**Integrated Development Plan**

**Ubuntu Municipality**



**Reviewed: 2009/ 2010**

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**SECTION 1**

1. **PREPARATION: IDP REVIEW PROCESS**

1. Introduction

Ubuntu Municipality in compliance with Chapter 5 (five) of the local Government Municipal Systems Act of 200, in adopting its integrated Development Plan (hereafter IDP) is compelled to undertake developmentally integrated planning process to be reviewed annually.

IDP is a process through which Municipality prepare a strategic development plan for a five year period. The IDP is a product of the Integrated Development Planning process.

The IDP is the principal strategic planning instrument and is adopted to guide and inform the Municipality on issues such as: planning, budget, infrastructure development, Land Management, promotion of Local Economic Development and Institutional Transformation in consultative, systematic and strategic manner.

The IDP however will not only inform the Municipal Management it is also supposed to serve as a guide on the activities of any agency, spheres of government , Corporate services providers, NGO’s, private sector and other interested entity within and outside the Municipal area.

Implementation commences after the plan is adopted and therefore gives a way to assess the performance and achievement of targets as well as strategic objectives through the IDP Review Process, as legislated in section 34 of the Municipal System Act of 2000.

According to section 34 of the Municipal Systems Act, a Municipal Council:

a). Must review its IDP:

* Annually in accordance with an assessment of its performance measurements in terms of section 4 and
* To the extent that changing circumstances so demand, and

b). May amend its IDP in accordance with prescribed process.

The underlying principle and process helps with the management of IDP on a dart-to-day basis tom produce an implementable IDP for the year 2009/2010.

Contents for Ubuntu Municipality indicate the following:

* Organizational structure/Institutional arrangements
* Distribution of roles and responsibilities
* Mechanisms and procedures for public participation, alignment, sector Departments (programmes)
* Action Plan and time-frames and resources
* Legally binding legislation and planning requirements
* Technical Project design and
* Monitoring and Review process and implementation

The purpose of IDP is therefore to achieve faster and more appropriate delivery of services and to provide a framework for Economic and Social development in a municipality.

This Review Plan Process is thus developed as part of the Preparation for the Execution of IDP for 2009/2010.

2. Evaluation of Progress and Process

The 2009/2010 IDP review document , representing a considerable improvement over the original IDP, still exhibits a number of shortcomings which are more related to Sector Plans. The forthcoming review process should mainly address sector plan compliance.

3. The Review Process

The IDP review process for Ubuntu Municipality will incorporate the following steps towards producing the reviewed document for the 2009/2010: The annual IDP review relates to assessing Ubuntu Municipality’s performance against its set objectives as well as service delivery, taking into consideration new information and changing internal; and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of the IDP.

The annual review process allows for the ongoing adjustments and improvement of:

* Strategic Planning which in turn guides and informs
* Institution Preparation and
* Financial Planning (budget)

The IDP is reviewed in the light of changing internal and external circumstances of Ubuntu Municipality that have an impact on the following:

* Priority issues
* Objectives
* Strategies
* Projects and
* IDP programmes

The annual review must inform municipality’s financial and institutional planning and most importantly the drafting of the annual budget.

3.1 The Planning Cycle

Effective 01 July 2009 Ubuntu Municipality has a strategic scorecard which is developed from the IDP. The IDP and strategic scorecard are then operationalised through the budget allocation for the financial year under review, and the development of the service delivery and budget implementation plan which is a one year operational plan.

Once the one year operational plan (SDBIP) which is result of the approved budget is developed, the Heads of Departments enter into performance agreement with the Municipal Manager. Therefore the SDBIP is the departmental plan for the year to monitored and evaluated in terms of the Performance Management System (PMS); the performance agreement is the Head of Department’s instrument for monitoring and evaluating performance.

The PMS is further broken into quarterly evaluation and planning reporting systems and process to monitor and evaluate performance and achievement of targets, and monthly Head of Department reporting against the performance targets set for the period.

At the end of the year the annual assessment of the SDBIP is done, and reported and then is linked to the strategic scorecard and IDP assessment. The diagram below illustrates the point:



In the preceding part, Ubuntu Municipality would review the quarterly progress of the implementation of the IDP. Each Department or Cluster should reflect its current performance.

Identification of gaps and analysis will be highlighted. The gaps will concentrate on issues of policies, systems in place, and the link between Departmental Business Plans and the IDP. The analysis will include the Financial Performance of the Departments and ultimately the Municipality as a whole.

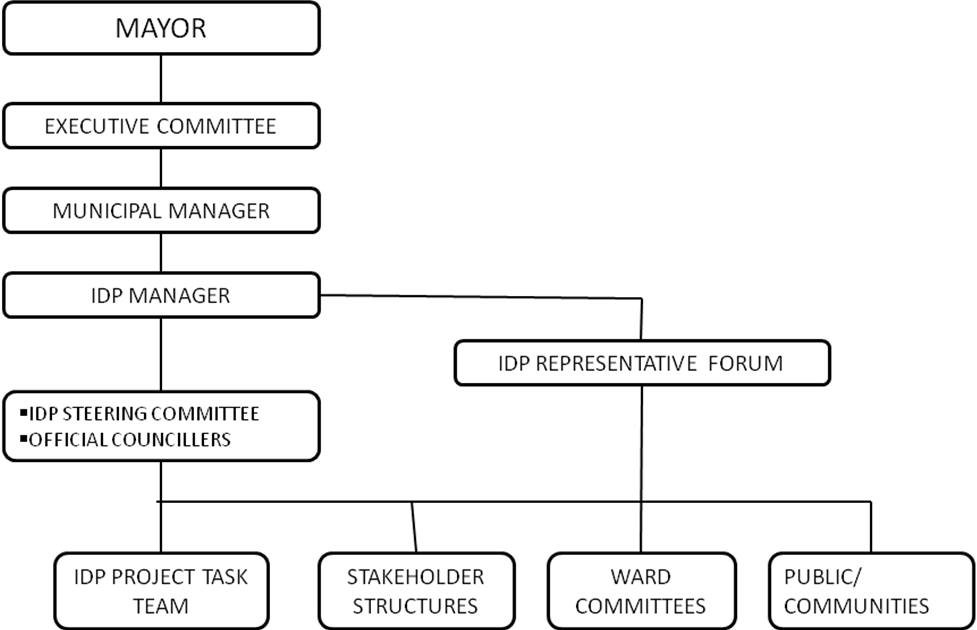
It is to be noted that Priority Projects will be influenced by ongoing consultations on Project Design and this may involve frequent consultation with stakeholders.

4. Institutional Arrangements

It is critical that certain units be established by the municipality during the IDP Review process. It is recommended that such structures be established or be revived where they are dormant. The Organizational Structure below indicates the structures that were established by Ubuntu Municipality for full participation by all interest groups and stakeholders during the IDP planning and review process.

The purpose therefore of the Organizational Structure below is to ensure the following institutional arrangements:

* Institutionalisation of Public Participation in IDP planning and review
* Effective management of drafting of outputs and afford affected parties the opportunity to contribute to the IDP Review Process.
* The IDP Review Structures comprise: The Mayor, Executive Committee, Municipal Manager, IDP Manager, IDP Steering Committee, IDP Representative Forum and Clusters (Social, Institutional, Economic, and Basic Services).



5. Distribution of Roles and Responsibilities in the IDP Process

The Municipal Manger in liaison with the IDP Manager continuously has to ensure that both **external** and **internal** role players adhere to their performance roles throughout the process.

5.1 Internal Role Players

5.1.1 The Mayor

As the senior governing person of the municipality, the mayor will have to:

* Decide on process plan
* Consider, adopt and approve the process plan
* Approve nominated person tom in charge of different roles, activities and responsibilities of the process and drafting.

5.1.2 The Municipal Manager/ IDP Manager

The Municipal Manager in liaison with the IDP Manager has to manage the IDP review process. This includes:

* Preparations and finalization of the Process Plan
* Be responsible for overall management, coordinating of the process and monitoring and drafting the IDP review.
* Responsible for the day to day management of the process, ensuring that all relevant actors are appropriately involved
* Ensure that the process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements.
* Ensure that amendments and proper documentation of the draft IDP review are to the satisfaction of the Municipal Council
* Monitor the implementation of the IDP proposals.

**Note**: The IDP Manager is not the Municipal Manager accordingly the latter is wholly responsible and accountable for the IDP review process

5.1.3 Ward Councilors

Councilors are the major link between the Municipal government and the residence. As such, their role is to:

* Link the planning process with their constituencies or wards
* Be responsible for organizing public consultations and participations
* Ensure the annual business plans and Municipal budget are linked to and based on the IDP

5.1.4 IDP Steering Committee

As the persons in charge for implementing the IDP, the technical or sectional officials have to be fully involved in the review process in order to:

* Determine progress, achievements and shortcomings of 2009/2010 review document
* Provide relevant technical expertise in the consideration and finalization of strategies and identification of projects
* Provide departmental operational and budgetary information
* Be responsible for preparing amendments to the draft IDP review for submission to the Municipal Council for approval and alignment by Pixley Ka Seme District Municipality and MEC for Local Government

5.1.5 Municipal Council

Municipal Council is the highest governing authority within the Local Municipality and as such is responsible for:

* Evaluate, amend and adopt a process plan review
* Undertake the overall management and coordination of the planning process
* Ensure that all relevant actors are appropriately involved
* Appropriate mechanisms and procedures for public consultations and participation
* The planning process takes seriously the burning issues in the Municipality, and that these issues are strategic and implementation oriented
* Adopt and approve the IDP review
* Adjust the IDP in accordance with MEC for Local Government proposal
* Ensure that the annual business plans and Municipal budget are linked to and based on the IDP

5.2 External Role Players

5.2.1 IDP Representative Forum

IDP Representative Forum is the structure which facilitates and coordinates participation in the IDP process.

The selection of the IDP Representative Forum needs to be based on criteria which ensure geographical and social representation. The IDP Representative Forum role is as follows:

* Represents the interest of their constituents on the IDP process
* Form a structured link between the Municipal government and representatives of the public
* Ensure communications between all the stakeholder representatives including the Municipal government
* Provides an organizational mechanisms for discussion, negotiation and decision making between the stakeholders including Municipal government
* Monitors the performance of the planning and implementation process

5.2.2 Planning and Implementation Support (PIMS) Centre

* Provides methodological guidance
* Assists in facilitation of sector alignment and mainstreaming of special projects such as HIV AIDS, Women, Youth and Disabled persons
* Provides professional support
* Facilitates capacity building trainings

6. Mechanisms and Procedures for Public Participation Strategy

The involvement of community and stakeholder organisations in the IDP process is one of the main features and requires specific attention. An appropriate public participation strategy has to be formulated by the IDP Steering Committee and must also be approved by Council.

Public participation has always been in a structured manner, hence the existing and established forums namely

* District and Local IDP forums
* Municipal Steering Committee
* Ward Based Community Consultation
* Cluster Meeting
* Executive Meetings
* Council Meetings

It is the responsibility of the IDP Manager to link the municipality with all the relevant stakeholders. The IDP Manager has to make sure that all our Communities and Stakeholders are provided with the draft IDP document.

6.1 Functions of Community Participation

Participation in the review of IDP serves to fulfill five major functions namely:

6.1.1 Need Orientation

Ensuring that the needs of the citizens of the Municipality are taken into account

6.1.2 Community Ownership

Communities and local residents’ initiatives are mobilized and resources encouraging co-operation, partnerships between Municipal government and residents for implementation and maintenance.

6.1.3 Appropriateness of Solutions

The knowledge and experience of local residents and communities is used, in order to arrive at appropriate and sustainable problem solutions and measures.

6.1.4 Building Trust

It is an important component of a community participation process to build a foundation of trust between all role players.

6.1.5 Empowerment

Making IDP a public event and a forum for negotiating conflicting interest, finding compromises and common ground and thereby, creating the basis for increased transparency and accountability of local government towards local residents.

6.2 Participation Process

The following tasks are important to ensure proper community participation, namely:

* The Municipality must compile a database of all relevant community and stakeholders organizations
* Communities and stakeholders must be informed of the Municipality’s intention to embark on the IDP review process and
* Organized and unorganized community and social groups must be invited by the municipality to participate in the IDP review process.

6.3 Mechanisms for Participation

The following are important mechanisms for Community participation:

1. Ward Committees

Information must be made available within wards through Public Ward meeting

2. Media Involvement

Information regarding the IDP review process and requests for participation by the Community and Stakeholders could be made by the following:

* Newsletters inside Municipal Bills
* Notices at prominent locations
* Postal notices to organized groups and organizations
* Local radio coverage and
* Local newspapers

7. Mechanisms and Procedures for Alignment

The successful implementation of IDP review proposal depends largely on whether there is conformity between Province, District and Municipality in respect of policy, process And projects, i.e. alignment.

Continual communication between the different levels is important to ensure alignment, as is retrospection after each phase.

A prerequisite for alignment is the availability of information regarding existing plans and programs at District and Provincial level. The alignment strategy would therefore comprise Horizontal and Vertical alignment:

Horizontal alignment will focus on addressing issues at both District and Local Municipalities. Whereas vertical alignment will focus on issues that affect our municipality from National, Provincial Department and other organizations. It is therefore important that planning need to be informed by all stakeholders for effective and efficient allocation and use of scarce resources.

Determination of existing plans and programs:

* Regular interaction with adjacent municipalities at specified points in the project
* Interaction with service providers
* Interaction with District and Province

7.1 Activities and Mechanisms for Participation in the IDP Planning Phase

* The IDP is a key feature for developmental government
* A legislative requirement as it is entrenched in the Constitution and Chapter 4 of the Municipal Systems Act of 2000
* Participation ensures that the IDP deals or addresses real issues that are experienced by Communities at Local level.

**PHASES of the IDP**

|  |  |  |
| --- | --- | --- |
| **Planning Phase** | **Activities** | **Mechanism** |
| Preparation Phase | Process plan inputs | Meeting |
| Analysis Phase | Developmental issues | Meeting |
| Strategies | Realistic objectives in line with developmental issues | Meeting |
| Projects | Reviewed project proposals | Meeting |
| Integration | All reviewed activities and programmes are integrated | Meeting |
| Approval | Council awaits comments for approval | Meeting |

8. Action Plan: Time-frame and Resolutions for all Phases

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **Strategic Input/output** | **Deadline** | **Responsibility** | **To Whom** |
| ***Preparation***   * Table process plan to the Council for adoption * Formalize the necessary institutional arrangements   + Roles and responsibility   + Mechanism for public participation   + Timeframes – alignment and coordination * Advertise the process plan * Conduct one IDP Representative Forum meeting   + To say where we are and the process intention   + To determine key strategic projects * Draft Terms of Reference for IDP review * Appointment of Service Provider(s) | * Adopted process plan * Organizational arrangements * Responsibility to be undertaken by municipal officials and/or service provider, etc. * Effective public participation * Timeframes and targets * Public notification * Introduce the process to the forum | 02 November 2009  21 January 2010  29 January 2010 | Municipal Manager  IDP Manager  IDP Manager | Council  IDP Rep Forum |
| ***Analysis***   * GAP Analysis of existing IDP’s * Situational analysis * Physical and climatic environment * Progress on previous commitments * Institutional analysis in line with PGDS, WSDP, DGDS, DSDF, etc.   ***Institutional***   * Mandate, power and functions * Institutional SWOT analysis * Institution transformation   Spatial development profile  Demographic profile  Health profile  Education and training profile  Social development profile  Safety and security profile  Economic profile  Housing profile  Land profile  Environmental profile  Infrastructure profile   * Indebt need analysis * Analysis of MEC’s comments on IDP * Analysis of IDP engagement outcomes * Analysis of MEC’s comments on IDP   ***Strategies***   * Development objectives   + Formulate Vision and Mission statement of the Council   + Review of development objectives * Development strategies   + Review of development strategies and priorities   ***Project Identification***   * Identification of projects * Link projects to:   + Development objective of the Council   + PMS   + Budget   + LG 5 year strategic agenda   + NSDP, PGDS, DGDS, DSDF | * Identify level of services * Identify social economic, physical/environmental issues as well as institutional issues * Identification of needs and priorities of community * Developed Council’s development objectives * Developed strategies * Alignment of projects to provincial, national and district projects/programmes * Projects are identified | 29 January 2010  29 January 2010  before indebt need analysis  before indebt need analysis  19 February 2010  19 February 2010  19 February 2010  25 February 2010 | IDP Manager/ Service Provider(s)  IDP Manager/ Service Provider(s)  IDP Manager/ Service Provider(s) |  |
| ***Integration*** | * Sector Plans integration * PMS alignment | February 2010  June 2010 | District and Steering Committee  Steering Comm. |  |
| ***Approval & Adoption of IDP & SBDIP*** | * Approval & adoption of IDP * Submission to MEC * PMS alignment | May 2010  June 2010  June 2010 | Council  Municipal Manager  Steering Comm |  |
| ***PMS Review*** | * Scorecard Review Workshop 1 * Scorecard Review Workshop 2 * Review of Performance Contracts * Signing of Performance Contracts * Assessment of 09/10 performance | May 2010  May 2010  June 2010  June 2010  July 2010 | Management  Management  Management  Managers  Management |  |
| ***IDP Implementation Feedback*** | * Assessment and review of IDP implementation for 2009/2010 financial year * Ward based consultation and participation * Community & Stakeholder Consultations on draft IDP document for 2010 financial year | Nov 2009  Dec 2009  March 2010 | All structures within the community, all sector Departments  Ward committees  Rep Forum |  |

9. Binding Plans and Planning Requirements

The IDP requires that the Municipal Planning Process must be in line with the National and Provincial Legislation as well as policies, programmes and strategies which will in turn be able to inform annual budget allocations. National Acts and Policies further require Local governments to produce certain integrated sector plans which compliment the IDP, thereby avoiding unnecessary duplication.

This necessitates a more co-ordinate and integrated information sharing and dissemination between both specific sector departments and municipalities. At National level, the Constitution of the Republic of South Africa, (Act. 108 of 1996).

A list of binding legislation and requirements for the IDP is presented:

9.1 Local Government Regime

|  |  |  |
| --- | --- | --- |
| Department | Legislation | Plans |
| Econ Dev | * Integrated Waste Management Act * National Environment Management Act 107 of 1998 * Disaster Management Plan Environmental Conservation Act 73 of 1 Municipal 1989 * National Heritage Resource Act * Veld and Forest Fires Act * National Forest Act | Local Agenda 21 |
| Local Government | * Municipal Systems Act 32 of 2000 * Municipal Structures Act 117 0f 1998 * Municipal Financial Management Act of 2000 * Transition Act 2nd Amendment Act 97 of 1996 * Property Rates Bill 2000 * Cross Boundary Municipalities Bill 2000 * Intergovernmental Relations Framework | Credible IDP |
| DWARF | WSD/Water Services Act |  |
| DOH | Housing Act | Housing Urbanization Information System (HUIS) |
| DLA & Agriculture | * Spatial Development Framework * Development Facilitation Act 67 of 1995 * National Environment al Management Act | Economically Sustainable Spatial Planning |
| HRD | * Skills Development Act * Employment Equity Act * Promotion of Equality and Prevention of Unfair Discrimination Act * Basic Conditions of Employment Act * White Paper on Education * White Paper on Science & Technology | Language in Education Policy  Childhood development  Gender Equity  Framework for women empowerment |
| Social Development | * National Sports & Recreation Act * White Paper on Population Development * White Paper on Transformation of the Health System | Youth policy  HIV/AIDS  Poverty eradication |
| Safety & Security | * White Paper on Defense | Crime prevention |
| Transport | * National Transport Bill, 1999 * National Land Transport Transitional Act, 1999 * Urban Transport Amendment Act 14 of 1992 |  |
| Provincial Policies | * Provincial Growth Strategy * Spatial Rationale |  |
| National Policies | * Reconstruction & Development * Growth Employment and Redistribution * Urban Development Framework |  |
| Asgisa | * Accelerated and shared Growth initiatives for South Africa |  |

10. Budget

The IDP Review cost estimates for 2009/2010:

|  |  |
| --- | --- |
| **Task** | **Cost** |
| Review of IDP Literature | R30 000.00 |
| Workshop with Stakeholders | R60 000.00 |
| Amendment of IDP | R40 000.00 |
| Advertisements | R30 000.00 |
| **TOTAL** | **R160 000.00** |

11. Monitoring of Review Process and Implementation

It is the responsibility of the Municipal Manager/ Planning and Economic Manager and the IDP Manager to attend to the IDP review process and to monitor progress with regard to implementation of policies and projects.

The implementation of the Organogram and the institution of the PMS are imperative for the effective monitoring of progress in respect of the IDP.

12 Conclusion

The Process Plan as part of the IDP and PMS review preparation phase ensures that the role players within the processes ahead are well prepared. All activities in the document need to be outlined according to the Framework provided by the municipality.

The process plan will then inform all planning projection of Ubuntu Municipality.

**SECTION 2**

**PHASE I**

1. **INTRODUCTION & SITUATION ANALYSIS**
   1. **Introduction**

This document is known as the Integrated Development Plan (IDP) of the Ubuntu Local municipality. It is a product of the strategic planning process in the municipality, also known as the Integrated Development Planning Process. The plan was developed over a period of time and in close co-operation with Provincial and National Departments, NGO’s and community organisations. This municipality sees the IDP as the principal strategic planning instrument, which is guiding all planning, budgeting, management and decision-making of the Municipality. The IDP must be reviewed on an annual basis.

Strategic Importance Of The IDP

The importance of the IDP is as follows:

* To compile strategic development plans for the council
* To identify social, infrastructural and economic problems and opportunities of the Municipal area.
* To identify community and institutional needs of the Municipality.
* To allocate the necessary resources

This plan was developed in terms of the Municipal Systems Act and its regulations (Act 32 of 2000). It is a legislative requirement with legal status and superseding all other plans that guide development in the Ubuntu Municipality.

The Municipality has to consider the 5 key performance areas for local government as it was determined nationally. These are:

* Basic Services and Infrastructure Investment
* Local Economic Development
* Financial Management and Viability
* Good Governance and Community Participation
* Institutional Development and Transformation

The Pixley ka Seme District growth and Development Strategy (PKSDGDS) impacted the core of the planning process, thus resulting in the IDP being aligned with the (PKSDGDS).

**2.2 Methodology**

Public Participation

Public participation is a specific requirement of the IDP process. Ubuntu conducted an information session about the IDP on 15 November 2008 with the entire stakeholder in the Municipal Area. Several IDP Representative were conducted during January 2009 to review die IDP. The Ubuntu Municipality is desirous of structures that will enable meaningful participation by communities within the Ubuntu Municipal region.

Community Structures

The community structures consisted of:

1. *Municipality, Shared Service District Municipality*

The Municipality assigned the activities IDP to the Head of Corporate Services. He is assisted by the Shared Service division of the Pixley Ka Seme District Municipality. The Shares Services division attends all of the IDP Representative Forum Meetings/workshops in a monitoring capacity.

This committee comprises of the chairpersons of the Task Teams, officials and Councilors.

1. *IDP Community Representative Forum*
2. Six Task teams were constituted namely:

* Institutional Task team
* Community Development Task team
* Tourism Task team
* Business Task team
* Agriculture Task team
* Infrastructure

1. *Broad Community participation*

Opportunities were created through which the broader community could participate in the designed and reviewing processes. Community meetings were held in Victoria West included Hutchinson, Richmond included Merriman and Loxton. The meetings were well attended and positive inputs were received.

The IDP Framework of the Ubuntu Local municipality will consist of the following five interrelated phases:

* Situation Analysis – analysis of the major development needs and gaps in the municipal area.
* Strategies – municipality’s response to the needs as identified.
* Projects – application for managing the initiative required for implementing municipal strategies.
* Integration – integrating the strategies, projects, programmes and plans into an integrated approach towards sustainable development.
* Approval – the IDP needs to be approved by the Council and Top Management.

**2.3 Background Analysis**

The Ubuntu Municipality is situated in the Northern Cape Province between 31°24L and 23°07B and borders on the Kareeberg -, Emthanjeni – and Beaufort West Municipalities. Ubuntu falls in the Pixley ka Seme District Municipality. The Ubuntu Municipality is constituted out of Victoria West (main town), Richmond, Loxton and the villages of Hutchinson and Merriman.

The Ubuntu Municipality is sparsely populated and consists mainly of commercial farms with the mentioned towns as centres of economic activity. The main economic activity is agriculture followed by tourism and retail.

The area is classified as semi-arid and averages annual rainfall amounts to 250mm. summers are hot with an average temperature of 26°C. Winters are cold with an average temperature of 6°C and frost is typical of winter. Vegetation-wise the area falls within the Nama Karoo Biome that is characterised by shrub land plains and low ridges. Although the area is known for its richness in plant -, bird -, reptile – and invertebrate species, only 0, 03% of the biome in dedicated to conservation. Riverbanks and floodplains are characterised by thick riparian vegetation which hosts a high biodiversity of plant and animal species on alluvial soil. These areas have an economic value for livestock farmers as they function as buffer zones during periods of drought. The natural plains are hard with a relatively high run off during summer rain storms which make the area prone to erosion which can clearly be seen in the veld. Dry riverbeds are a common occurrence. No natural surface water is found in Ubuntu. Farming adapted to the situation and commercial agriculture is centred around small livestock.

**2.4 Planning Area**

The planning area constitutes the Ubuntu Municipal area comprising of Victoria West, Richmond, Loxton, Hutchinson and Merriman. One IDP is developed to cover planning for the whole area.

**2.5 How to Read this Document**

The complexity and magnitude of the process makes it very difficult to capture all events in one single document. It was decided to reflect a list of available documentation which was used during the planning process or developed as a result of the planning process. These documents are attached as annexures to the IDP. This document is a summary of the planning process and does not necessarily reflect all aspects and events of the planning process. However, the outcome of the process is reflected.

**2.6 Analysis And Status Quo**

In order to determine the current status of development, the socio-economic development as well as the institutional structures within the Municipal area the following analyses were done:

* Population Analysis
* Spatial Analysis
* Socio-economic Analysis
* Environmental Analysis
* Institutional and Local Government Analysis
* SWOT Analysis

**2.6.1 Basic Population Analysis**

Ubuntu is sparsely populated. People are concentrated in the towns and settlements. The majority of the population is part of the Coloured population group. The majority of the inhabitants of Ubuntu are dependent on the agricultural sector and the provincial and municipal government for employment. A large portion of the population are dependent on government’s social grant as only source of income. The historically disadvantaged section of the population constitutes the bulk of the total population. It is also in this group that the main development challenges are.

According to the 2001 census there are 16 376 people living in Ubuntu. This shows a decline from 1996 when the total population was 19 712.

**Population Group**

|  |  |  |
| --- | --- | --- |
| **Persons** | **2001** | **1996** |
| African | 2748 | 3252 |
| Coloured | 11912 | 14337 |
| Indian | 23 | 7 |
| White | 1693 | 1970 |
| Total Population | 16376 | 19712 |

Source: Census 2001 & 1996

The decrease of the population has far reaching implication for the municipality in terms of the municipality’s service delivery demands as well as the grading of the municipality and therefore resources (grants and subsidies) made available to them.

The following graph gives an indication of the size of the households in Ubuntu.

**Household Size**

|  |  |
| --- | --- |
| **Households** | **2001** |
| 1 | 556 |
| 2 | 848 |
| 3 | 809 |
| 4 | 766 |
| 5 | 423 |
| 6 | 263 |
| 7 | 192 |
| 8 | 119 |
| 9 | 60 |
| 10 and Over | 127 |

Age distribution plays an important role in the planning of services to be rendered to communities. The demand for certain services, e.g. medical and social services, will be higher in a community with a proportionately higher percentage of older people in comparison to other age groups. The graph below gives an indication of the age distribution of the population of Ubuntu.

|  |  |  |
| --- | --- | --- |
| **Persons** | **2001** | **1996** |
| Males – 0 – 4 | 914 | 1090 |
| Males – 5 -14 | 1789 | 2437 |
| Males – 15 -34 | 2708 | 3215 |
| Males – 35 – 64 | 2126 | 2249 |
| Males – Over 65 | 379 | 426 |
| Females - 0 – 4 | 928 | 1133 |
| Females - 5 – 14 | 1812 | 2556 |
| Females - 15 – 34 | 2742 | 3268 |
| Females - 35 – 64 | 2424 | 2570 |
| Females – Over 65 | 554 | 597 |
| Males – Total | 7916 | 9417 |
| Female – Total | 8460 | 10124 |

SOURCE: CENSUS 2001 & 1996

Victoria West is the only town that has proper town planning and infrastructure in place. The same applies to Richmond and Loxton. Hutchinson and Merriman were established as part of the railway system and Ubuntu is in the process of taking these villages over from Spoornet in order to provide basic services. Richmond and Loxton do not have land usage plan in place. The compilation of a zoning scheme for the entire Ubuntu is in process. Gravel roads in the area are generally in a poor condition, but tarred roads are in a fair state. Maintenance is needed on all roads.

**2.6.2 Spatial Analysis**

The Ubuntu Municipal region is primarily a rural area in the heart of the Karoo. The following tendencies occur:

- 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. This town is 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 Usage Plans*

In Victoria West its regulations for town planning is in place. Richmond and Loxton do not have any land usage plans in place.

* *Zoning Schemes*

We are busy compiling a zoning scheme for the entire Municipal area

* *Roads*

The gravel roads in the area are generally in a poor state. The tarred roads are in a fair state but are in need of maintenance.

* *Services*

Information on the current services is needed for planning and upgrading purposes.

* *Sanitation*

Most of the houses on formal site have full waterborne systems on the premises or in the houses. The newly established township along the N12 Victoria West, informal settlements in Richmond and Loxton make use of the bucket system.

* *Drainage*

Richmond, Victoria West and Loxton do experience serious drainage problems. The problem is partly being addressed in Victoria West.

*Solid Waste*

Refuse Removal Services does exist in Victoria West, Richmond and Loxton. Each of these towns does have a dumping site. The dumping site in Victoria West must be moved as hazardous to the health of the community. Oxidation dams are in a good condition.

**Challenges**

- Vehicles for the removal of refuse.

- Upgrading of dumping site in Victoria West.

- Illegal dumping of refuse on public open spaces.

- Dust bins for the households.

**2.6.3 Environmental Analysis**

The Ubuntu Municipality falls within the ambit of the Karoo, a semi-desert area. The name “Karoo” finds it origins in the Khoi and means “land of drought”. No natural surface water is found in the region. Rainfall is low. 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 bushveld (bossieveld). Grass is very scarce. Farming adapted to the situation and is centered on 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.

Because of thunder showers erosion is a serious problem. The effect of erosion can be clearly seen in the veld and at some of the gravel pits.

* + 1. **Local Government And Institutional Analysis**

The Ubuntu Municipality, as the Local Government institution, is responsible for the Ubuntu Municipal Region – refer to Figure 1. The Ubuntu Municipality falls within the jurisdiction of the Pixley Kaseme District Municipality.

### External Environment

The Municipal Council of the Ubuntu Municipality headed by the Municipal Manager is expected to arrange all external matters in conjunction with the Project Management Committee through the Pixley Kaseme District Municipality.

The established Task Teams, especially the Economic Sector Task Team can provide a supportive function to the Council and Municipality.

### Internal Environment

The Ubuntu Municipality has appointed a municipal manager which contract ends at the 29 February 2008. The restructuring and integration of all areas and personnel have not been completed yet. Even though an Interim Integrated Development Plan have been completed and approved, the plan to amalgamate the Municipality have not been concluded yet.

The following activities must still be completed:

- Appointment of 1 Section 57 Employee

- Review of Organizational Structure

- Finalization Job descriptions and evaluations

- Evaluation System

- Delegation (Must be reviewed)

- Roles and Functions clarification

- Property Evaluation (In process)

- Section 78 investigations (In process)

- Review of Bylaws (In process)

- Strategic session for Councilors & Officials

- Purchase service delivery vehicle and equipment.

- GAMAP/ GRAP implementation (In process)

**Challenges**

- Proper functioning of IDP Representative Forum

- Non-functioning of some of the ward Committees

- Poor community participation in the formulation of council policies

* + 1. **SWOT Analysis**

*Introduction*

A workshop was held in Victoria West at the Apollo Theatre on 18 February 2008 during which a collective SWOT Analysis across the various economic sectors were made. The sectors were divided as follows:

1. Institutional Task Teams
2. Community Development Task Teams
3. Tourism Task Teams
4. Business Task Teams
5. Agriculture Task Teams
6. Infrastructure Task Teams

The representatives of the different Task Teams participated collectively in compiling the SWOT Analysis. The representatives were initially divided into six different Task Teams. We have allocated a convener to each of the Task Teams. Each of the Task teams was first given an opportunity to dispense of their own agendas before the collective SWOT Analysis was engaged.

Participants were initially shown how to do a SWOT Analysis. An agricultural example was used to illustrate the compilation of a SWOT Analysis.

The following **strengths** were identified:

* Available Markets
* Good transport
* Good Roads
* Sufficient livestock

The following **weaknesses** were identified:

* Long distances to the market (Increases costs)
* Weak market prices

The following **opportunities** were identified:

* An alternative market that will provide better prices
* The creation of a local market (e.g. abattoir) to address the distance to markets

Result Of The SWOT Analysis

The result of the SWOT Analysis is given under the following headings:

* Institutional
* Agriculture
* Mining
* Tourism

***INSTITUTIONAL:***

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| * High quality Municipal Manager * Good cooperation among officials and employees * Communities can participate in decision-making structures * Good office infrastructure * A number of vacant buildings that can be used as offices * An open door policy is implemented * Prompt execution of tasks – by officials | * Poor payment of services * Insufficient funds for service delivery * Excess employees * Weak community participation * Political in-fighting * Too much time spent on issues of lesser importance instead of service delivery * “White” inhabitants do not participate fully in municipal activities * Bucket system * Weak discipline among leadership * No regular report back to communities * Shortage of personnel * Lack of training * Local newspaper does not report objectively * Issues regarding Hutchinson still incomplete * Mistakes on municipal accounts |

|  |  |
| --- | --- |
| **OPPORTUNITIES** | **THREATS** |
| * Training * Potential cooperation between the Municipality and the community in terms of service delivery and development * An opportunity to define / clarify roles and responsibilities and to restructure * Cooperation can contribute to strong economic growth * Opportunity to fill promotional posts with local people * Businesses that close do offer new opportunities * Ward committees can be used more effectively | * People traveling with CPS get a lot of the people’s money * No support of local businesses * Transport of poisons * Delivery of health services * Loan sharks at CPS pay out points * Self enrichment * Poor communication * Application of credit control policy * Education of payee * The expectations of people regarding power and the use thereof * Making commonage available to communities * Indigent policy must be reassessed * Salaries and wages * Corruption * Paupers burials (will soon be suspended) * Commonage contracts * Misinformation leads to faction fighting between the Council and communities |

***AGRICULTURE***

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| * Willingness of commercial farmers * Demand for wool for international market * Sale potential of products * Sufficient animals * Export of game * Excellent agricultural land - Loxton * High level of skills among commercial farmers * Reliable suppliers for farmers * Farm tourism * Availability of commonage and Government land for all farmers * Labour available * Willingness to succeed * Formation of a working group in the agricultural sector between small and commercial farmers | * Progress with land reform * Lack of skills among all farmers * Lack of markets for emerging farmers * Lack of management and economic skills among all farmers * Insufficient financing * Poor cooperation between Commercial and small farmers * Water supply * Low capacity of veld * Lack of land for emerging farmers * Lack of policing * Scavenger dogs * Poor condition of roads * Poor telecommunication * Housing for farm workers |

|  |  |
| --- | --- |
| **OPPORTUNITIES** | **THREATS** |
| * Improved cooperation * Training * Coordination among farmers * Home industries * Existing market for livestock * Improved sanitation, supply of water and housing in rural areas * Training for specialist work * Improved telecommunication * Transport of passengers * Training of tour guides | * Potential drought * Poor quality of livestock * Unemployment * Insufficient health services * Scavenger dogs * Disunity among emerging farmers * Low wages |

***TOURISM***

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| * The Apollo Development in Victoria West * The Karoo habitat as draw card for nature tourists * Victoria West Museum excellent facility * Good hiking trails * The railway line that passes through the region * Utilization of flying school air strip * Local artist * Good game farms * Organized hunting industry * Friendly inhabitants * Ample accommodation * Architecture of the region * Safety * Clean, pure air, clear skies * Indigenous culture * The N1 and the N12 services the region that ensures a large volume of traffic through the region | * The quality of some facilities is below what is desired * Lack of recreational facilities * Richmond museum needs attention / not in high quality * Lack of petrol stations in Loxton * No Marketing * Lack of assign posts * Poor roads for tourists * Lack of Tourist information in the region * Vandalism that causes the destruction of information boards * Lack of tourist packages * Long distances it difficult for tourists to visit the region * Poor marketing * Littering spoils the surroundings * Race relations leaves much to be desired and impacts negatively on tourism * Poor infrastructure in the townships hurts the tourism industry * Water in Richmond is brack and cannot be consumed by tourists * Mosquitoes and lice are problematic |

|  |  |
| --- | --- |
| **OPPORTUNITIES** | **THREATS** |
| * Job creation through economic development * Opportunity to sell bottled water to tourists * Game farms can be mote optimally utilized * Excess to information * Huge opportunities do exist for inter-sectoral tourism * Game farms can be more optimally utilized * The tourism information offices of Ubuntu can be integrated in order to provide an improved service * Recycling of all material * Loxton needs a museum * Upgrading of Caravan park in Loxton * Marketing | * Integration within the tourism sector and cooperation among people are not up to standard * Alcohol abuse impact badly on tourism. * Long distances * Competition against other regions * Duplication of services and facilities * Name change * Typical crime (patty crime) * Lack of knowledge * Protest marches with the blockage of roads impacts negatively on tourism and local businesses |

**BUSINESS**

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| Black economic empowerment (BEE  * N1 & N12 passes through Ubuntu * Small Business Skills * Black and Youth owned business * Support from relevant organization * Friendly inhabitants * Willingness to succeed * Sale potential products | Can access funds from financial institutes  * 10% upfront rule applies * No access to business land * Lack of buildings or space for business * No support from Municipality * Shop in Richmond closed down * Lack of marketing resources * Big business get more opportunities then SMME |

|  |  |
| --- | --- |
| **OPPORTUNITIES** | **THREATS** |
| * Business Chamber in Ubuntu * Opportunity for a mall or other business that are not available in Ubuntu * Economic Development * Training for business skill (SEDA) * Make use of ward committees * Job creation * Ubuntu is central for new businesses | * Unemployment * Lack of buildings or land * Poor marketing * Crime * Lack of resources * Security * Loan sharks * Poor investments * Competition * Political in fights * Eskom electrical failure * Insufficient information or skills * Alcohol abuse * Business locally are given to people outside of Ubuntu * Bad roads to businesses * Community is dependent on social grants |

**INFRASTRUCTURE**

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| * Availability of land for future development * Network to market / animals of ESF * Willingness of commercial farmers to help * Availability of commonage land * Tarred roads * Street well planned * Have a full waterborne sewerage system * Sufficient water resources * Sufficient power supply in Victoria West & Richmond * Have dumping sides * Availability of resources to render services * Available land for graveyards in Loxton & Victoria West * Available MIG funds to address infrastructure needs * National roads N1, N12, & R63 * Good gravel roads * Airstrip in Victoria West Richmond and Loxton * Skilled workers to render services * Railway infrastructure | * Insufficient sport facilities * Bad storm water drainage * Moratorium on the purchase of municipal land * Insufficient commonage land for agriculture * Poor maintenance of roads due to lack of funds * Municipal vehicle in very poor conditions * Buckets in area * Old houses * Lack of town planning * Old water network * Shortage of electricity in Loxton * No control on the dumping sites * Lack of management over commonage land * Insufficient MIG funds allocations * Poor road conditions * Housing for farm workers * Poor telecommunication * Upgrading of buildings over 60 years |

|  |  |
| --- | --- |
| **OPPORTUNITIES** | **THREATS** |
| * Training * Improved sanitation and water supply and housing in rural areas * Marketing of N12, N1 & R63 * Upgrading of firefighting resources * Assistance from KVB in terms of poison transportation. | * Full graveyard in Victoria West * Pollution of water resources due to French drains * Old water network * Pollution of rivers in the municipal area * Capacity of reservoirs in Victoria West & Richmond * Electricity supply in Loxton * Capacity of fire brigades * Unemployment and unskilled workers * Uncontrolled and unplanned influx of people into towns * Insufficient funds |

**COMMUNITY DEVELOPMENT**

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
|  |  |

|  |  |
| --- | --- |
| **OPPORTUNITIES** | **THREATS** |
| * Better service to improve the lives of our communities * Youth centre to address the needs of the youth * Private Public partnerships for community development * Free access to community hall for community development issues * Avail open land for sustainable development * Opportunity to fill operational posts with skilled people * No alignment with other departments and institutions * Training and capacity building for youth with the support of the municipality * Training of municipal staff | * Vehicles not equipped for service delivery * Self enrichment and corruption * Delivery of health services * Poor communication * Loan sharks at CPS pay points * Suspension of pauper burials * No environmental awareness * No sustainable environmental friendly strategies in place (very slow) * No community development * Ruined buildings “ white blocks” a threat to the community * Pollution and lack of lights along the N1 * High services bills hinders socio economic development * No mutual respect amongst employer and employees hinders socio-economic development * Application and enforcement of credit control policy |

# Summary

The facilitators focused the attention of the participants on the integration of the different economic sectors. These sectors are inter-twined. Example: long distances leads to a decrease in the number of visitors to the region; this affects the tourism industry, as fewer tourists visits the area; local business is also affected as buying power is diminished; agriculture is affected as less agricultural products (e.g. meat) is bought;

Other examples: the quality of facilities; poor facilities influences more than one economic sector. Tourists are reluctant to visit; buying power is diminished that negatively impacts on local businesses.

**2.7 Profile of Access to Basic Services**

If the results of the 2001 census are analysed, the progress that has been made with ensuring expanded access to basic services to the communities of Ubuntu became evident.

Current information regarding the type of houses in which people live, gives an

indication of future housing needs subsidy schemes and possible upgrading of houses.

|  |  |  |  |
| --- | --- | --- | --- |
| **Households** | **2001** | **1996** | **Backlog** |
| Formal | 3873 | 3733 | 1200 |
| Informal | 134 | 412 | 1200 |
| Traditional | 152 | 44 | 0 |
| Other | 5 | 9 | 0 |

Water and sanitation are part of the basic services municipalities are required to provide. Basic sanitation is the 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 in order to supply appropriate health and hygienic conditions. All the households on formal sites have full water borne sewerage systems on the premises. The newly established township in Victoria West and the informal settlements in Richmond and Loxton still make use of the bucket system.

All towns do experience serious drainage problems especially during the rainy season.

Refuse removal services do exist in Victoria West, Richmond and Loxton and every town has its own dumping site. The dumping site in Victoria West needs to be moved as the current location is hazardous to the health of the community.

The following graph gives an indication of the sanitation situation in Ubuntu.

|  |  |  |
| --- | --- | --- |
| **Households** | **2001** | **1996** |
| Flush Toilets | 1556 | 1538 |
| Flush Septic Tanks | 373 | - |
| Chemical toilets | 48 | - |
| VIP | 107 | - |
| Pit latrine | 83 | 311 |
| Bucket Latrine | 1200 | 1467 |
| None | 797 | 910 |

SOURCE: CENSUS 2001

Basic water includes the supply of a minimum of 25 litre of drinkable water per person per day at a minimum flow of at least 10 litre per minute within a radius of 200 meter from the household and with an effectiveness of not more than 7 disruptions per water user per annum. It further includes the regular treatment of the reservoirs and boreholes with the prescribed chemicals.

Ubuntu is in total dependent on underground water for their needs. Richmond has a problem with the quality of water and Victoria West suffers a shortage of water.

Although water and sanitation is an important source of income for municipalities, it can be become a burden if communities do not pay for services rendered. This can only be prevented by a proper and functioning credit control system as well as having a maintenance plan and programme in place.

All houses in the Ubuntu Municipality are provided with electricity. Street lighting in certain areas is still problematic. The electricity distribution network is in a poor condition and needs upgrading.

From a developmental perspective, the following remain persistent challenges that must be focus-areas for the municipality’s management with the formulation of IDP strategies:

* Upgrading of old pre-1994 houses.
* Address housing backlog of 1544.
* Completion of title deeds of old scheme houses.
* Town planning and surveying of plots for residential use.
* Replacement of septic tanks with full waterborne sewerage systems.
* Replacement of old sanitation vehicles.
* Addressing water quality in all towns.
* Finding more water resources for the municipal area.
* Upgrading of electricity distribution network.
* Improve area lighting.
* Upgrading/moving of dumping site in Victoria West.
* Provision of dustbins to households.

**2.8 Socio-economic Profile**

Income levels of the population not only determine the type of services to be rendered, but also the quality of those services. Income levels can give an indication to investors as to where investments should be made.

**Income Levels**

|  |  |  |
| --- | --- | --- |
| **Persons** | **2001** | **1996** |
| None | 10152 | 10722 |
| R1 – 400 | 1572 | 1600 |
| R401 – 800 | 2682 | 4167 |
| R801 - 1600 | 710 | 361 |
| R1601 – 3200 | 522 | 350 |
| R3201 – 6400 | 405 | 515 |
| R6401 – 12800 | 217 | 122 |
| R12801 – 25600 | 71 | 12 |
| R25601 – 51200 | 16 | 22 |
| R51201 – 102400 | 14 | 14 |
| R102401 – 204800 | 13 | - |
| Over R204801 | 0 | - |

SOURCE: CENSUS 2001

The following graph gives an indication of the economically active part of the population as well as level of unemployment.

|  |  |  |
| --- | --- | --- |
| **Persons** | **2001** | **1996** |
| Employed | 4078 | 5169 |
| Unemployed | 2111 | 1656 |
| Not Economically Active | 3879 | - |
| Total Labour Force | 6189 | - |

SOURCE: CENSUS 2001

The educational levels among the population of Ubuntu are relatively low which impact on the employment potential of the population and therefore also on the local economic development and job creation initiatives. The following graph gives an indication of the economic activities in the Ubuntu Municipality.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| PLACE | Live stock farming / Agriculture | Mining | Manufacturing | Electricity | Construc- tion | Whole sale trade | Transport & Comm. | Finance  & other | Comm. & personal 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 |

Livestock and game farming is the nucleus of farming activities in Ubuntu. The main agricultural products are wool for the export market and meat for the local market. Biltong and hunting is the major product of game farming. The majority of the farms are in the hands of commercial farmers. The Municipality made the commonage available to emerging farmers to hire, but the infrastructure is in need of upgrading.

Mining does not occur in the area. Although various kimberlite pipes do occur in the area, it is not economically viable to explore them. Diamonds found were of poor quality and only suitable for industrial use for which there is currently no market. Other minerals found in the area include agate, gypsum, uranium and molybdenum.

Excluding agate, the other minerals are essentially of theoretical value as it is found in extreme small quantities and with limited reserves. Agate is the only mineral that has potential for future mining. Agate is controlled by government and mainly used in the construction of roads.

Tourism is increasing in its contribution to the economic activity in Ubuntu – not only as generator of income, but also as provider of job opportunities and SMME development. Due to the locality of Richmond, Victoria West and Loxton on main tourism routes (N1, N12 and R63) the importance of tourism development needs serious prioritisation in the formulating of strategies for local economic development. From statistics obtained from the Victoria West museum it is clear that a high number of visitors visit the area.

Unemployment is a serious problem in Ubuntu. The unemployment rate as well as dependency on government social grants is high. The area’s job opportunities are provided by three primary economic sectors which are agriculture, government and tourism.

Following the national trend, it is clear from the above that job creation must be a key priority consideration for the Ubuntu Municipality in formulating its strategies.

**SECTION 3**

**PHASE 2**

**2. STRATEGIES**

**3.1 Municipal Vision and Mission**

Vision: We, Ubuntu Municipality, commit ourselves to be developmental and economically viable, to ensure a better life for all.

To allow for implementation of this vision the municipality developed the following mission:

We strive to achieve:

* Effective and efficient service delivery.
* Optimal human and natural resource development.
* Local economic growth and development, job creation and poverty alleviation.
* A vibrant tourism industry.
* To participate in the fight to reduce the infection rate and lessen the impact of HIV/AIDS, alcohol abuse and other communicable diseases.
* A safe, secure and community friendly environment.
* Sound and sustainable management of financial and fiscal affairs of the Municipality.

Corporate Values and Culture:

* Driven by the aspirations of our people, we will respect and uphold the constitution of the republic of South Africa and, to this end, observe human rights and participate in co-operative governance.
* We subscribe to the principles of Batho Pele and total quality management.
* We commit ourselves to the Codes of Conduct for councillors and officials in the Municipal Systems Act (Act 32 of 2000) and to the principles of sound financial management.
* We believe in integrity in the relations with all our stakeholders.
* We commit ourselves to a corruption free municipality.
* We endorse a “people-driven” approach and, to this end, commit ourselves to ensuring public participation in local government.

**3.2 Issues of Alignment**

The Municipal Systems Act, Act 32 of 2000, states that development strategies must be aligned with national and provincial sector plans as well as planning requirements. It also establishes that a single inclusive and strategic plan must be adopted which links, integrates and co-ordinates plans. This Municipality realised that good effective alignment would result in successful implementation whilst a failure to align might result in total collapse of the implementation of the IDP. Alignments were taking place continuously during the IDP process and the following stakeholders were taking part:

* Municipality
* Provincial Departments
* Councillors
* Ward Committee members
* Business Chamber
* Tourism
* Parastatals
* Ratepayers Association
* CBO’s
* NGO’s
* Farmers Associations
* Emerging Farmers
* Religious Groups
* Youth Groups

Opportunities were created through workshops, meetings and the IDP Forum to give input in the IDP process. Sources consulted to obtain further information included:

* Census 2001
* Organogram of the municipality
* Budget of the Municipality
* Interim integrated Development Plan of the Municipality
* Geological Maps
* Municipal Systems Act
* Constitution of South Africa
* Municipal data
* Structural Law

**3.3 Goals.**

The goals of the Municipality inform the strategies that on their turn be developed into projects. The goals are divided into the following categories:

* Spatial and Land Reform Goals
* Socio-economic Goals
* Infrastructural Goals
* Economic Goals
* Institutional Goals

Spatial and Land Reform Goals:

* The finalisation of a comprehensive zoning scheme and town plan for the towns that constitute Ubuntu Municipality.
* The integration of racially divided suburbs.
* The acquisition of more land for livestock farming and for irrigation purposes for emerging farmers.

Socio-economic Goals:

The Ubuntu Municipality is desirous of realizing the following socio-economic goals within its jurisdiction:

* The improvement of the income levels of all inhabitants.
* The creation of job opportunities in order to decrease the level of unemployment.
* 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.
* The proper provision of safety and security services in all towns to ensure a safe environment.
* Combat family violence and crime.

Infrastructural Goal:

The Ubuntu Municipality set the following infra-structural goals

* Drilling and equipping of boreholes at Victoria West.
* Upgrading and building of reservoirs at Richmond, Victoria West and Loxton.
* Installation of water softeners in the above three towns.
* Replacement of water meters and water networks in all towns.
* Provision of 1250 houses over a period of 5 years.
* Survey 600 erven (stands, plot).
* Completion of a feasibility study regarding public transport in all towns.
* Upgrading of access roads into the Ubuntu Municipality.
* 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.

Economic Goals

* Repair of infrastructure on commonage.
* Garlic and vegetable processing at Loxton.
* Feasibility study regarding establishment of a wool factory.
* Determine the mining potential in the Ubuntu Municipality.
* Compilation of an environmental management program.
* Explore uranium in the area.
* Research the possibility of steam safaris.
* Upgrading of Horse Museum at Richmond.
* Compilation of a Tourism Development Plan for Ubuntu.

Institutional Goals:

The following short term institutional goals were agreed to:

* Strategic planning session for councilors and senior personnel
* Reviewing of the Organogram.
* Monitoring and evaluating of performance management system.
* Workshop the different parties about their roles and functions.
* Finalization of delegations.
* Drafting and implementing of a program for the training / capacity building of personnel and councilors.
* Establishment of an effective administrative system.
* Finalization of service delivery contracts.
* Compile all relevant policy documents.
* Appointment of vacant section 57 positions.
* Filling of vacant position on the Organogram.
* Finalise the transfer of Hutchinson & Merriman from Spoornet to Ubuntu Municipality.
* The effective functioning of Ward committees.
* Marriage council’s bylaws with the standard Provincial bylaws.
* 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 councilors.
* Ensure an unqualified audit report.

**3.4 Strategies**

The following strategies, informed by the goals of the Municipality, will be followed to address the problem areas in Ubuntu. The strategies are dealt with under the following headings;

* Spatial and Land Reform Strategies
* Socio-economic Strategies
* Infrastructural Strategies
* Economic Strategies
* Institutional Strategies

Spatial and Land Reform Strategies:

The Ubuntu Municipality identified the following spatial and land reform strategies:

* To complete the zoning scheme and town planning. A service provider will be appointed to complete the zoning scheme and the town plans.
* To integrate the racially divided communities. 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 Municipality will submit applications for the purchase of additional commonage to the Department of Land Affairs. The commonage will then be rented to emerging farmers. Individuals in need of land can by their own initiative use own funds to purchase land through the Department of Land Affairs, commercial banks, Landbank, Industrial Development Corporation, etc.

Socio-economic Strategies:

The Ubuntu Municipality identified the following socio-economic strategies:

* To increase the income level of inhabitants through activates local economic development and the determination of minimum local wages.
* To increase job creation through Local Economic Development, infra-structural projects using the unemployed in Ubuntu and poverty relief projects.
* To eradicate poverty through poverty relief projects, subsidization of services, Local Economic Development, free basic services and the appointment of a LED Officer.
* To improve Health Services and Health Programs by applying 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 by the Department of Water Affairs & Forestry.
    - HIV / AIDS programs.
    - Awareness programs regarding Municipal services.
    - Tourism Awareness programs.
* To establish sport and recreation facilities by applying to possible donors for the funding needed to upgrade/establish facilities.
* To provide emergency services through applications to/ agreements with the relevant government departments for the provision of the said services.
* To improve safety and security by negotiations with SAPS to appoint more police officers (especially women and youth), avail more vehicles to achieve more effective and visible policing, to institute community policing and to establish effective community policing forums.

Infrastructural Strategies:

The Municipality identified the strategies mentioned below:

* CMIP funds will be used for the upgrading, installation and replacement of water meters.
* Funds received from the Department of Housing & Local Government will be used to erect houses.
* A consultant will be appointed to survey stands and to do town planning.
* Consultation with the appropriate funders will result in the upgrading of all access routes.
* Roads will be upgraded in phases depending on the availability of funding.
* Dustbins will be purchased and supplied to inhabitants.
* Funding from CMIP, DWAF and other sources will be used to completely overall the electrical system.

Economic Strategies:

The following economic strategies were agreed to:

* Funding from the DBSA will be used to repair infrastructure on the commonage.
* A geologist will be appointed to determine the potential for mining. Geo-Science (Upington) will be requested to render this service.
* A consultant will be appointed to develop an environmental management program.
* A study will be undertaken to determine the feasibility of steam safaris in Ubuntu.
* Own funds and funding from the DBSA will be used to upgrade the museum at Richmond.
* A consultant will be tasked to compile a Tourism Development Plan.
* Develop websites and brochures to market Ubuntu.
* Compile a tourism marketing strategy for Ubuntu.
* Upgrading of Moonlight Hill hiking trail.
* Training of tour guides.
* Establish a tourism forum.

Institutional Strategies:

The following Institutional strategies were identified:

* The finalization of the integration of the region, reviewing of 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 finalized.
* To manage the finance system of council effectively, review credit control policy and implement effectively and efficiently, apply effective budget control methods and give training to staff / capacity building program will be finalized.

**SECTION 4**

**PHASE 3**

**4. PROJECTS**

All projects identified during phase 2 were further analyzed in terms of cost, activities and possible funders in phase 3.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **UBUNTU MUNICIPALITY IDP: PROJECTS** | | | |  |  |  |  |  |  | |  |  |
|  |  |  |  |  |  |  |  |  |  | |  |  |
|  |  |  |  |  |  |  |  |  |  | |  |  |
| No | Project/ Description | |  |  | Progress | 2009/2010 | 2010/2011 | 2011/2012 | Source | |  |
| 1 | Bulk Meter |  |  |  | In progress | 500 000 |  |  | DWAF/MIG | |  |
| 2 | Reservoir & Gas Chlorination | | |  | In Progress | 685 000 | 2 650 000 | 2 650 000 | DWAG/MIG | |  |
| 3 | Install Water softeners | |  |  |  | 500 000 | 738 125 | DWAF/MIG |  | |
| 4 | Replace Water network/Meters | | |  | In progress | ####### | 5 000 000 | 5 000 000 | DWAF/MIG | |  |
| 5 | Borehole Development | | |  | In progress | 100 000 | 500 000 | 500 000 | DWAF/MIG | |  |
| 6 | Water Supply for Emerging Farmers | | |  | In progress | ####### |  |  | DWRAF/MIG | | |
| 7 | Replace Waternetwork/Meters(Hut&Mer) | | | | In progress | ####### |  |  | DWAF/MIG | |  |
| 8 | Purchase Watermeters | |  |  | In Progress | 80 000 | 80 000 | 80 000 |  | |  |
| 9 | Service of 350 erven | |  |  | In progress | ####### | 3 689 000 | 6 316 000 |  | |  |
|  | **Housing** |  |  |  |  |  |  |  |  | |  |
| 10 | Housing & Services | |  |  | In progress | ####### | ######## | ######## | DPLG | |  |
| 11 | Survey of Sites | |  |  | In progress | 239 532 | 239 532 | 239 532 | DPLG | |  |
| 12 | Rectification of old Scheme Houses | | | | In progress |  | 1 875 000 | 1 875 000 | DPLG | |  |
|  | **Transport, Access Roads & Streets** | | |  |  |  |  |  |  | |  |
| 13 | Public Transport Plan | |  |  |  | 200 000 | 200 000 | | Ubuntu/DBSA | |
| 14 | Access Roads - all towns | | |  | In progress | ####### | 4 125 000 | 4 125 000 | MIG | |  |
| 15 | Upgrading of Internal Streets | | |  | In progress | ####### | 4 166 668 | 4 166 668 | MIG | |  |
|  | **Sanitation** |  |  |  |  |  |  |  |  | |  |
| 16 | Upgrade of Sewer Pump station | | |  | In Progress | 350 000 |  |  | MIG | |  |
| 17 | Upgrading of Oxidation Ponds | | | | In progress | ####### | 144 000 | 144 000 | MIG | |  |
| 18 | Upgrading of Sewer Pump station | | | | In progress | 400 000 | 42 000 | 42 000 | MIG | |  |
|  | **Storm Water Drainage** | |  |  |  |  |  |  |  | |  |
| 19 | External Drainage | |  |  | In progress | 500 000 |  |  | MIG | |  |
| 20 | Internal Drainage | |  |  | ####### | 1 000 000 | 1 000 000 | MIG | |  |
|  | **Solid Waste** | |  |  |  |  |  |  |  | |  |
| 21 | Develop Solid Waste Site: Victoria West | | | | In Progress | 700 000 | 700 000 |  | MIG | |  |
| 22 | Internal Service Upgrading (Dustbins) | | | | In Progress | 100 000 | 100 000 | 100 000 | Ubuntu | |  |
|  | **Electricity** |  |  |  |  |  |  |  |  | |  |
| 23 | Area Lighting in Towns | | | | In progress |  | 1 750 000 | 1 750 000 | MIG | |  |
| 24 | Installation of Prepaid Meters | | | | In progress | 275 000 | 275 000 | 275 000 | Ubuntu/DBSA | | |
| 25 | Upgrading of Network | |  |  | In progress | ####### | 1 895 000 | 1 895 000 | Ubuntu/DBSA | | |
|  | **Agriculture** |  |  |  |  |  |  |  |  | |  |
| 26 | Upgrading of Infrastructure (Commonage) | | | | In progress |  | 2 000 000 | 250 000 |  | |  |
| 27 | Land for Small Farmers | |  |  | In progress |  | 3 000 000 | 1 500 000 |  | |  |
|  | **Community Services** | |  |  |  |  |  |  |  | |  |
| 28 | Extension of Cemeteries | | |  | In progress | 250 000 |  |  | Ubuntu | |  |
| 29 | Upgrading of Sport Facilities | | |  | ####### | 2 000 000 | 2 000 000 | Lotto |  | |
| 30 | Training &Capacity Building in Community | | | | In progress | 200 000 | 200 000 | 200 000 | Ubuntu | |  |
| 31 | Upgrading of Community Halls | | |  | In progress | 800 000 | 800 000 | 800 000 | Lotto | |  |
| 32 | Speed Camera, Road Signs, Road Marks | | | | In progress | ####### | 900 000 | 1 150 000 |  | |  |
| 33 | Computer & Information Centre | | |  | In progress | ####### | 1 500 000 | 1 500 000 |  | |  |
| 34 | Traffic Department for Drivers Licences | | | | In progress | ####### | 1 340 000 | 1 340 000 |  | |  |
| 35 | Purchase of Chairs & Tables for Halls | | | | In progress | 20 000 | 40 000 | 40 000 |  | |  |
| 36 | Play Grounds & Parks | |  |  | In progress | 200 000 | 200 000 | 200 000 |  | |  |
|  | **Institutional** | |  |  |  |  |  |  |  | |  |
| 37 | Purchase | of Fire Fighting Equipment | | | In progress | 500 000 | 500 000 | Ubuntu |  | |
| 38 | Land Use & Spatial plan | | |  | In progress |  | 200 000 | 200 000 | Ubuntu | |  |
| 39 | Purchase of Office Furniture & Equipment | | | | In progress | 100 000 |  |  | Ubuntu | |  |
| 40 | Purchase of Mechanical Equipment | | |  | Outstanding | | 40 000 |  |  | |  |  |
| 41 | Purchase of Electrical Equipment | | |  | Outstanding | | 40 000 |  |  | |  |  |
| 42 | Purchase of Equipment for Halls | | |  | In progress |  | 50 000 |  |  | |  |  |
| 43 | Computers for offices | |  |  | In progress |  | 100 000 |  |  | |  |  |
|  | **Development Framework** |  | **work** |  |  |  |  |  |  | |  |  |
| 44 | Investigate Econ Dev Potential | | |  | Outstanding | |  | 250 000 | 250 000 | | Ubuntu/DBSA | |
| 45 | Environmental Management Plan | | |  | In progress |  |  | 150 000 | 150 000 | | Ubuntu/DBSA | |
|  | **Tourism & Business** | |  |  |  |  |  |  |  | |  |  |
| 46 | Research Steam Safari's | | |  | In progress |  |  | 1 000 000 |  | | Ubuntu/DBSA | |
| 47 | Upgrading of Museum | |  |  | In progress |  |  | 450 000 |  | | Ubuntu/DBSA | |
| 48 | Tourism Plan | |  |  | In progress |  |  | 200 000 | 200 000 | | Ubuntu/DBSA | |
| 49 | Hiking Trails | |  |  | In progress |  |  | 200 000 | 200 000 | | Ubuntu/DBSA | |
| 50 | Flea Market | |  |  | In progress |  |  | 300 000 |  | | MIG |  |
| 51 | Upgrade:Lilian Noveve to Train Centre | | | | In progress |  |  | 200 000 | 400 000 | | Pixley ka Seme | |
| 52 | Upgrade & Establishing of Cemeteries | | | | In progress |  |  | 2 000 000 | 3 500 000 | |  |  |
| 53 | Establishment of Tourist Routes | | |  | In progress |  |  | 400 000 | 1 000 000 | |  |  |
| 54 | Loxton Conservancy Project | | |  | In progress |  |  | 9 000 000 | 6 000 000 | |  |  |
| 55 | Erection: Waste Management& Recycle | | | | In progress |  |  | ######## | 7 000 000 | |  |  |
| 56 | Parks & Accommodation | | |  | In progress |  |  | 9 000 000 | 6 000 000 | |  |  |
| 57 | Toilet paper Manufacturing | | |  | In progress |  |  | 1 200 000 | 1 200 000 | | MIG |  |
| 58 | Develop LED Strategy | |  |  | In Process |  |  | 200 000 | 200 000 | |  |  |
| 59 | Shoe Factory | |  |  | In Process |  |  | 1 500 000 | 1 500 000 | |  |  |

**SECTION 5**

**PHASE 4**

**4. INTEGRATED PROGRAMMES**

Projects are integrated in order to benchmark the projects against the vision of the Ubuntu Municipality. It furthermore determines the impact of the projects on the institutional capacity of the Ubuntu Municipality and optimizes the application of scarce resources. The integrated projects are used as the basis of the capital budget of the Ubuntu Municipality. The following documents are added as support for the integrated projects:

* Disaster Management Plan.
* AIDS Programme.
* Integrated Institutional Human Resource Plan.
* Spatial Development Framework.
* Skills Development Plan.
* Employment Equity Plan.
* Organizational Structure.
* Draft Housing Plan.

**SECTION 6**

**PHASE 5**

1. **APPROVAL**

The Reviewed Integrated Development Plan needs to be approved by Council and Top Management.