i>h</i> ) a financial plan, which must include a budget projection for at least the next three years.

NB. Sustainability & viability of the Plans must be raised.

#### 4.2 Section B: Situational Analysis

A detailed, deep and rigorous analysis of the status quo of the municipality with respect to the internal and external environment needs to be conducted, in consultation with the Community. It is imperative that the needs of the community are seriously considered and the priority list be contained in the analysis. Other stakeholders that must contribute to the analysis include Community Organizations, Private Sector, Non State Actors, Sector Departments and Parastals/ SOEs.

There needs to be consideration of and alignment to national, provincial and local policies and strategies e.g. AsgiSA, NSDP, MDGs, NIPF and PGDS. All sector plans (local, provincial, national) must be analysed in relation to the municipality.

This section should include the identification and brief analysis of priority areas with respect (but not limited to) the following: Demographics; Income & Employment; Economic Sectors; Infrastructure & Housing; Education & Health; Social (particularly women & youth, people with disability, elderly) and Cultural issues; Security and Safety, Land and Environmental considerations. The Institutional arrangements, governance and financial viability of the municipality must be assessed. A high level overview of the performance of the municipality in the past years should be included. The recommendations of the audit report should also be indicated. In addition, the capacity and capability of the municipality and the comparative and competitive advantages must be included.

A SWOT analysis is critical in relation to the areas above. This should be further elaborated upon, in terms of offensive, defensive and development strategies. An environmental scan needs to be included, as well as an outline of the specific competitive and comparative advantages of the municipality. This section must also assess existing and envisaged backlogs, services and their delivery, and estimated cost

thereof and reflect the entities responsible for services in terms of their powers and functions. It is important that the critical institutional capacity constraints of the municipality are also outlined. The IDP Nerve Centre Template should be utilized for purposes of analysis.

The status quo analysis must relate directly to a Spatial Analysis. The spatial analysis must consider the broad economic sectors and key structuring elements (nodes & corridors). It is important that areas of need, potential (existing & latent) and decline are shown spatially.

Challenges, a problem statement and final recommendations, in relation to above, should provide the basis for visioning and strategy development in the next sections. The following are considered key components of the analysis:

- Prioritised community needs per ward, local and district annually (in a table format)
- Alignment with policy and strategy
- Brief profile of priority areas
- Institutional and financial viability assessment
- SWOT analysis
- Assessment of existing and envisaged backlogs and service delivery status
- Spatial Analysis
- Problem statement, Challenges and recommendations

Since the Analysis Section provides an overview of the area, the municipality and the organisation's capability, it would be the base for all plans that emanate in the following sections, including sector plans.

All municipalities should aim to address the above deliverables. 'Poorly' capacitated municipalities may address these deliverables in relation to their capacity constraints. The situational analysis should be updated annually and a thorough review of the analysis should be done on a 5 year basis or as required.

#### 4.3 Section C: Vision

(Forward looking, Based on values and principles, Should be short, succinct, long-term)

#### 4.4 Section D: Mission

(Should be short, succinct, crisp and realistic, medium term)

#### 4.5 Section E : Strategic Objectives

What does the municipal council hope to have achieved by the end of its term of office?

#### 4.6 Section F: Development Strategies

What strategies the municipalities needs to adopt so as to meet the objectives and mission?

- Long Term Growth & Development Goals, which is suggested to be forecasted at minimum of 10 – 15 Years
- These must be linked to the national imperatives and frameworks.
- In crafting the Strategies reference must be made to:
  - Summary of the conclusions of the Situational Analysis
  - Powers and Functions of the municipality
  - Important Sector Plans (Depts and SOE's) linked to NSDP and PDGS
  - Demonstration of linkages between the identified Strategies and the Sector Plans
  - Designated Groups (People with Disability, Women, Elderly and Youth)
- Environmental strategy should translate into the Environmental Sector Plan as an attachment
- The District Municipal Development Strategies should not be in conflict with those of its Local Municipalities'. It should reflect and be linked to those of the constituent LM's
- The Strategies must be focused, specific, measurable, time-bound and attainable

The District Growth and Development Summit resolutions should be used to inform the strategies

These should be structured into 5 Key Performance Areas (KPA's) of the Five Year Local Government Strategic Agenda.

Important KPA's are:

- Spatial Analysis and Rationale
- Basic Service Delivery
- Local Economic Development
- Municipal Transformation and Organisational Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation

It is important to note that the KPAs, while organised as they are to facilitate ease of all of Government planning and performance, cannot be seen as constructs separate from each other. They overlap and affect each other and should be as follows:

#### 4.6.1 Section F 1: Spatial Rationale (KPA 1)

There are different classifications of municipalities. In the case of Ubuntu it is a Low and Medium Capacity Local Municipality that are Predominantly Rural.

Therefore, the overview of Spatial Analysis and Rationale -

- Must participate and adopt the District SDF;
- adopt guidelines for land use management that inform the LUMS;
- must include a capital expenditure framework showing where the Local Municipality intends spending its capital budget (mapping the projects [capital and maintenance] included in the budget);
- must consider to include a strategic environmental assessment for the areas impacted by a key anchor project located in the municipality;
- must consider to indicate the interventions that will be implemented and detailed design parameters that private sector and government must comply with in urban centres.

#### 4.6.2 Section F 2: Basic Service Delivery (KPA2) (Service delivery projects table should be added)

This area must answer the Question “How is the municipality planning to deliver services to its citizens” This should form the core of the IDP and be given adequate consideration. Long and medium term considerations must inform the Short Term or annual plan of the municipality. It is this area that will drive basic services and Free Basic Services.

As a minimum, a three year plan with an indicative budget is a necessary and sufficient condition for this area to be acceptable. From general experiences in South Africa, this area is a crucial area for community participation and empowerment.

Besides consulting communities about their needs, it is crucial that the municipal’s council plans to inform communities about what is possible to deliver on in the next three years. However, the annual plan must speak to the Service Delivery Budget Implementation plan.

The EXCEL Table will assist with the Basic Service Delivery.

#### 4.6.3 Section F 3: Local Economic Development (LED) (KPA 3)

A thorough economic analysis of the municipal area needs to be conducted with the intention to develop an LED strategy or plan. District Growth and Development / LED

Strategies for district municipalities and LED plans for local municipalities must be developed with input from District Growth and Development Summits. The National LED Framework should guide the development of these strategies and plans. The municipality needs to identify key catalytic projects that will stimulate Local economic growth. In terms of the targets set in the Provincial Growth and Development Strategy, mention the strategies that have been put in place in order to ensure that the targets are met and how they will be achieved. It is crucial to note that the first driver of LED is a well managed municipality. It is also crucial to note that LED cannot be done by the municipality alone but needs a partnership between civil society, business, non-state actors and government for any level of success.

The following should be considered in order for the municipality to have a Credible LED Strategy:

- Is the strategy aligned with the national, provincial and district objectives, particularly in respect of infrastructure and skills development?
- Has there been adequate consideration of spatial issues relevant to economic development?
- Is there empirical and statistical evidence to support the main development thrust of the strategy?
- Have the financial implications been considered, at least as far as an indicative budget?
- Has a review taken place of institutional factors that need to be in place to deliver the strategy?
- Is there evidence of adequate stakeholder and community involvement?
- Are there clearly identified objectives and can the attainment of these be measured?
- Is there an indicative time frame for the delivery of the strategy?
- Are management arrangements in place, such as a coordinating committee, a structure for reporting and an indicative format for work programmes?
- Have issues of improved governance relating to investment and job creation been considered?
- Is the area comparative and competitive advantage understood?
- Are plans to provide support to small enterprises adequate?
- Is there a sustainable programme in place to stimulate the second economy and to draw this closer to the first economy?
- Does the plan have full Council and stakeholder commitment?
- Is there leadership for the strategy among the stakeholders?
- Have monitoring and evaluation process been established?

#### 4.6.4 Section F 4: Municipal Transformation and Organizational Development (KPA 4)

The following needs to be considered in the development of policies/strategies: The municipality needs to conduct a thorough assessment of the implementation of its previous years IDP and the weaknesses and strengths of its current organisation. This section must contain an overview of all the policies that the municipality had adopted, and information about its Organizational Performance Management System (OPMS). Mention must be made of the status of workplace skills plan, HIV-AIDS, staff recruitment and retention policy, anti-corruption strategy. The organogram must support the development strategy.

#### 4.6.5 Section F 5: Municipal Financial Viability and Management (KPA 5)

The following should be considered:

A long term strategy on how the municipality would be resourced over the medium and long term, and its alignment to the development strategies. Besides funding that the Division of Revenue Act (DORA) indicates that the municipality would be receiving over the next three years, the municipality must also consider the income that it could raise from services and other sources, including loans. Should also include:-

- Basic interventions that address the audit report.
- Return on Investments.
- Expenditure.
- Income.
- Cost effectiveness.
- Financial Plan and Budget.
- Risk Assessment and Management.
- Revenue enhancement measures.

Mention must be made on future human resources allocation planning and the implementation status of the workplace skills plan to enable service delivery

A guideline for the development of a Financial Strategy / Financial Plan provides two steps that can be used in compiling a financial strategy:

Step 1: The municipality must identify the challenges with regard its finances focusing on the cash flow plan (Budget), debt management etc. The pointers should be on operating revenue focusing on issues such as employee cost, repairs and maintenance, debt management etc.

Step 2: The municipality must provide strategic response to the identified challenges. Such responses may include short to long term mechanisms to control staffing costs, reduction of the cost of long term debt considering the available interest rate.



The factors to take into consideration when crafting a financial strategy are:

- Anticipated Consumer Price Index (CPIX)
- Expected growth in the municipality's economic and revenue base
- Projected staff growth and costs
- Targeted revenue collection from municipal services
- Affordability and sustainability of rates and tariffs
- Capital expenditure program and its impact on revenue

*NB: All of the above must result in a multi-year budget as a concrete output.*

#### 4.6.6 Section F 6: Good Governance (KPA 6)

Good governance is about governing the area, municipality and its citizens in accordance with the Spirit of the Constitution of the Republic of South Africa. It includes community consultations, participation and empowerment as a central feature. Focus should be directed toward strengthening wards, ward-based plans and the institution, in order to design mechanisms to improve community participation and the governance of the Municipality. Consideration must be given to the quality and extent of community participation in municipal affairs.

A budget for good governance needs to be clearly indicated. It should also focus on the potential advancement of adequate skills of ward-based councillors. The consultation process should also include/involve a community participation plan that allows for qualitative inputs into the design of the budget. Furthermore, the role of traditional leadership in promoting good governance should be enhanced through utilisation of the partnership agreement with local government envisaged by the Traditional Leadership and Governance Framework Act.

While Community Participation and empowerment will form the core, the governance of the Institution is equally important. The good functioning of the Council and sub-committees such as the Audit Committee, Finance Committee, etc, is a further element of good governance. The design and adoption of policies and by-laws to ensure the effective performance of the Municipality, including its council, would also be a crucial element. While the IDP will not include the policy considerations, evidence of plans to improve all aspects of Good Governance should be indicated in the IDP.

#### 4.6.7 Section F 7: Special Focus on Designated Groups and others (KPA 7)

- The long term Growth and Development Strategy must have a special focus on the development of woman, people with disabilities, the elderly and the youth.

- Adequate focus, energy and resources must be allocated to the development of these special groups and be reflected in the budgets and plans
- Policies and by-laws of municipalities would impact on the design and implementation of the detailed project plan. The Extended Public Works Programme or the HIV-AIDS Policy would be such examples.

#### 4.7 Section G: Projects

- Five Year Programme:

The strategies are unpacked into a five year programme of projects with definable outputs for realization over a five year horizon. Some budget projections would be necessary

- Three Year Plan:

However, because the Division of Revenue Act (DORA) is public knowledge, projects in the next three of the five year period, must be more detailed with financial and other resources allocated.

- Annual Plan

The annual plan must be very detailed and correspond to the Service Delivery Budget Implementation Plan.

- Based on the Three Year Plan and the Five Year Programme
- Very detailed with quarterly (monthly if possible) objectives, activities and outputs.
- In Simple Log-Frame Format
- Main source of Organisational and Individual performance management Systems
- Reviewed at the end of each financial year with community, intergovernmental and non-state actor input

This annual plan is compulsory for all categories of municipalities and is a necessary and sufficient condition of a credible plan.

Note: A well designed Annual Plan / SBDIP will generate a Performance Management System.

## **5. THE INTEGRATED DEVELOPMENT PLAN (2013/2014)**

A five-year Integrated Development Plan for Ubuntu Municipality:

### **5.1 Section A: Executive Summary**

This Integrated Development Plan together with the different annexures to this plan reflects the current status of integrated development in the region.

The Ubuntu Municipality faces developmental needs on different levels and developed this IDP to address these needs in order to deliver better services to the citizens of the region and to comply with the requirements of the Constitution to be a developmental Local Municipality.

The different strategies to address these needs can briefly be summarized as follows:

- Infrastructural: Upgrading of water provision, water supply systems as well as the quality of water.
- Housing: Delivery of houses in all categories.
- Transport: Upgrade infrastructure for transport.
- Sanitation: Upgrading of sanitation systems.
- Storm water drainage: Upgrading of drainage systems.
- Solid waste: Improving solid waste management and infrastructure.
- Energy and Electricity: Upgrading of supply to communities.
- Telecommunication: Upgrading of systems.
- Agricultural: Water provision, farming, training.
- Land: Acquiring of land and infrastructure.
- Environment: Improve environment management.

- Economical: Economic development through strategies and training.
- Institutional: Improve administration, implementing transformation structures and training.
- Communities: Poverty alleviation, empowerment, Health, Education and Sport and Recreation.

## 5.2 Section B: Situational Analyses

In the process of developing situational analyses of the Ubuntu Municipality, it would be necessary to also take note of certain information regarding South African Statistics in the following paragraphs.

### 5.2.1 Introduction to analysis

Censuses 2001 and 2011 are the only all-inclusive censuses that Statistics South Africa has thus far conducted under the new democratic dispensation. Demographic and socio-economic data were collected and the results have enabled government and all other users of this information to make informed decisions. When cabinet took a decision to move away from the 5-year to 10-year censuses, that created a gap in information or data between Census 2001 and 2011.

The dawn of South Africa's new dispensation in 1994 witnessed the establishment of the Municipal Demarcation Board (MDB). In executing their mandate the board created a spatial design that would leave no part of the country outside a jurisdiction of a municipality. This definition of the politico-economic space eliminated the distinction between urban and rural areas which historically were reported on. Statistics South Africa therefore is not in a position to provide population results in terms of urban and rural population.

In establishing the municipalities, the board established three categories of jurisdiction namely, Category A, comprising of nine stand-alone metropolitan areas; Category B, comprising of 231 local municipalities and 25 District Management Areas (DMAs); and Category C, comprising of 47 district municipalities. Each district municipality is made up of a group of local municipalities and DMAs

Category A areas: A municipality that has exclusive municipal executive and legislative authority in its area.

Category B areas: A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls.

Category C areas: A municipality that has municipal executive and legislative authority in an area that includes more than one municipality.

When referring to households it means a group of persons who live together and provide themselves jointly with food or other essentials for living, or a single person who lives alone.

The following important statistics flowed from the Census 2001 and 2011 and have a direct impact on service delivery in the jurisdiction area of Ubuntu Municipality:

Average household size by municipality -1996,2001 and 2011									
Municipality	Total Household population			Number of households			Average households size		
	1996	2001	20011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	18434	15572	18043	4214	4164	5129	4.4	3.7	3.5

Distribution of Households by type of main dwelling and municipality-1996,2001 and 2011									
Municipality	Formal Dwelling			Informal Dwelling			Traditional Dwelling		
	1996	2001	20011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	3726	3873	4491	416	134	455	45	152	137

Distribution of Households by tenure and municipality-2001 and 2011						
Municipality	Formal Dwelling		ned but not yet paid		Rented	
	2001	20011	2001	2011	2001	2011
NC071: Ubuntu	1737	2648	432	161	735	773

Distribution of Households with radio,television, refrigerator, computer, cellphone,landline and internet by municipality-2001 and 2011													
Municipality	Radio		Television		Refrigerator		Computer		Cellphone		Landline		Internet
	2001	20011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
NC071: Ubuntu	2903	2988	2103	3437	1860	2937	266	664	748	3650	1085	709	1129

Distribution of Households by type of main dwelling and municipality-1996,2001 and 2011									
Municipality	Lighting			Heating			Cooking		
	1996	2001	20011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	2805	3130	4350	982	1889	3180	1171	2245	3929

Distribution of Households by access to piped water and municipality-1996,2001 and 2011									
Municipality	Pipes (tap) water inside dwellin/gyard			Pipes (tap) water on communal stand			No access to piped (tap) water		
	1996	2001	20011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	3397	3303	4746	377	687	334	430	173	49

Distribution of Households by refuse removal and municipality-1996,2001 and 2011									
Municipality	Pipes (tap) water inside			Pipes (tap) water on			No access to piped (tap) water		
	1996	2001	20011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	2401	2662	3459	1578	1436	1299	194	66	309

Distribution of Households by type of toilet facility and municipality-1996,2001 and 2011												
Municipality	Flush or Chemical toilets			Pit Latrines			Bucket toilets			none		
	1996	2001	20011	1996	2001	2011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	1525	1976	3844	312	191	293	1463	120	403	911	797	487

Distribution of Households income by municipality and municipality-2001 and 2011		
Municipality		
	2001	20011
NC071: Ubuntu	37,130	71,986

Distribution of female headed Households by municipality-1996,2001 and 2011									
Municipality	Number of female headed			Number of households			% of female headed		
	1996	2001	20011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	1328	1397	1775	4214	4164	5129	31.5	33.5	34.6

Distribution of child headed Households by municipality-1996,2001 and 2011									
Municipality	Number of female headed			Number of households			% of female headed		
	1996	2001	20011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	50	37	30	4214	4164	5129	1.2	0.9	0.6

Distribution of the population aged 5-24 years by school attendance municipality-1996,2001 and 2011									
NC071: Ubuntu									
	Male	female	Total	Male	female	Total	Male	female	Total
Attending	2506	2545	5051	2036	2051	4087	2195	2134	4329
Not attending	1299	1466	2765	1252	1224	2476	1333	1289	2622
Total	3805	4011	7816	3288	3275	6564	3529	3423	6952

Distribution of the population aged 20 years and older by level of education attained municipality-1996,2001 and 2011									
NC071: Ubuntu	1996			2001			2011		
	Male	female	Total	Male	female	Total	Male	female	Total
No schooling	1557	1859	3416	1230	1473	2703	783	944	1727
Some primary	1016	1192	2209	1019	1156	2175	1070	1144	2214
Completed primary	303	437	740	283	349	633	401	443	844
Some secondary	964	1042	2006	893	1016	1909	1529	1595	3124
Grade 12/ std 10	417	363	780	559	515	1073	1097	874	1971
Higher	388	361	749	335	367	702	307	325	633
Total	4646	5254	9900	4319	4875	9194	5186	5326	10512

Distribution of the population by functional age groups, sex and municipality-1996,2001 and 2011									
NC071: Ubuntu	1996			2001			2011		
	Male	female	Total	Male	female	Total	Male	female	Total
0-14	3517	3687	7204	2704	2740	5444	3097	3095	6192
15-64	5478	5842	11320	4834	5165	9999	5689	5684	11373
65+	422	591	1012	379	554	933	439	596	1035
Total	9416	10120	19536	7916	8459	16375	9225	9376	18601

Distribution of Households by marital status and municipality-1996,2001 and 2011																	
Municipality	1996					total	2001					total	2011				
	Married /living together	Never married	Widower /widow	Divorced /separated			Married /living together	Never married	Widower /widow	Divorced /separated			Married /living together	Never married	Widower /widow	Divorced /separated	total
NC071: Ubuntu	5870	11549	778	189		18386	5490	9976	708	202	16375	6359	11206	746	290	18601	

Distribution ratios by municipality-1996,2001 and 2011												
Municipality	Population aged 14 years and			Population aged 65 years and			Population aged between 15			dependency ratio		
	1996	2001	20011	1996	2001	2011	1996	2001	2011	1996	2001	2011
NC071: Ubuntu	7204	5444	6192	1012	933	1035	11320	9999	11373	72.6	63.8	63.5

Distribution of the population by functional age groups( coloured), sex and municipality-1996,2001 and 2011									
NC071: Ubuntu	1996			2001			2011		
	Male	female	Total	Male	female	Total	Male	female	Total
NC071: Ubuntu	6916	7423	14339	5756	6156	11912	6288	6689	12977

### Estimated population and households: Census 2001 and Census 2011

Municipalities	Persons		Households	
	Census 2001	Census 2011	Census 2001	Census 2011
Ubuntu Local Municipality	16 375	18601	4 163	5129

\*Excludes collective living quarters

### Percentage of households living in formal and informal dwellings: Census 2001 and 2011

Municipality	Formal		Informal	
	Census 2001	Census 2011	Census 2001	Census 2011
Ubuntu Local Municipality	93,0	87.6	3,2	

In terms of the 2011 stats the percentage of households living in formal dwellings decrease from 93.0% in 2001 to 87.6%. This is an indication that the housing backlog has increase.

### Percentage of households owned /paid off Census 2001 and Census 2011

Municipality	Census 2001	Census 2011
Ubuntu Local Municipality	52.1	54.7

Previous statistics from censuses of 2001 and 2011 are reflected hereunder, as -

- It still contributes to a better understanding of the current situation.

## 5.2.2 Local Government and Institutional

The Ubuntu Municipality, as the Local Government institution, is responsible for the Ubuntu Municipal Region. The region consists of Victoria-West, Richmond, Loxton, Hutchinson, Merriman and surrounding farms. The Ubuntu Municipality, as a category B Municipality, falls within the jurisdiction area of the Pixley Ka Seme District Municipality, as a category C Municipality.

The following annexures to the IDP of Ubuntu refer to the institutional analysis:

- Annexure E: Integrated Institutional Plan
- Annexure F: Organizational Analysis

The status of the following development aspects are:

**Roles and Functions clarification of personnel.**

- Job descriptions have been done.

**Evaluations of Job descriptions**

- The job descriptions have been benchmarked with other municipalities

**Delegations of powers and functions**

- Delegation is in place but it needs to be revised as soon as possible.

**Section 78 investigations.**

- Investigations on water services already been done.
- Electricity investigation not fully completed.
- Other investigations on services still have to be attended to.

**By-laws and policies.**

- Bylaws have been completed and officially approved under present situation.
- There are still outstanding bylaws and policy such as:

**Purchase service delivery vehicle and equipment.**

- Most of the service delivery vehicle and equipment is old and in a very bad conditions. Vehicle and equipments needs to be replaced as soon as possible to enhance service delivery.



### **GAMAP/ GRAP implementation**

- Ubuntu is fully GRAP compliant. There are some issues that need more attention. The issues identified in the audit outcome will be addressed in our action plan.

### **Strategic session for Councillors & Officials.**

An annual strategic session is planned for Councillors and Officials during April 2013. The outcome of the planning session will be used to development strategies of the council for 2013/14 financial year.

### **Training of Officials.**

Refer to annexure G – Skills Development Plan. Currently busy with the revision of the skills development plan

### **Training of Councillors.**

The training needs of the councillors will be identified and incorporate in the skills development plan.

### **Expenditure Management**

The Municipality have an approved Supply Chain Management Policy in place; it will be taken to council for revision on the 31 May 2013. All Supply Management Committees have been established and all members appointed. Committees have been trained on supply chain issues.

All creditors are paid within 30 days with the exception of the Auditor General as we were experiencing financial difficulties.

### **Investments**

The Municipality have an Investment policy in place and will be taken to council for review.

### **Revenue Management**

An effective billing system is in place. Accounts are printed monthly on time , however people do not timeously inform the municipality (especially debtors emigrating the town) thus some accounts come back to the address. Credit Control Policy is in place however having a 67% poor household community it is very difficult to exercise credit control. To date the outstanding debts amount to R32 million. The majority being poor households. We also experience problem with departments that always dispute accounts and delaying or not paying.

## **Budget and Treasury Management**

A formal budget & treasury office has not been established but functions have been divided amongst staff members. The capital Budget has been identified through the IDP, thus a perfect alignment between budget, IDP, SDBIP and ultimately performance agreements. The bank accounts are administered primarily by the Chief Financial Officer and the Municipal Manager. Cash are managed in a way to ensure that all fixed commitments are met on time . None essential purchases have been curbed at and kept at a minimum. Reports are submitted on time monthly and portfolio committees meetings are held regularly The budget does reflect all allocations from National however the provincial gazette is always late. To date provincial gazettes indicating provincial allocations

### **The Municipality has the following structures / committees which are functioning within the Municipality:**

- Financial Committee
- Corporate and Community Service Committee
- Technical Committee
- Local Labour Forum
- IDP Representative Forum
- Ward Committees
- Communication Forum
- Audit Committee (Make use of the shared service function of Pixley Ka Seme)
- Tender Committees ( Bid Committee & Specification, Adjudication Committee)
- MPAC
- Performance Evaluation Committee

The challenges are:

- Some of the committees mentioned is not fully functional
- Weak community participation in the consultation processes
- Shortage of some policies

### 5.2.3 Demographic and social

The Ubuntu demographic and social data obtained from the 2011 Census serves as the foundation of the Socio-economic analysis that includes the following information:

- Demographic Information
- Age group distribution
- Income levels
- Economic active portion of the population

Challenges are:

- Income/economic active
- Other

Demographic information:

Demographic information is crucial for the planning of infrastructure and services and are reflected as follows:

Average Household size

Municipality	2001	2011
Ubuntu	3.8	3.6

Population Group:

Persons	2001	2011
African	2748	
Coloured	11912	
Indian	23	

White	1693	
Total Population	16376	

The information for 2011 will be populated when the information is available

Age distribution:

Age distribution plays an important role in planning the priority services to be rendered. The demand for medical and social services increases proportionally as the percentage of older people increases.

<b>Persons</b>	<b>2001</b>	<b>2011</b>
Males – 0 - 4	914	
Males – 5 -14	1789	
Males – 15 -34	2708	
Males – 35 – 64	2126	
Males – Over 65	379	
Females - 0 - 4	928	
Females - 5 - 14	1812	
Females - 15 - 34	2742	
Females - 35 – 64	2424	
Females – Over 65	554	
Males - Total	7916	
<b>Female - Total</b>	<b>8460</b>	

The information for 2011 will be populated when the information is available.

Challenges are:

- Medical and social services
- Old age
- Other

Income levels:

Income levels do not only influence the type of services to be rendered but also the level of the service. Income levels also indicate to private institutions where investments should be made.

<b>Persons</b>	<b>2001</b>	<b>2011</b>
None	10152	7891
R1 – 4 800		3059

R4801 – 9 600		935
R9601 - 19 600		3046
R19601 – 38 200		999
R38201 – 76 400		597
R76401 – 153 800		476
R153801 – 307 600		282
R307601 – 614 400		83
R614401 – 1 228 800		27
R1 228 801 – 2 457 600		18
R2457 601 or more		8
Unspecified		888
Not applicable		287
Total		18601

The total number of person that do not have income has decreased from 10152 in 2001 to 7891 in 2011.

Challenges are:

- unemployment in the Municipal area
- Other

Economic active population:

Information about economic active population also impacts on the type and level of services to be rendered. This information also indicates the tendencies in employment within the region.

Labour Force:

<b>Persons</b>	<b>2001</b>	<b>2011</b>
Unemployment rate	34.1	29.1
Youth unemployment rate (15-34 years)	41.5	34.8

The unemployment rate has decreased from 34.1 in 2001 to 29.1 in 2011.

Challenges are:

- Lack of Job creation opportunities
- Low literacy rate
- Lack of Entrepreneurship

## 5.2.4 Infrastructure and Housing

The Infrastructure Analysis includes:

- Housing
- Water and Sanitation
- Roads
- Services

Housing:

Housing is one of the basic human needs that have a profound impact on the health, welfare, social attitudes and economic productivity of the individual. It is also one of the best indicators of a person's standard of living and of his or her place in society. In achieving the Millennium Development Goals, South African Government Policy is to ensure that its citizens live within good housing conditions. In order to achieve this goal, the government wants to eliminate all informal dwellings, bucket type of toilets, and ensure that all citizens have access to electricity for lighting, and access to clean, safe water within a reasonable distance.

This section therefore, highlights the results pertaining to housing conditions. The analysis has been done to profile the performance of the municipalities based on national and provincial achievements.

The current status of housing indicates the need for housing development, such as the building of houses, subsidy schemes and the possible upgrading of houses.

Households	2001	2011
Total households	4163	5129
Average households size	3.8	3.6
Formal dwelling percentage	93.0%	87.6%
Total Backlogs	1200	1820

Challenges are:

- Upgrading of old pre 1994 scheme houses / Mud houses
- Address the housing backlog (1820)/ Insufficient allocation from COGHSTA
- Finalization of title deeds of the old scheme / bonanza houses. ( The state stop to pay for the transferral of these old houses)
- Building of houses for farm workers.

- Funding of Town planning and surveying of plots for residential use. / Land use Management

#### Water and Sanitation:

The provision of Water and Sanitation are basic services to be delivered by the municipality. Complete and updated information concerning water and sanitation is crucial for planning purposes. Affordable delivery of water and sanitation is crucial for the municipality. Although it is an important source of income for the municipality, it can also be a financial burden on the municipality. It is expected from communities to pay for the supply of water and sanitation services, in order to enable the municipality to maintain an acceptable and suitable water and sanitation service. A proper credit control system assists the municipality to collect outstanding debts in a fair and reasonable manner.

Find below statistics for households with water on erf.

	2001	2011
Percentage of households with water inside the dwelling	35.0	49.2

#### Basic water includes:

- The provision of training in effective usage of water.
- The provision of a minimum of 25 liters drinkable water per person per day.
- The provision of a minimum flow of not less than 10 litres per minute within a radius of 200 meters from the household.
- The maintenance of water network of not more than 7 disruptions per water-user per annum.
- The regular treatment of the reservoirs and borehole with the necessary chemicals.
- The effective use of water.
- The provision of regular tested clean water to the public.

Underground water is the only source of supply (borehole water)

Challenges are:

- Addressing the water quality in all towns.
- To compile a ward profile about water related issues.(Water demand and Conservation Management)
- Development of boreholes to deliver more water

Sanitation includes:

- The provision of a sanitation system which contributes to healthy and hygienic conditions.
- Technical support to enable the construction and use of at least a “VIP” toilet per household, subject to constraints and guidelines with respect to water, health and the environment.

Information on sanitation is important for planning purposes. Municipalities are responsible for the provision of basic sanitation. The supply of basic sanitation is done in accordance with the provision of free basic services.

Basic sanitation:

Most of the houses on formal sites have full waterborne systems on the premises or in the houses. The bucket system is still in use in the newly established township along the N12 Victoria West. The informal settlements in Richmond and Loxton still make use of the bucket system. Oxidation dams are still in a good condition.

Households	2001	2011
Percentage of households connected to the sewerage system	38.4%	64.3%
Flush Septic Tanks	373	411
Bucket Latrine	1200	1183
None	797	0

Challenges are:

- Replacing of septic tanks with full waterborne sewerage systems.
- Addressing sanitation backlogs on farms
- Replacing old sanitation vehicles.
- Replacing of bucket systems with waterborne sewerage systems.
- Insufficient allocation from COGHSTA to address sanitation backlogs.



**Storm water drainage:**

Serious storm water drainage problems exist in Victoria-West, Richmond and Loxton, although the drainage problem in Victoria-West has partly been addressed. Currently we are busy addressing the external storm water drainage problem that we are experiencing.

**Solid waste:**

Ubuntu municipality has three unregistered landfill sites, that is in Richmond, Loxton and Victoria West. Refuse Removal Services does exist in Victoria West, Richmond and Loxton. The municipality has conducted feasibility studies for construction of new landfill site in Victoria West and Loxton, with the intention of Upgrading the current existing sites to Landfill sites.

The challenges are:

- Vehicles for the removal of refuse.
- Upgrading of dumping site in Victoria West and Richmond.
- Illegal dumping of refuse on public open spaces.
- Vandalism on the dumping sites
- Illegal excess to the dumping sites/ scavenging.
- Dust bins for households.

**Telecommunication:**

Telecommunication systems are well distributed in the municipal area but are in need of upgrading in the rural areas.

Telecommunication data:

Households	2001	2011
Telephone and Cell phone in Dwelling	458	
Telephone only in Dwelling	626	
Cell phone	289	
Neighbour	1034	
Public Telephone	1234	
Other Nearby	178	
Other – Not Nearby	64	

No Access	281	
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To be populated when the information is available.

The challenges are:

- Addressing the issue of stolen telephone lines.
- Addressing vandalism and misuse of public telephones.
- Addressing the availability of IDSL system.
- Poor cell phone network coverage
- Poor radio coverage.
- Access to internet for public.

### **Electricity:**

All houses are supplied with electricity, but upgrade projects on electricity installations are still needed. A lot of alternative energy projects are underway.

Find below percentage of households with access to electricity as per Statssa

	2001	2011
Percentage of households with access to electricity for lightning	75.7	84.8

The challenges are:

- Addressing of street lighting and area lighting in all municipal areas.
- Upgrading of electricity network in Victoria West, Richmond and Loxton
- Electrification of households in Merriman
- Upgrading of electricity network in Loxton.
- Load shading is a core challenge for development.
- Address problem with vendors in Eskom distribution areas.
- Attend to rapid increase in electricity tariffs.

- Electrification of the new developed sites
- Continuous interaction with ESKOM with regards to their areas of supply within the Municipal areas.

### **Spatial analysis:**

The location of the Ubuntu Municipal region is in the heart of the Karoo and is primarily a rural area.

Consider the following tendencies:

- Victoria West is the main town with proper town planning and infrastructure in place; informal settlements also abound.
- Victoria West is surrounded by private farms but also has land that is used for communal farming and a game camp.
- Loxton and Richmond also has proper town planning and infrastructure. These towns are surrounded by private farms (major activity: cattle farming) and has land available for farming purposes.
- Hutchinson and Merriman were established as part of the railway system and are also surrounded by private farms.

### **Land use plans:**

Regulations for town planning in Victoria-West are in place.

No regulations for town planning exist in Richmond and Loxton. Land Use Management Systems needs to be compiled.

### **Zoning scheme:**

Zoning scheme is in place and was tabled to council for adoption.

### **Roads:**

The gravel roads in the area are generally in a poor condition which makes some areas inaccessible during raining seasons. A roads master plan has been developed for the upgrading of gravel roads to tarred roads. The tarred roads in the area are in a fair condition, but are in need of maintenance.

The gravel roads to farms are also in poor conditions, but under the function of Department of Roads and Public Works

### 5.2.5 Environmental

The Ubuntu Municipality falls within the ambit of the Karoo, a semi-desert area. The name “Karoo” finds its origins in the Khoi and means “land of drought”. No natural surface water is found in the region. The rainfall is low and the region is a part of the Central lower Nama Karoo division that in turn forms part of the Nama Karoo biome. Only 0.03% of the total biome is under conservation.

The vegetation is adapted to the dry region and consists mainly of bush-veld and grass is very scarce. Farming is adapted to the situation and is mainly around small livestock.

As the region is sensitive to development an environmental management plan is essential in order to protect the environment and to manage development. Annexure M of this Integrated Development Plan addresses the environmental management of the region. Shortage of staff to implement the Plan is a challenge.

### 5.2.6 Economical

Economic analysis serves as an important indicator of trends and defines major economic activities. It further describes the economic profile of the Ubuntu region.

The table below indicates the employment in each sector and sub-sector:

The agricultural sector:

Livestock and game is the nucleus of farming activities in the Ubuntu Region. Irrigation is limited. Livestock farming mainly comprises of sheep, goat and cattle. The main agricultural products are wool for the export market and meat for the local market.

Biltong and hunting are the major products of game farming. Game biltong is produced at and exported from a factory in Victoria West. Game largely consists of springbuck, blesbuck, Gemsbuck (Oryx) reedbuck, blue wildebeest and black wildebeest.

Economic activities within the region are as follows:

	Live stock farming/ Agriculture	Mining	Manu- factu- ring	Elec- tricity	Con- struc- tion	Whole sale trade	Trans- port and comm..	Finance and other	Com- merce and perso- nal
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									service
Hutchinson	28	0	0	0	4	5	33	0	0
Loxton	12	0	7	4	10	17	9	0	6
Loxton Farms	1009	0	8	15	3	22	2	5	1
Merriman									
Richmond	17	0	22	3	48	139	23	28	20
Richmond Farms	797	0	8	0	4	5	2	5	1
Victoria West	81	1	73	1	166	265	92	104	49

The table will be reviewed when 2011 information is available from STATSA

- Water Supply in Agriculture

All the farms are dependent on underground water. The quality of the water is poor because of the high salt content.

- Property ownership

The commercial farmers own most of the farms. Some of the towns have made commonage available that the emerging farmers can rent. The current infrastructure of the commonage is in need of upgrading.

The Agricultural Sector has the following Commercial Agricultural structures:

- Central Karoo Farmer's Union
- Swaelfontein Farmer's Association
- Wagenaarskraal Farmer's Association
- Victoria West Farmer's Association
- Uitvlug Farmer's Association
- Loxton Farmer's Association
- Richmond Farmer's Union

The Agricultural Sector has the following Emerging Farmers structures:

- Vusisizwe Co-operation
- SOLF (Swart Opkomende Landbou Vereniging )

- Emerging Farmers (Richmond)

The challenges are:

- More land for emerging farmers / land reform
- Skills training for emerging farmer and youth
- Upgrading of infrastructure of commonage
- None payment of commonage land by emerging farmers
- Sub-letting of commonage land by emerging farmers to commercial farmers
- Stock theft is a big challenge.
- Management of the commonage
- Financial assistance for emerging farmers
- Illegal eviction of farm workers by commercial farmers

The mining environment:

Mining does not occur in the region. Various kimberlite pipes in the region were explored. The location of these kimberlite pipes in relation to acknowledged diamond regions places it in the non diamond-bearing category. The few diamonds that were found were generally of poor quality, mostly suitable for industrial use for which there is no current market.

Other minerals found in the region include agate, gypsum, uranium and molybdenum. Excluding agate, the other minerals are essentially of no theoretical value as it is found in small quantities with limited reserves. In a few instances only a few cubic meters are available.

Agate is the only mineral that has potential for future mining. Agate is controlled by government and mainly used for infrastructure purposes by the Department of transport and other authorities that builds roads.

Because of the absence of mining in the region and the small chance of its future occurrence this activity is excluded from the SWOT Analysis.

The Challenges are:

- Prospecting of uranium in the Municipal area-
- Shell shale gas prospecting

Industrial:

A need was expressed to start with the making of bricks in the region. The difficulty is to find appropriate raw materials. The geological formation of the region indicates that to find the required raw materials locally is not possible.

Tourism:

The current relevant tourism data is:

Details	Victoria West	Richmond	Loxton	Hutchinson	Merriman
Dining Facilities	Sunset Sports Bar	Blue Lantern	Rooigranaat Restaurant	None	None
	Excel 24 hour fuel services garage	Ka-Ma Lodge	Die Blouhuis Restaurant		
	Merino Restaurant	Supper Club	Paljas		
	Nations Delight				
	N12 Pad Stal	Rabbit Restaurant			
	Karoo Bird Park	An-Ra Guest House	Biesiespoort Guest House		
	Bimpi Cottage	Marina Guest House	Jakhalsdans Guest House		
	Bona Vista	Aandrus	Spies Guest House		
	De Oude Scholen	Richmond Lodge	Loxton Guest House		
	Die Pophuis	Ka-Ma Lodge	Karoo Cottage		

Overnight Facilities	Tuishuis	Perdehoef Guest House	Four Seasons		
	Hickmans Country Lodge	Rondawel B&B			
	Liza B&B	Victoria Guest House			
	Marseilles	Deudone Guest House			
	Melton Wold				
	Rest a While				
	Victoria Guesthouse				
	Silver Oaks				
	Peperboom B&B				
	De Oude Pastorie				

## Tourist attractions:

Richmond	Victoria West	Loxton
Horse Breeders Museum	Apollo Theatre	Hiking Trail Taaibosfontein (John Sinclair)
Oude Dak	Noblesfontein (Mining of mineral water)	Old buildings
War Park	Printing press (old printers machinery)	Castle (Van Aswegensfontein)
Dinosaurs Museum (Soetvlei)	Museum (fossils, etc)	Largest White Dorper (Van Aswegensfontein)
	Bird park (different types of birds and reptiles)	Handpomp
	Biesiesfontein (processing of game)	Second World War Museum
	Gun Powder House (place where ammunition was stored during WW2)	
	Demarcated old houses	
	Anglican Church	
	Victoria West Trading Post (Mannetjies Roux Museum)	



Tourism services:

Victoria West has a Tourist Center and a tourism office where information, covering the entire region and district, is available. Victoria West Info is an organization that assists tourists in the region. Tour operators are available in the area. Future development at the Apollo Complex will on its completion provide in many tourism needs.

Challenges are:

- Development at the Apollo Complex.
- Expedite the promotion and development of tourism in the region.
- Encourage the involvement of the disadvantaged communities in tourism.
- Funding for the marketing of the tourism centre and tourism attractions.

Banks:

Richmond	Victoria West	Loxton
Standard Bank / ATM	ABSA Bank & Mini ATM	FNB Mini ATM(KVB)
ABSA ATM & Mini ATM FNB	Standard Bank & ATM	
Post Bank	First National Bank & ATM and Mini ATM	

Fuel stations and garages:

Richmond	Victoria West	Loxton
Caltex	Excell	KVB Quest
N1 Truck –in	Shell Ultra	Loxton Herstel Dienste
Camp Towing	KVB Shell	
Gou reg Bande	Besters Garage	
	ZAMA_ZAMA	

Shops:

Victoria West	Richmond	Loxton
A.B. Handelaars	Trinitys	Karoo Vleisboere Kooperasie
Fillis Store	Percy se Plek	Rieck Shop

Excell Shop	Pep Stores	Spies Produkte
Dreyer Fisheries & Bakery	Ka-Ma Lodge	Loxton Drankwinkel
Karoo Butchery	Gafoors Algemene Handelaars	Rooi Granaat Deli
Karoo Vleisboere Kooperasie	Chinese Clothing	Koekeloer Gift Shop
Kontant Winkel	Ricmic Bakkery	
N12 Mini Mark	J&L Slaghuis & Supermark	
Shajalal Super market	Gafoors Drankwinkels	
Spar Supermark	BKB	
Tok Inn Medisyne Hoek	Help Mekaar Tavern	
Godfest Salon	Sacarica Inn Pub	
Liquor Land	Merriman Slaghuis	
Village Pub	Gafoors <u>drankwinkel</u>	
Pick a Bottle Bar		
Vorentoe Bottlestore	Chinese Supermarket	
Hickman's Liquor Store	Liquor land	
Rabbit Den Tavern	Zweli's 40 Bottle Store	
Indraf General Dealers	Club 808	
Snoephoekie	Book Shop	
Pep Stores	Gafoors Tow in	
Lewis	Ubuntu Funerals	
Icon		
Grib & Vos Joinery		
Ali's Tavern		
O & D Windpompe en Sweiswerke		
Karoo Deli		
China Shop		
Kontant Meubels		
Fillis Store		
Crezelda's Funeral Parlour		
JF van Wyk & Kie		
Smith Vlok & Kie		
Bietjie van Als		

Tuck shops:

<b>Victoria West</b>	<b>Richmond</b>	<b>Loxton</b>
Prens Tuckshop	Curby's Mobile	Horns Handelaar

Gaika's Tuckshop	Charlies Tuckshop	
Blue Move Tuckshop	Six Room	
Fula's Tuckshop	Wezi's Tuckshop	

Hotels:

Victoria West	Wallrick Rooms
Loxton	None
Richmond	None

Needs:

- Dry Cleaners
- Home Industries
- Local Economic Development Projects to address unemployment.
- Shortage of business sites

### **5.3 Section C: Vision**

The vision of the Ubuntu Municipality is "To Create a space where humanity meets!"

### **5.4 Section D: Mission and Corporate Values and Culture**

The mission of the Ubuntu Municipality:

We strive to achieve -

- Maximise the utility of the Municipal resources in a sustainable, developmental and economic manner to better the life of all;
- Improve the effectiveness and efficiency
- Optimally develop the human and natural resources;

- Create an enabling environment for local economy growth in order to create employment opportunities and alleviate poverty.
- Work with our partners to establish a vibrant tourist industry
- To participate in the fight to:  
Reduce the HIV/AIDS infection rate and lessen the impact thereof.  
Focus on youth develop, women and disability
- local economic growth and development, job creation and poverty alleviation;
- Ensure a safe, secure and community friendly environment and
- Maintain sound and sustainable management of Financial and Fiscal affairs.

Corporate Values and Culture:

Ubuntu Municipality commits itself to the following values;

- Pro poor focus
- Respect
- Empathy
- Courtesy
- People Centeredness
- Transparency , Accountability
- Equity and
- Non-racialism and non sexism

## **5.5 Section E: Strategic Objectives**

The strategic objectives of the municipality refer to the prospected achievements of the municipality by the end of this 5-year plan. The objectives are divided into short-, medium, and long term objectives.

The objectives are also reflected in the needs and priorities as deployed in Annexure C of this Integrated Development Plan. The prioritization of needs refer to the arrangement of development projects in order of priority. The projects are reflected in Annexure D of this Integrated Development Plan.

### **5.5.1 A SWOT Analysis**

A SWOT analysis serves as an introduction to Strategic Objectives of this plan. It further serves as a guide for Development Strategies and Key Performance Areas.

The results of a previous SWOT Analysis done are reflected under the following headings:

- Institutional
- Agriculture
- Tourism
- Business
- Infrastructure
- Community Development

Institutional:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Good cooperation among officials and employees</li> <li>• Communities can participate in decision-making structures</li> <li>• Good office infrastructure</li> <li>• An open door policy is implemented</li> <li>• Prompt execution of tasks – by officials</li> <li>• Good relationship between council and officials.</li> <li>• Legislation empowers municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor payment of services</li> <li>• Insufficient funds for service delivery</li> <li>• Weak community participation</li> <li>• In fighting between the political e-lite</li> <li>• “White” inhabitants do not participate fully in municipal activities</li> <li>• No response on letters sent by communities to the Municipality</li> <li>• Weak discipline among leadership</li> <li>• No regular report back to communities</li> <li>• Shortage of personnel</li> <li>• Lack of training</li> <li>• No report back from CDW on problems of the community</li> <li>• The availability of CDW’s</li> <li>• Local newspaper does not report objectively</li> <li>• Issues regarding Hutchinson still incomplete (town planning)</li> <li>• Mistakes on municipal accounts</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Training</li> <li>• Potential cooperation between the Municipality and the community in terms of service delivery and development</li> <li>• An opportunity to define / clarify roles and responsibilities and to restructure</li> <li>• Cooperation can contribute to strong economic growth</li> <li>• Opportunity to fill promotional posts with local people</li> </ul>	<ul style="list-style-type: none"> <li>• No support of local businesses</li> <li>• Weak professionalism</li> <li>• Transport of poisons</li> <li>• Shortage of skilled personnel</li> <li>• Delivery of health services</li> <li>• Loan sharks at CPS pay out points</li> <li>• Self enrichment</li> <li>• Poor communication</li> <li>• Application of credit control policy</li> </ul>

<ul style="list-style-type: none"> <li>• Businesses that close do offer new opportunities</li> <li>• The restructuring of the Ward committees</li> </ul>	<ul style="list-style-type: none"> <li>• Making commonage available to communities</li> <li>• Indigent policy must be reassessed <ul style="list-style-type: none"> <li>• Salaries and wages</li> <li>• Corruption</li> <li>• Paupers burials (will soon be suspended)</li> <li>• Commonage contracts</li> </ul> </li> <li>• Misinformation leads to faction fighting between the Council and communities</li> <li>• Shortage of staff</li> </ul>
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## Agriculture:

STRENGTHS	WEAKNESSES
<p>Willingness of commercial farmers assist emerging farmer.</p> <ul style="list-style-type: none"> <li>• Demand for wool for international market</li> <li>• Sale potential of products</li> <li>• Sufficient animals</li> <li>• Export of game</li> <li>• Excellent agricultural land - Loxton</li> <li>• High level of skills among commercial farmers</li> <li>• Reliable suppliers for farmers</li> <li>• Farm tourism</li> <li>• Availability of commonage and Government land for all farmers</li> <li>• Labour available</li> <li>• Willingness to succeed</li> <li>• Formation of a working group in the agricultural sector between small and commercial farmers</li> </ul>	<ul style="list-style-type: none"> <li>• No progress the with acquisition of land for emerging farmers</li> <li>• Lack of skills among all farmers</li> <li>• Lack of skills of farm workers</li> <li>• Lack of markets for emerging farmers</li> <li>• Lack of management and economic skills among all farmers</li> <li>• Insufficient financing</li> <li>• Poor cooperation between Commercial and small farmers</li> <li>• Water supply</li> <li>• Low capacity of veld</li> <li>• Lack of land for emerging farmers</li> <li>• Lack of policing</li> <li>• Scavenger dogs</li> <li>• Poor condition of roads</li> <li>• Poor telecommunication</li> <li>• Housing for farm workers</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Improved cooperation</li> <li>• Access to the markets</li> <li>• Training</li> <li>• Coordination among farmers</li> <li>• Home industries</li> <li>• Existing market for livestock</li> <li>• Improved sanitation, supply of water and housing in rural areas</li> <li>• Training for specialist work</li> </ul>	<ul style="list-style-type: none"> <li>• Potential drought</li> <li>• Poor quality of livestock</li> <li>• Insufficient health services</li> <li>• Scavenger dogs</li> <li>• Disunity among emerging farmers</li> <li>• Low wages</li> <li>• Stock theft</li> <li>• Overgrazing</li> </ul>

<ul style="list-style-type: none"> <li>• Improved telecommunication</li> <li>• Transport of passengers</li> <li>• Training of tour guides</li> </ul>	
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## Tourism:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• The Karoo habitat as draw card for nature tourists</li> <li>• Victoria West Museum excellent facility</li> <li>• Good hiking trails</li> <li>• The railway line that passes through the region</li> <li>• Air strip</li> <li>• Local artist</li> <li>• Good game farms</li> <li>• Organized hunting industry</li> <li>• Friendly inhabitants</li> <li>• Ample accommodation</li> <li>• Architecture of the region</li> <li>• Safety</li> <li>• Clean, pure air, clear skies</li> <li>• Indigenous culture</li> <li>• The N1 and the N12 services the region that ensures a large volume of traffic through the region</li> <li>• SKA</li> </ul>	<ul style="list-style-type: none"> <li>• The quality of some facilities is below what is desired</li> <li>• Lack of recreational facilities</li> <li>• Richmond museum needs attention / not in high quality</li> <li>• Lack of petrol stations in Loxton</li> <li>• No Marketing</li> <li>• Lack of assign posts</li> <li>• Poor roads for tourists</li> <li>• Lack of Tourist information in the region</li> <li>• Vandalism that causes the destruction of information boards</li> <li>• Lack of tourist packages</li> <li>• Long distances it difficult for tourists to visit the region</li> <li>• Poor marketing</li> <li>• Littering spoils the surroundings</li> <li>• Race relations leaves much to be desired and impacts negatively on tourism</li> <li>• Poor infrastructure in the townships hurts the tourism industry</li> <li>• Water in Richmond is brack and cannot be consumed by tourists</li> <li>• Mosquitoes and lice are problematic</li> <li>• Public Transport</li> <li>• Lack Tourist guides</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Job creation through economic development</li> <li>• Opportunity to sell bottled water to tourists</li> <li>• Game farms can be mote optimally utilized</li> <li>• Excess to information</li> <li>• Huge opportunities do exist for inter-</li> </ul>	<ul style="list-style-type: none"> <li>• Integration within the tourism sector and cooperation among people are not up to standard</li> <li>• Closing of the Appollo</li> <li>• Closing of information centre</li> <li>• Alcohol abuse impact badly on tourism.</li> <li>• Long distances</li> <li>• Competition against other regions</li> </ul>

<p>sectoral tourism</p> <ul style="list-style-type: none"> <li>• Game farms can be more optimally utilized</li> <li>• The tourism information offices of Ubuntu can be integrated in order to provide an improved service</li> <li>• Recycling of all material</li> <li>• Loxton needs a museum</li> <li>• Upgrading of Caravan park in Loxton</li> <li>• Marketing</li> <li>• Re-utilization of the railway line</li> </ul>	<ul style="list-style-type: none"> <li>• Duplication of services and facilities</li> <li>• Name change</li> <li>• Typical crime (patty crime)</li> <li>• Lack of knowledge.</li> <li>• Protest marches with the blockage of roads impacts negatively on tourism and local businesses.</li> <li>• Maintenance of old historic/ architecture houses.</li> <li>• Bad publicity in local news paper.</li> </ul>
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## Business:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Black economic empowerment (BEE)</li> <li>• N1 &amp; N12 passes through Ubuntu</li> <li>• Small Business Skills</li> <li>• Black and Youth owned business</li> <li>• Support from relevant organization</li> <li>• Friendly inhabitants</li> <li>• Willingness to succeed</li> <li>• Sale potential products</li> <li>• Good telecommunication</li> <li>• Incentive policy of council</li> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Youth and black ownership of business</li> <li>• Can access funds from financial institutes.</li> <li>• 10% upfront rule applies.</li> <li>• No SMME development</li> <li>• No black economic empowerment.</li> <li>• No access to business land</li> <li>• Lack of buildings or space for business</li> <li>• No support from Municipality</li> <li>• Shop in Richmond closed down</li> <li>• Lack of marketing resources</li> <li>• Big business get more opportunities than SMME</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Business Chamber in Ubuntu</li> <li>• Opportunity for a mall or other business that are not available in Ubuntu</li> <li>• Economic Development</li> <li>• Training for business skill (SEDA)</li> <li>• Make use of ward committees</li> <li>• Job creation</li> <li>• Ubuntu is central for new businesses</li> <li>• The N12 national road.</li> <li>• Shell shale gas</li> <li>• Alternative energy (wind and solar)</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment and poverty</li> <li>• Political e-lead / in fights</li> <li>• Lack of buildings or land</li> <li>• Poor marketing</li> <li>• Crime</li> <li>• Lack of resources</li> <li>• Security</li> <li>• Loan sharks</li> <li>• Poor investments</li> <li>• Competition</li> <li>• Political in fights</li> <li>• Eskom electrical failure</li> </ul>



	<ul style="list-style-type: none"> <li>• Insufficient information or skills</li> <li>• Alcohol abuse</li> <li>• Business locally are given to people outside of Ubuntu</li> <li>• Bad roads to businesses</li> <li>• Community is dependent on social grants</li> </ul>
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## Infrastructure:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Availability of land for future development</li> <li>• Network to market / animals of ESF</li> <li>• Willingness of commercial farmers to help</li> <li>• Availability of commonage land</li> <li>• Tarred roads</li> <li>• Street well planned</li> <li>• Have a full waterborne sewerage system</li> <li>• Sufficient water resources</li> <li>• Sufficient power supply in Victoria West &amp; Richmond</li> <li>• Have dumping sites</li> <li>• Availability of resources to render services</li> <li>• Available land for graveyards in Loxton &amp; Victoria West</li> <li>• Available MIG funds to address infrastructure needs</li> <li>• National roads N1, N12, &amp; R63</li> <li>• Good gravel roads</li> <li>• Airstrip in Victoria West Richmond and Loxton</li> <li>• Skilled workers to render services</li> <li>• Railway infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient sport facilities</li> <li>• Bad storm water drainage</li> <li>• Insufficient commonage land for agriculture</li> <li>• Poor maintenance of roads due to lack of funds</li> <li>• Municipal vehicle in very poor conditions</li> <li>• Buckets in area</li> <li>• Old houses</li> <li>• Lack of town planning</li> <li>• Old water network</li> <li>• Shortage of electricity in Loxton</li> <li>• No control on the dumping sites</li> <li>• Lack of management over commonage land</li> <li>• Insufficient MIG funds allocations</li> <li>• Poor road conditions</li> <li>• Housing for farm workers</li> <li>• Poor telecommunication</li> <li>• Upgrading of buildings over 60 years</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Training</li> <li>• Improved sanitation and water supply and housing in rural areas</li> <li>• Marketing of N12, N1 &amp; R63</li> </ul>	<ul style="list-style-type: none"> <li>• Full graveyard in Victoria West</li> <li>• Pollution of water resources due to French drains</li> <li>• Old water network</li> </ul>

<ul style="list-style-type: none"> <li>• Upgrading of fire fighting resources</li> <li>• Assistance from KVB in terms of poison transportation.</li> </ul>	<ul style="list-style-type: none"> <li>• Pollution of rivers in the municipal area</li> <li>• Electricity supply in Loxton</li> <li>• Capacity of fire brigades</li> <li>• Unemployment and unskilled workers</li> <li>• Uncontrolled and unplanned influx of people into towns</li> <li>• Insufficient funds</li> <li>• Closing of railway services</li> <li>• Transport of poisons through our towns</li> <li>• Social development</li> <li>• Hospitals</li> <li>• Police</li> <li>• Correctional services</li> <li>• Education</li> <li>• Hostels</li> <li>• Water scarcity</li> </ul>
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Community Development:

STRENGTHS	WEAKNESSES

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Better service to improve the lives of our communities</li> <li>• Youth centre to address the needs of the youth</li> <li>• Private Public partnerships for community development</li> <li>• Free access to community hall for community development issues</li> <li>• Avail open land for sustainable development</li> <li>• Opportunity to fill operational posts with skilled people</li> <li>• No alignment with other departments and institutions</li> <li>• Training and capacity building for youth with the support of the municipality</li> <li>• Training of municipal staff</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicles not equipped for service delivery</li> <li>• Self enrichment and corruption</li> <li>• Delivery of health services</li> <li>• Poor communication</li> <li>• Loan sharks at CPS pay points</li> <li>• Suspension of pauper burials</li> <li>• No environmental awareness</li> <li>• No sustainable environmental friendly strategies in place (very slow)</li> <li>• Equipment in youth centre.</li> <li>• No community development</li> <li>• Ruined buildings “ white blocks” a threat to the community</li> <li>• Pollution and lack of lights along the N1</li> <li>• High services bills hinders socio</li> </ul>

<ul style="list-style-type: none"> <li>• Availability of serviced sites</li> </ul>	<p>economic development</p> <ul style="list-style-type: none"> <li>• No mutual respect amongst employer and employees hinders socio-economic development</li> <li>• Application and enforcement of credit control policy</li> </ul>
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### 5.5.2 Strategic objectives per category

The Strategic Objectives are divided into the following categories:

- Basic Service Delivery
- Local Economic Development
- Municipal Transformation and Organisational Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation

#### **Basic Service Delivery**

##### **Water en Sanitation Report.**

See attach as annexure

##### **Capacity Works**

Loxton

Loxton is served with 6 boreholes, which are pumping, by recommended capacity. However we have some difficulties in this respect.

1. There is some of the fresh water borehole that gives some problems during the peak seasons because Loxton did not have good rains so that the dam could supply the underground water.

We did apply to DWA to assist in this manner.

Victoria West

All pumps are operating in recommended capacity by DWA.

However we have submitted a business plan to investigate our bulk supply and to identify problems and to look for more borehole fields.

Richmond

All pumps are operating in recommended capacity by DWA.

However we have submitted a business plan to investigate our bulk supply and to identify problems and to look for more borehole fields.

**Water losses attached Data sheet**

Water Losses									
	I oxtton	Richmond		Moonlight Hill	Victoria West Hostel	2	Marten se Gat	Conroy	Bill R
1	20160	934	9934	1097	15994	9990975	42317	29434	50425
2	22933	1318	10292	1717	30348	9989862	42997	36728	41362
3	26791	2958	10030	1861	33289	9988470	43349	27742	61604
4	32669	11670	10630	2047	37573	9985958	44115	23160	58322
5	38004	11674	11105	2341	45502	9984834	44882	24394	69722
6	44235	11676	10181	2516	49122	9980996	46868	31409	173031
7	51048	13466	10246	2955	60884	9980996	48151	23957	114096
8	61432	15256	10355	2955	67100	9980927	51047	29581	89311
9	68624	17046	10399	2955	73498	9981186	52837	28230	58404
10	74008	18836	10445	3000	79514	9981419	58742	25437	55315
11	79536	20626	10506	3055	84122	9980440	60562	33684	49640
12	84742	22416	10588	3098	92010	9980084	61021	41279	47136
End	84742	22416	10588	3098	92010	9990975	61021		
Beginning	-20160	-934	-9934	-1097	-15994	-9980084	-42317		
Total	64582	21482	654	2001	76224	10891	18704	355035	868368

Victoria West	107820	
	355035	
I oxtton	64582	
Richmond	221360	
res	868368	
min bill R	-748797	13.76% Losses
	119571	

## Water Balance See data sheet/ none revenue loss

YEARLY WATER AUDIT														
WATER BALANCE FOR 2012/ 2013														
System Input Volume	2012 JULY	2012 AUG	2012 SEPT	2012 OCT	2012 NOV	2012 DEC	2013 JAN	2013 FEB	2013 MAR	2013 APRIL	2013 MAY	2013 JUNE	Annual Total	Contact Person & details
Loxton	validag: Municipalities to insert their different systems				2473	4657	7100	8236	6045				50107	
Richmond	10720	11410	10720	11300	11140	12201	14866	14728	13278				110647.4	
Victoria Wes	41594	38264	39994	32097	42266	30465	36349	32170	27136				320335	
	59706	54514	56878	46882	55879	47323	58315	55134	46459				481089.4	
Billed Metered	2012 JULY	2012 AUG	2012 SEPT	2012 OCT	2012 NOV	2012 DEC	2013 JAN	2013 FEB	2013 MAR	2013 APRIL	2013 MAY	2013 JUNE	Annual Total	
Monthly Water Meters	48221	44449	48533	51427	55548	47541	78647	69127	63825				507318	
Pre-Paid Meters	0	0	0	0	0	0	0	0	0	0	0	0	0	
Pre-Paid (Free Basic)	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL: (KI)														
Billed Unmetered	2012 JULY	2012 AUG	2012 SEPT	2012 OCT	2012 NOV	2012 DEC	2013 JAN	2013 FEB	2013 MAR	2013 APRIL	2013 MAY	2013 JUNE	Annual Total	
TOTAL: (KI)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Water Balance	2012 JULY	2012 AUG	2012 SEPT	2012 OCT	2012 NOV	2012 DEC	2013 JAN	2013 FEB	2013 MAR	2013 APRIL	2013 MAY	2013 JUNE	Annual Total	
TOTAL: (KI)	-11485	-10065	-8345	4545	-331	218.2	20332	13993	17366	0			26228.6	
Average % (NRW)														

### Borehole Monitoring

This done by A telemetric system which consist of 16 outstations and 3 Repeaters sites where data is transmitted to central computer where all alarms and levels are monitored 24 hours per day.

### Bacterial values

See BDS Report

- The finalization of a comprehensive zoning scheme and town plan for towns within its jurisdiction.\
- Council must develop a policy on change o status of emerging farmers
- The integration of racially divided suburbs.

- The acquisition of more land for livestock farming and for irrigation purposes within the jurisdiction area of the Ubuntu Municipality.
- The revision of the councils policy on the tariff for emerging farmers on the commonage
- A policy need to be drafted to distinguish when a emerging farmer becomes a commercial farmer
- Drilling and equipping of boreholes at Victoria West.
- To develop more or new entrance to Masinyusane
- Give notice to private borehole owners to register their boreholes with the Municipality and DWA
- To build structure to collect garden garbage in informal settlements
- To do township beautification (Community greening)
- To install streetlights along the N12.
- To extend the pavements on the N12
- Upgrading and building of reservoirs at Richmond, Victoria West and Lotion.
- Installation of water softeners in the above three towns.
- Replacement of water meters and water networks in all towns.
- Provision of 1820 houses over a period of 5 years.
- Survey 2000 erven (stands, plot).
- Completion of a feasibility study regarding public transport in all towns.
- Upgrading of access roads into the Ubuntu region.
- Upgrading of drainage in all towns.
- Removal or upgrading of the sewerage pump station at Victoria West.
- Upgrading of oxidation dams at Victoria West, Loxton and Richmond.
- Provision of external dumping sites in above towns.
- Purchase of dustbins for all towns.
- Area lighting in all towns with additional street lighting.

- Upgrading of high-voltage wire at Victoria West.
- Upgrading of telemetric system.
- Replace old electricity pre-paid meters.
- In stall prepaid water meters for households
- Build houses next to the Central Business District.

### **Local Economic Development**

- The improvement of the income levels of all inhabitants. The creation of job opportunities in order to decrease the level of unemployment.
- Develop Public Private Partnership with other organisation to combat crime.
- The initiation of poverty relief programs, capacity building programs and empowerment programs.
- The establishment of health programs and the provision of health services (e.g. hospitals, clinics, mortuaries, etc.) for the benefit of all inhabitants.
- The establishment of educational programs focusing on water, conservation, payment for services, HIV / AIDS, tourism, awareness and municipal issues.
- Sport and recreational facilities (e.g. parks) within all towns.
- The provision of emergency services (ambulance and fire fighting services) in all towns.
- Strengthen the relationship between the Municipality, Hospice and other CBO's and NGO's.
- Developing of Public Private Partnerships
- Starting of campaigns against the misuse of drugs and alcohol and abuse of women and children
- The proper provision of safety and security services in all towns to ensure a safe environment.
- Combat family violence and crime.
- Agriculture development
- Rezoning of residential erfs to business erfs.



- Youth development
- To develop a Business Chamber in all towns
- To control inflows of foreign business
- To upgrade the abattoir in Loxton
- To develop a recycling plant for tyres
- Sustainable economic development
- Repair of infrastructure on commonage.
- Garlic and vegetable processing at Loxton.
- Feasibility study regarding a wool factory.
- Mining development.
- Determine the mining potential in the Ubuntu region.
- Compilation of an environmental management program.
- Explore uranium in the area.
- Promotion of Tourism and Business.
- Research the possibility of steam safaris.
- Upgrading of Horse Museum at Richmond.
- Compilation of a Tourism Development Plan for Ubuntu.

### **Municipal Transformation and Organisational Development**

- Strategic planning session for councillors and senior personnel.
- Reviewing of the Organ gram.
- To train youth in emergency service
- Monitoring and evaluating of performance management system.
- Workshop the different party of roles and function.
- Drafting and implementing of a program for the training / capacity building of personnel and councillors.

- Establishment of an effective administrative system.
- Finalization of service delivery contracts.
- Compile all relevant policy documents.
- Appointment of vacant section 57 positions
- Fill of vacant positions on the Organogram.
- Finalize the transfer of Merriman to Ubuntu Municipality
- The effective functioning of Ward committees.

- 

### **Municipal Financial Viability and Management**

- Upgrading of the current financial system.
- Reviewing of credit control system and a credit policy.
- Completion of budgets.
- Finalization of a program for financial training / capacity building of personnel and councillors.
- Ensure a qualified audit report.

### **Good Governance and Public Participation**

- Revive and train ward committees
- Regular council meets the people meetings to improve public participation in municipal affairs.
- Training of communication forum
- Training of councillors.
- Intensify anti-corruption campaigns
- Develop a newspaper
- Uphold the principle of Batho Pele

### 5.5.3 Prioritization of objectives

The needs and priorities are summarized in Annexure C of this Integrated Development Plan. The following reflects the prioritization of these objectives:

#### ❖ Local Government and Institutional

- Structuring human resources.
- A well organized and effective administrative system.
- An effective financial system which includes the budget.
- Coordinated service delivery to communities.
- Functional infrastructures e.g. buildings and equipment.

#### ❖ Community Development

- Poverty relief and job creation.
- Capacity building.
- Empowerment.
- Sport and recreational facilities.
- Community halls.
- Cemeteries.
- Health and emergency services.

#### ❖ Infrastructure and housing

- The highest priority is the provision of basic services such as water, sanitation, transport, electricity, telecommunication and housing.

#### ❖ Spatial Development and land reform

- A Land usage plan as well as an environmental management plan are priority issues that can provide direction for future development needs in the Ubuntu region.
- As a priority, more land has been identified for use by the emerging farmers. The optimal use of the commonage was also considered.

❖ Environment

- A need for a comprehensive environmental management plan was identified as an urgent priority in order to protect the region and to ensure sustainable development.

❖ Economic Sector

The Agricultural sector identified the following priorities:

- Training and capacity building of every farmer.
- Cooperation between emerging and commercial farmers.
- Maintenance of infrastructure.
- The Tourism Sector considered the compilation of an Integrated Tourism Development Plan and the completion of the Apollo Project as top priorities.
- Poverty Relief and Empowerment.
- The provisions of basic services like sanitation and domestic water as well as job creation are priorities.

## 5.6 Section F: Development Strategies

Selected strategies are dealt with under Spatial and Land Reform Strategies, Socio-economic Strategies, Infra-structural Strategies, Economic Strategies and Institutional Strategies.

- Spatial and Land Reform Strategies:

- To complete the zoning scheme and town planning the following option will be pursued:
- A service provider will be appointed to complete the zoning scheme and the town plans.
- To integrate the racially divided communities the following option will be pursued:
- Town planning will occur in such a fashion that the open spaces between divided suburbs are filled with residential plots if it is practically possible
- To achieve the provision of land the following option/s will be considered:
- The Municipality will submit applications for the purchase of commonage to the Department of Land Affairs that will then be rented to inhabitants.
- Implementation of Land use Management Systems.

Those persons in need of land can by own initiative use their own funds to purchase land through the Department of Land Affairs, commercial banks, Landbank, Industrial Development Corporation, etc.

- Socio-economic Strategies

**To increase the income level of inhabitants the following option/s will be pursued:**

- Activate local economic development.
- Monitor the implementation minimum wages as per Department of and Department of Public Works.

**For job creation the following option/s will be pursued:**

- Local Economic Development.
- Infra-structural projects using the unemployed in the Ubuntu region.
- Use of labour intensive methods for project implementation.

**To eradicate poverty the following option/s will be pursued:**

- Preference will be given to local people during implementation of projects
- Subsidization of services.
- Local Economic Development.

- Free basic services.

**Health Services and Health Programs have the following option/s:**

- An application to the relevant department/s to provide the required services.
- Educational programs focusing on water, tourism, HIV / AIDS, etc. will pursue the following option/s:
  - Water and Sanitation awareness programs (Department of Water Affairs ).
  - HIV / AIDS programs.
  - Awareness programs regarding Municipal services.
  - Tourism Awareness programs.

**To establish sport and recreation facilities the following option/s will be pursued:**

- Applications will be submitted to possible donors: Department of Sport, Arts & Culture, the Lotto, private sponsors, NGOs, etc. for the provision of the desired facility.

**To provide emergency services the following option/s will be pursued:**

- Emergency services applications / agreements with relevant government departments for the provision of the said services.

**Safety and Security will pursue the following option/s:**

- Appointment of more police officers (especially for women and youth).
- More vehicles to achieve more effective policing.
- Institute community policing.
- Establish effective community policing forums.
- Ensure visible policing.
- Appointment of security personnel

- **Infrastructural Strategies**

- MIG funds will be used for infrastructure development projects

Consultation with the appropriate funders will result in the upgrading of all access routes.

Roads will be upgraded in phases depending on the funding available

- A C I P (DWA) will be used for the upgrading, installation and replacement of water meters.

- Funds received from the Department of Housing & Local Government will be used for town planning, township establishment and housing development.

A consultant will be appointed to survey stands and to do town planning

- Dustbins will be purchased and supplied to inhabitants.

- Funding from Provincial Department of Minerals and Energy and other sources will be used completely for the overall electrical system.

- **Economic Strategies:**

The economic strategies are dealt with under the headings Agriculture, Mining and Tourism.

- ❖ **Agriculture**

- Funding from the Department of Agriculture and Land Reform will be used to repair Infrastructure and to avail land to the emerging farmers.

- LED funding from Department of Agriculture and Land Reform / Economic Affairs will be used to fund the garlic and vegetable project.

- A feasibility study with regards to the wool factory will be completed prior to it being considered a project.

- Funding from the Department of Agriculture and Land Reform will be used to train emerging farmers.

Encourage emerging farmers to form co-operatives

- Encourage agro processing

## ❖ Mining

**To determine the potential for mining the following option will be pursued:**

- Fast tracking the feasibility studies on uranium deposits.

A consultant will be appointed to develop an environmental management program.

## ❖ Tourism and Business

- A study will be undertaken to determine the feasibility of steam safaris in Ubuntu.
- Own funds and funding from the National Department of Sport Arts and Culture will be used to upgrade the museum at Richmond.
- Establish a tourism forum.
- Develop websites and brochures to market the area.
- Compile a tourism marketing strategy for the area.
- Upgrading of Moonlight Hill.
- Training tour guides.
- Establish a tourism forum.
- Get funds from Department of Economic Affairs and Department of Agriculture to start with wool processing.

- Institutional Strategies



The following Institutional Strategies were identified and are dealt with under the headings Administration and Finance.

❖ Administration

The finalization of the integration of the region, reviewing of the organogram, implementing performance management system, role and function analysis, delegation, training / capacity building program, establishment of an effective administrative system and the finalization of service delivery agreements will be pursued by:

- Allowing the Municipal Manager and his management team as well as the councillors to attend to these issues.
- Appointing a consultant to attend to these issues in consultation with the aforementioned role-players.
- To fill all critical posts in the municipality.

❖ Finance

The management of the finance system of the council in an effective manner, the review of the credit control policy and the implementation thereof effectively and efficiently. In the application of effective budget-control methods and the presentation of training to staff and a capacity building program, the following option /s will be pursued:

- Allow the Municipal Manager and his management team as well as the Councillors to attend to these issues.
- Appoint a consultant to attend to these issues in consultation with the aforementioned role-players.
- To attend to all queries in the audit report.
- To compile a financial viability strategy/plan.
- Compile a Costs Recovery Plan
- Compile a Internal Control document.
- Training in Supply Chain Management

### 5.6.1 Section F 1: Spatial Rationale (KPA 1)

Ubuntu is a low and medium capacity Local Municipality which is predominantly rural. The locality in the middle of the Karoo with water restrictions impacts on the economic profile of the region. Local economic development strategies should be adopted to stimulate economic activities in the area.

The long distances between towns in the region impact on costs and the level of service delivery to communities. It is imperative to adopt and participate in the District Spatial Development Framework, in order to deliver acceptable services to all communities in the Ubuntu region.

It further means that guidelines for Land Use Management should be adopted in order to inform land use in the region. This includes Environmental Assessments for the different towns in the Ubuntu Municipal area.

### 5.6.2 Section F 2: Basic Service Delivery (KPA2)

The different projects, as identified in the Integrated Development Plan, reflect the nature as well as the level of services which the Municipality intends to deliver to the different communities in the region. The prioritized development projects also indicate short, medium and long term projects to promote service delivery on different levels. An indicative budget is necessary to implement the projects as planned for better service delivery.

Public participation is the core of the process to determine the development needs for better service delivery. The success of the implementation of the Integrated Development Plan is based on an effective and efficient public participation process.

### 5.6.3 Section F 3: Local Economic Development (LED) (KPA 3)

The development of a Local Economic Development Plan is one of the most important responsibilities of the Municipality to improve the socio-economic conditions of communities in the region. The Municipality is developing a LED Plan for the Ubuntu municipal area which will be in line with the economic profile of the region, in order to implement successful economic activities to boost the economy of the region.

The Ubuntu Municipality needs to manage and support the economic initiatives in the region, in order to give capacity to the different economic strategies and initiatives. Targets and strategies set in the Provincial Growth and Development Strategy (PGDS)

should form part of the economic development strategies in the region. Thus, the Municipality needs a credible LED Strategy to ensure successful economic growth and development.

#### 5.6.4 Section F 4: Municipal Transformation and Organizational Development (KPA 4)

The Municipality developed an Organizational Analysis Plan as well as an Integrated Institutional Plan, in order to promote the transformation process in the Ubuntu Municipality. These plans guide the transformation process and strengthens the current municipality.

Policies and guidelines such as the existing Employment Equity Plan and the HIV/AIDS Programme also contribute to an effective process of Transformation and Organizational Development.

#### 5.6.5 Section F 5: Municipal Financial Viability and Management (KPA 5)

A Credit Control Policy has been developed and should be strictly adhered to, in order to ensure a reasonable income for the Municipality. The policy forms an integral part of the income of the Municipality.

Cost effectiveness and value for money should form part of Financial Management of the Municipality. A Risk Managed Plan is in place and can be used as a tool to prevent unauthorized expenditure and other unexpected costs.

The funding through the Division of Revenue Act (DORA), should be managed strictly according to the budget and approved projects.

#### 5.6.6 Section F 6: Good Governance (KPA 6)

The IDP is developed with the spirit of the Constitution and Municipal legislation, such as the Municipal Systems Act and the Municipal Structures Act. This approach contributes directly to good governance in the jurisdiction area of the Municipality.

Public Participation and Empowerment is an important factor for good governance. The good functioning of Councilors and Officials can serve as an indicator of good governance. The policies and the by-laws in place ensure further to the effectiveness and performance of the Council as well as the Officials.

#### 5.6.7 Section F 7: Special Focus on Designated Groups and others (KPA 7)

This section place the focus on the development of woman, people with disabilities, the elderly and the youth. Policies and by-laws as well as the design of project plans should consider these people in order to contribute to their development.

## 5.7 Section G: Projects

The projects identified in terms of this Integrated Development Plan are reflected in annexure D of the plan.

Projects as shown under the following sections are:

- Local Government and Institutional

The Institutional projects are listed in Annexure D of this Integrated Development Plan. The projects identified are focused on the establishment of an integrated management system for the Ubuntu Municipality.

The projects are:

- Amalgamation and integration of towns and an analysis of roles and functions.
- Restructuring of human resources
- Standardization of budgets and reporting mechanisms
- Asset register
- Uniform account and tariff systems
- Uniform credit control
- Standard and coordinated service delivery
- Upgrading of physical infrastructure and equipment

- Community Development

The community projects are listed in Annexure D of this Integrated Development Plan. Job creation and poverty relief are primarily attained through job creation during the implementation of infra-structural projects and the provision of basic services.

- Infrastructure and Housing

Infrastructure and Housing projects are listed in Annexure D of this Integrated Development Plan.

- Spatial Development and Land Reform

Spatial development is addressed in the Land use development plan as reflected in Annexure P of this Integrated Development Plan

- Environmental Management

The Environmental Management Plan is reflected in Annexure M of this Integrated Development Plan as listed in Annexure D of this Integrated Development Plan.

- Economic Sector

The Economic projects are listed in Annexure D of this Integrated Development Plan.

### 5.7.1 The integration of projects

The Projects are integrated in order to:

- Benchmark the projects against the vision of the Ubuntu Municipality.
- Determine the impact of the projects on the institutional capacity of the Ubuntu Municipality.
- Optimize the application of scarce resources.
- Attain the integrated implementation of projects.
- Use the integrated projects as the basis of the capital Budget of the Ubuntu Municipality.
- Integration of projects is reflected in the annexures attached to this Integrated Development Plan: