INTEGRATED DEVELOPMENT PLAN
2016 - 2017

UBUNTU MUNICIPALITY

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ANNEXURES

GLOSSARY OF ACRONYMS

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

FOREWORD BY THE MAYOR

It gives me great pleasure to present this IDP for the 2016/2017 financial year, which is a collective blueprint for the future development trajectory of our municipality emanating from our continued engagements with our stakeholders.

The Democratic Local Government started in 1995 and laid a basis for future democratic processes at local level. From 2000 to 2005 local government entered the second of its transformation process, the consolidation phase, which focused on integrated development planning, improving and extending service delivery and strengthening the institutions of governance. The 1st March 2006 Local Government Elections paved the way for the sustainability phase. Ubuntu Local Municipality had welcomed these developments and had been engaging our communities, the Pixley Ka Seme District Municipality and Sector Departments for their contributions to this document.

 A lot has been achieved towards bettering the lives of the majority of our communities since the dawn of democracy in South Africa but much still needs to be done. Our communities are still faced with huge challenges and infrastructure backlogs. It is against this background that our new vision that says **"TO CREATE A SPACE WHERE HUMANITY MEETS"** is relevant.

This IDP depicts the blueprint for the future of our municipality, and is informed by the development aspirations of the citizens of our area. All our communities and social partner are therefore encouraged to be part of the development trajectory as encapsulated herein through submission of comments and how innovatively can we improve the quality so as to enhance on implementation and monitoring as we strive towards bettering the lives of our of our plans communities.

Community participation which is a cornerstone of local democracy will be entrenched and the best ways of improving this are underway.

I thank you

CLLR. K.J. ARENS
MAYOR: UBUNTU LOCAL MUNICIPALITY

OVERVIEW BY THE ACTING MUNICIPAL MANAGER

The development of the Integrated Development Plan (IDP) has been guided by the Municipal Systems Act of 2000, Northern Cape Provincial Growth and Development Strategy, Pixley ka Seme District Growth and Development Strategy, 12 National Outcomes particularly outcome 9 for municipalities and the 5 National Manifesto Priorities, inputs and need analysis sourced from our communities.

The 2016/2017 IDP presents us with an opportunity as Ubuntu Municipality to reshape and prepare ourselves to take this municipality yet to another level of an improved performance, but most importantly to adopt a targeted approach that clearly identify and define our priorities and strategies to achieve these goals.

The limited resources that we have at our disposal should be used in such a way that contributes to the broader development of the community of Ubuntu Municipality. And this can only be achieved when our IDP dictates what resources should be availed, for what specific projects and programme, so that these resources contribute to the long term strategic goal of development of this municipality.

We are committed as the entire administration of Ubuntu Municipality, to give our undivided attention to the detail that would realize the proper implementation of the programme, support our political principals to achieve the promises they made during the local government elections as well as helping them to report back to their constituencies.

ME. K. BALEBI
ACTING: MUNICIPAL MANAGER

EXECUTIVE SUMMARY

This executive summary will 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 situation over the five year term of the IDP, indicating the most critical targets to be achieved. The summary will also provide the concise overview of the powers and function of the municipality. This section will only be a few pages in length.

This summary will 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 *(h)* a financial plan, which must include a budget projection for at least the next three years.

The Ubuntu Local Municipality Integrated Development Plan will be consisted of seven (7) chapters that can be summarised as followed:

Chapter 1: Background

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. Chapter 5 of The Municipal Systems Act, (Act 32 of 2000), municipalities requires that Municipalities develop and adopt an Integrated Development Plan (IDP).

Chapter 2: 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 Parastatal/ 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.

Chapter 3: 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:

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 the interventions that will be implemented and detailed design parameters that private sector and government must comply with in urban centres.

Basic Service Delivery (KPA2)

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.

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 catalectic 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?

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.

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

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.

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.

Chapter 4: Integration

The integration phase is one of the critical components of an IDP as it strengthens the sustainability of the process. Therefore, the main purpose of this phase is to develop an integrated planning framework that outlines among others, plans, projects and/or programmes that will be implemented during the 2016/17 financial years and beyond.

During this phase of the IDP, true meaning is given to the process of integrated development planning. With the designed projects for implementation in mind, the integration phase aims to align these different project proposals firstly with specific deliverables from the IDP and secondly with certain legal requirements.

More specifically, the projects have to be aligned with the agreed objectives and strategies to ensure transparency as well as with the available financial and institutional resources to ensure implementation. Furthermore, the projects also need to be aligned with national and provincial legal requirements to ensure uniformity and compatibility with government strategies and programmes. Instead of arriving at a simplified "to do" list for the next five years, the aim is to formulate a set of consolidated and integrated programmes for implementation, specifically focusing on contents, location, timing and responsibilities of key activities.

The integration requirements are divided into three broad categories namely:

- Integrated sector programmes
- planning programmes and
- External policy guideline requirements.

Chapter 5: 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.

Chapter 6: Closure

This is the last phase of the IDP where the IDP will be tabled to the council for adoption and submitted to the MEC of Cooperative Governance Human Settlement and Traditional Affairs (COGHSTA) as required by the Municipal Systems Act.

CHAPTER 1: BACKGROUND

1.1 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).

1.2 THE INTEGRATED DEVELOPMENT PLANNING PROCESS

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.

1.2.1 MAIN REASONS WHY THE MUNICIPALITY SHOULD DEVELOP AN IDP

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.

1.3 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, on-sexism, Democratic and accountable practices, equity, etc
- Environment Sustainability

1.4 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.

1.5 THE IDP PROCESS

1.5.1   PHASE 1: ANALYSIS

- Legal Framework Analysis
- Leadership Guidelines
- Municipality Technical Development Analysis
- Community and Stakeholder Development Analysis
- Institutional Analysis
- Economic Analysis
- Socio-Economic Analysis
- Spatial Analysis
- Environmental Analysis
- In-depth Analysis and identification of Key Development Priorities

1.5.2   PHASE 2: STRATEGIES

- Identifying a Vision, Mission and Value System
- Perform a Gap Analysis
- Identify Key Performance Areas (KPA's)
- Determine Strategies and Development Objectives

1.5.3   PHASE 3: PROJECTS

- Evaluation and Prioritisation of Projects and Programmes
- Formulate Project and Programme Proposals in terms of:
- KPA's
- Objectives and Key Performance Indicators (KPI's)
- Measures
- Targets
- Initiatives
- Locations
- Target Dates
- Responsibility
- Cost/Budget implications
- Source of Finance
- Compile Five Year Operational Business Plans which will include the identified Projects and Programmes

1.5.4   PHASE 4: INTEGRATION

- Screening, revision and integration of projects, programmes and Sectoral Operational business Plans

- Institutional restructuring and alignment
- Performance Management System
- Compile an Integrated Communication Plan

1.5.5   PHASE 5: APPROVAL

- Final approval by the Municipal Council
- Advertisement
- Public comments

ANNUAL IMPLEMENTATION

- Compiling Operational Business Plan
- Compiling Municipal Budget
- Monitoring and Evaluation
- Reporting

1.6 PUBLIC PARTICIPATION

Table 1: Public Participation Dates

Towns	Wards	Dates	Steering Committee / Rep Forum Meeting
Merriman	1		
Richmond	1		
Sabelo	1		
Victoria West	2 &4		
Loxton	3		
Hutchinson	3		
Total	**4**		

Note: due to unforeseen circumstances the proposed public engagement meetings as well as IDP Representative Forum Meetings were not held.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 INTRODUCTION TO ANALYSIS

This chapter deals with the existing level of development in Ubuntu Municipal area. The purpose therefore is to analyse issues such as: Demography, Socio and Economic profiles, access to level of services, etc. The outcome of the analysis phase will inform the manner in which the council development vision and development strategies for addressing the identified challenges in the Municipal area.

2.2 DEMOGRAPHIC OVERVIEW

Censuses 1996, 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. To bridge this information gap, Stats SA conducted a large scaled survey, the Community Survey, in 2007 that reported at municipal level. According to the 2011 statistics, 33.9% of the population resides in the rural areas of the municipality – with continued rural-urban migration that is foreseen. There will always be a higher demand on the urban areas in term of services, housing delivery and infrastructure as well as job opportunities.

2.2.1 POPULATION PROFILE

The growth rate of the population in the Municipality will depend on economic opportunities that the Municipality can offer, especially to young adults who are the most mobile group. A stagnating economy that cannot provide school learners with job opportunities will result in the loss of these economically active adults to areas with economic opportunities.

Table 2: Population Growth

Municipality	2001	2011
Ubuntu Municipality	16 375	18601
Growth rate (%)	1.4	1.6

Source: StatsSA 2011

According to census 2011 the population of Ubuntu Municipality grew from 16 375 in 2001 to 18 601 in 2011. This indicates an annual population growth of 1.6%.

Table 3: Population per town

Towns	2001	2011
Victoria west		7611
Richmond		2841
Loxton		921
Other		7230
Total		**18 603**

Source: StatsSA 2011

The largest town in the study area, Victoria West; has a population of 7611 persons, Richmond being the second largest area having a population of 2841 and Loxton having the least population of 921.

Table 4: Population by Group

Persons	2001	%	2011	%
African	2748	16.8%	3963	21.3%
Coloured	11912	72.7%	12978	69.8%
Indian	23	0.1%	96	0.5%
White	1693	10.3%	1410	7.6%
Other				
Total Population	**16375**		**18603**	

Source: StatsSA 2011

The population of Ubuntu Municipal Area is dominated by coloured people, in 2001 there were 11912 coloureds and the number has increased to 12978 in 2011, followed by Africans and whites.

Table 5: Population by Gender

Municipality	1996			2001			2011		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Ubuntu Municipality	6916	7432	14339	5756	6156	11912	9228	9375	18603
%	48.3	50.7	100	48.0	52	100	49.6	50.4	100

Source: StatsSA 2011

It is evident from the table that the majority of residents in Ubuntu Municipal Area is females with the population of 7432 in 1996 and an increase of 6156 in 200 and 9375 2011**.**

2.2.2 GENDER

Table 6: Gender per Town

Towns	Male	Female	Grand Total
Merriman	42	39	**81**
Rural Area	1965	1761	**3726**
Richmond	1911	1884	**3795**
Sabelo	669	660	**1329**
Victoria West	3960	4296	**8256**
Loxton	501	552	**1053**
Hutchinson	183	186	**369**
Grand Total	**9231**	**9378**	**18609**

Source: StatsSA 2011

2.2.3 AGE STRUCTURE

Figure 1: Population by age 2001
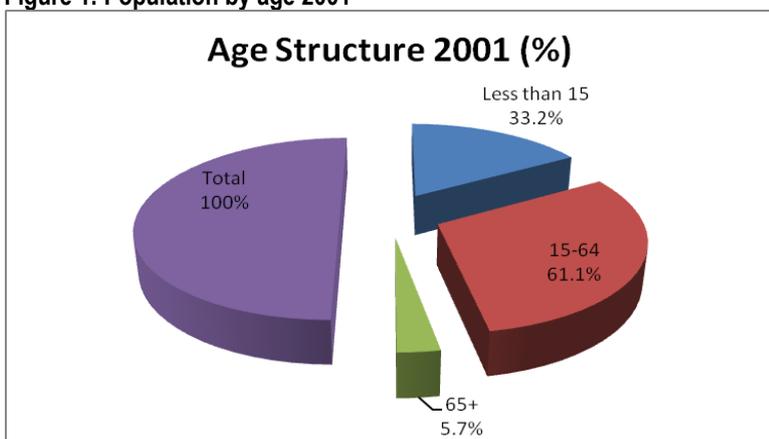
Source: StatsSA 2011

Figure 2: Population by Age 2011
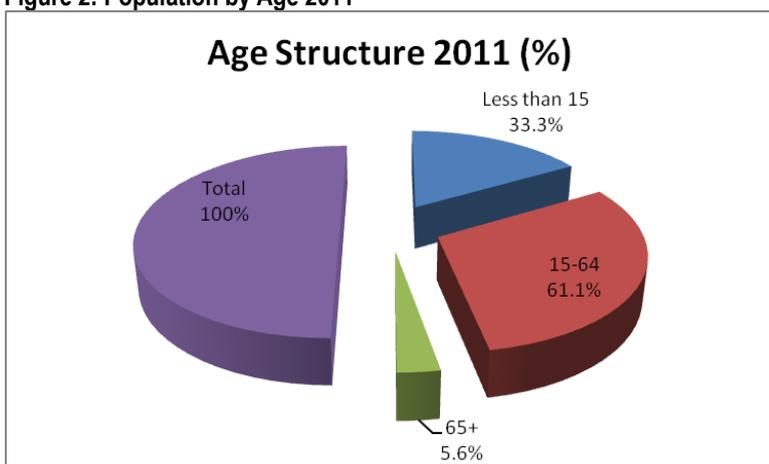
Source: StatsSA 2011

As shown on the figure above, it indicates the number of active group (15-64) has not increased from 6.1 (2001) to 61.1 (2011). The less than 15 age group has increased a bit from 33.2 (2001) to 33.3 (2011). There is a decrease with the age group 65 plus 5.7 (2001) and 5.6 (2011).

Identified Issues (65 plus age group)
• Death • Poverty • Health (Chronic Diseases) • Psychological effect of apartheid • Alcohol abuse • Social problems (Divorce) • Child dependency on pensioners

Proposed Interventions
Old age homes
Better health services
Poverty alleviation programmes
Awareness programmes

Identified Issues (15 plus age group)
High demand of social services

Proposed Interventions
Intensification of family planning programmes

Table 7: Population by Age

Age Structure	2001 (%)	2011 (%)
Less than 15	33.2	33.3
15-64	61.1	61.1
65+	5.7	5.6
Total	100	100

Source: StatsSA 2011

2.2.4 POPULATION DENSITY

Census 2011 classifies settlements according to the characteristics of a residential population in terms of urban and rural, degree of planned and unplanned (in the case of urban) and jurisdiction (in the case of rural). The four broad settlement types found in Ubuntu Municipal Area are:

- Formal urban areas;
- Informal urban areas;
- Commercial farms and
- Rural informal settlements.

Population density is a key factor in determining the provision of infrastructure and services. The population density of the District is 1.8 persons per km2 which is less than the Provincial density of 2.27 persons per km2. The table below shows the population density of Ubuntu Municipality

Table 8: Population Density

Town	Population 2011	Households 2011	% Household in DM	% Population in DM
Victoria West	7611		7.07%	7.75%
Richmond	2841		0.72%	0.62%
Loxton	921		3.83%	4.16%
Others				
Ubuntu Municipality	**18 603**	5129	2.46%	1.82%

Source: StatsSA 2011

Table 9: District Context Geographic Distribution

Municipality	Area (Km^2)	% Of Total
Emthanjeni	13 472	13.02
Kareeberg	17 702	17.11
Thembelihle	8023	7.80
Siyathemba	14 725	14.23
Renosterberg	5 527	5.43
Ubuntu	20 389	19.70
Siyancuma	16 753	16.20
Umsobomvu	6 819	6.60
District (Total)	**103 410**	**100**

Source: StatsSA 2011

2.2.5 HOUSEHOLDS

Household income is a parameter which is, amongst others, is also indicative of poverty levels within a community. A financially healthy community's household income usually displays a so-called "normal" income distribution pattern where the income is spread over a fairly wide range of income categories, and the income of the bulk of the community is situated more or less within the first half to two thirds of the income category range.

Table 10: Distribution of Households

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

Source: StatsSA 2011

Identified Issues
- Death rate
- Relocation (New Housing Development)
- Migration

Proposed Interventions
- Awareness Programmes
- Address Infrastructural backlogs
- Economic opportunities
- Job creation
- Implementation of the council incentive policy

Table 11: Distribution of Households by type of Main Dwelling

Municipality	Formal Dwellings			Informal Dwellings			Traditional Dwellings		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ubuntu Municipality	3726	3873	4491	416	134	455	45	152	141

Source: StatsSA 2011

Houses/brick structures on separate stands dominate by far in all urban areas, giving the impression that the housing situation within Municipal Area is rather good.
The Ubuntu Municipality seems to have the highest percentage of people (4491) living in informal settlement compared to informal settlements.

Table 10: Distribution of households by tenure

Municipality	Formal Dwellings		Need but not Paid		Rented	
	2001	2011	2001	2011	2001	2011
Ubuntu Municipality	1737	2648	423	161	735	773

Source: StatsSA 2011

Table12: Average Household Size

Municipality	Total Household Population			Number of Households			Average Household Size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ubuntu Municipality	18434	15572	18601	4214	4164	5129	4.4%	3.7%	3.5%

Source: StatsSA 2011

Table13: Female Headed Households

Municipality	Total Household Population			Number of Households			Average Household Size		
	1996	**2001**	**2011**	**1996**	**2001**	**2011**	**1996**	**2001**	**2011**
Ubuntu Municipality	1328	1397	1775	4214	4164	5129	31.5%	33.5%	34.6%

Identified issues
- Divorce
- Migration (Economic Opportunities)
- Death

2.2.6   EMPLOYMENT STATUS: LOCAL CONTEXT

Employment status refers to whether a person is employed, unemployed or not economically active. The two categories of employment and unemployment together constitute the economically active category. The category of not economically active constitutes all those who are currently not regarded as part of the labour force e.g. scholars, housewives, pensioners, disabled, those not wishing to work, etc.

Table 14: Unemployment rate

Persons	2001	2011
Unemployment rate	34.1	29.1
Youth unemployment t rate (15-34 years)	41.5	34.8

Source: StatsSA 2011

The unemployment rate has decreased from 34.1 in 2001 to 29.1 in 2011 and youth unemployment rate has also decreased from 41.5 in 2001 and 34.8 in 2011.
Challenges are:
- Lack of Job creation opportunities
- Low literacy rate
- Lack of Entrepreneurship

Table 15: Unemployment: District context

Municipalities	Employed	Total%	Unemployed	Total%	Discouraged work-seeker	Total%	Other not economically active
Ubuntu	5028	27	2064	11	507	3	3774
Umsobomvu	6117	22	3018	11	1188	4	7491
Emthanjeni	9864	23	3831	9	1203	3	11559
Kareeberg	2856	24	951	8	456	4	3030
Renosterberg	2616	24	957	9	324	3	2796
Thembelihle	3861	25	1533	10	687	4	3777
Siyathemba	5370	25	1728	8	765	4	5787
Siyancuma	7947	21	3120	8	1422	4	10575
Total	**43659**	**192**	**17202**	**75**	**6552**	**30**	**48789**

Source: StatsSA 2011

2.2.7 SETTLEMENT TYPE

Table 16: Settlement Type of Ubuntu Municipal Area

Settlement	Population	Housing backlog	Municipal classification
Victoria west	Medium 7611	1500	Urban centre
Richmond	Medium 2841	500	Rural service centre
Loxton	Small 921	150	Rural service centre
Total	**18 603**	**2150**	

Source: StatsSA 2011

2.2.8 LEVEL OF EDUCATION

Table 17: Education

Municipality	No Schooling (%)		Matric		Higher education	
Ubuntu Municipality	2001	2011	2001	2011	2001	2011
%	30.6	16.4	12.2	18.7	8.0	6.0

Source: StatsSA 2011

According to Census 2011, the people with no education had decreased from 30.6 to 16.4 in 2011. Pupils in higher education have decreased from 8.0 to 6.0% and matriculants have also increased to 18.7%. As noted, although the number of people with no schooling and matric has decreased, the high number of people with no education as well as people without Grade 12 (Matric) it is still a major concern.

Identified Issues
- High level of illiteracy
- Lack of interest to study
- Poverty and unemployment
- Educational facilities

Proposed Interventions
- Awareness Campaigns
- Youth development centres
- Vocational schools
- Career guidance and recruitment of qualified teachers

Table 18: Educational Facilities

Education Facilities Town	Crèche	Primary	Secondary	Tertiary	Grand Total
Victoria West	3	2	2	0	7
Richmond	1	2	1	0	4
Loxton	1	1	0	0	2
Hutchinson	1	1	0	0	2
Merriman	1	1	0	0	2
Farms	0	5	0	0	5
Ubuntu Municipality	7	12	3	0	22

Table 19: Primary and Secondary Education

Level of education	Merriman	Rural Area	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
No schooling	9	627	345	123	780	141	42
Grade 1	3	126	177	66	357	51	21
Grade 2	6	153	159	45	267	42	15
Grade 3	6	159	165	48	342	45	21
Grade 4	3	201	177	72	369	51	18
Grade 5	6	168	210	69	384	72	18
Grade 6	3	207	195	57	423	42	21
Grade 7	12	318	246	66	576	105	18
Grade 8	9	210	324	141	588	63	36
Grade 9	3	156	201	75	534	45	18
Grade 10	6	168	285	87	561	51	15
Grade 11	-	66	174	114	381	30	12
Grade 12	-	294	522	159	1002	102	21
Other	3	6	6	-	15	-	-
Total	**66**	**2859**	**3195**	**1128**	**6585**	**840**	**285**

Source: StatsSA 2011

Table 20: Highest Education

Highest education	Merriman	Rural Area	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
Certificate	-	12	9	12	30	3	-
Higher Diploma	-	54	21	3	117	9	-
Bachelors Degree	-	36	15	-	18	6	-
Honours degree	-	18	3	-	9	3	-
Higher Degree Masters / PhD	-	9	-	3	6	6	-
Other	3	3	9	-	15	-	-
Total	3	129	57	18	198	27	-

Source: StatsSA 2011

2.2.9 ANNUAL HOUSEHOLD INCOME

Table 21: Annual Household Income per Town

Towns	Merriman	Rual Area	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
No income	3	45	147	66	273	45	9
R 1 - R 4800	3	18	21	15	102	12	6
R 4801 - R 9600	3	51	54	24	144	24	12
R 9601 - R 19 600	12	465	171	72	429	75	12
R 19 601 - R 38 200	6	450	186	78	423	66	21
R 38 201 - R 76 400	3	147	138	60	285	42	12
R 76 401 - R 153 800	-	63	81	12	195	39	9
R 153 801 - R 307 600	-	54	72	6	129	9	-
R 307 601 - R 614 400	-	63	27	6	48	-	-
R 614 001 - R 1 228 800	-	27	6	-	9	-	-
R 1 228 801 - R 2 457 600	-	12	-	-	3	-	-
R 2 457 601 or more	-	6	-	-	3	-	-
Unspecified	-	-	-	-	-	-	-
Total	27	1398	912	342	2046	321	84

Source: StatsSA 2011

Of concern is that more than 588 of the households in Ubuntu have no income and a further 177 people have an income of less than R 4800 per annum. The area Victoria West can be considered financially healthy in terms of their income per household while Merriman and, Huchinson appear to have problems in this respect.

2.2.10   MONTHLY HOUSEHOLD INCOME

Figure 3: Monthly Household Income per Town
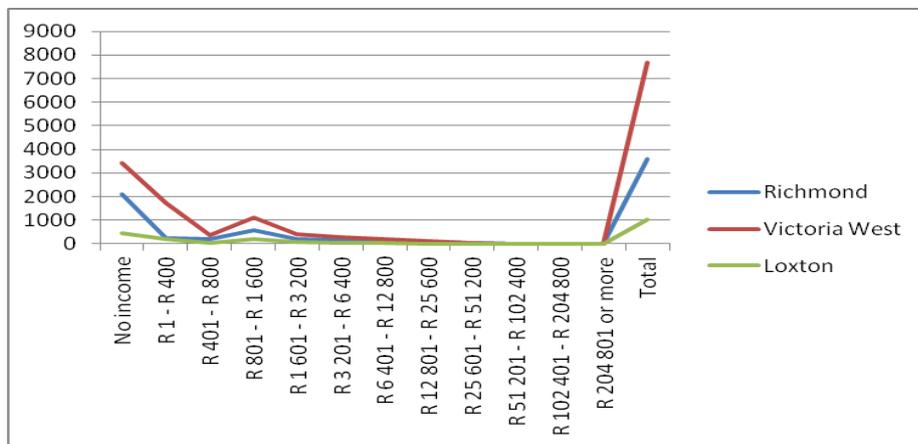
Source: StatsSA 2011

2.3 HOUSING OVERVIEW

2.3.1   HOUSEHOLD AND AVERAGE HOUSEHOLD SIZE

Table 22: Household and Average Household Size

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

Source: StatsSA 2011

2.3.2   TYPE OF DWELLINGS

Table 23: Type of Dwellings

Column1	Merriman	Ubuntu NU	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
House or brick	24	1347	786	306	1539	243	78
Traditional dwelling	-	6	-	-	87	48	-
Flat or apartment	-	3	3	-	21	18	3
Cluster house	-	-	-	-	-	-	-
Townhouse	-	-	3	-	-	-	-
Semi-detached house	-	3	-	-	60	-	-
House/flat/room in backyard	-	15	6	-	21	-	-
Informal dwelling	-	3	93	12	258	12	-
Caravan/tent	-	3	6	-	18	-	-
Other	-	9	-	-	12	-	-
Total	**24**	**1398**	**909**	**342**	**2046**	**321**	**84**

Source: StatsSA 2011

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

2.3.3   HOUSING BACKLOGS

Table 24: Housing Backlogs

Households Backlogs	2015
Victoria West	1500
Richmond	500
Loxton	150
Total	**2150**

Ubuntu Municipality 2015

2.4 INFRASTRUCTURE AND SOCIAL AMENITIES

2.4.1 TRANSPORT

Transport includes activities such as, providing passenger or freight transport by rail, road, water or air, auxiliary activities such as terminal parking facilities, cargo handling and activities, and postal activities and telecommunication.

Table 25: Transport Mode

Description	Persons
On foot	3341
By bicycle	15
By motorcycle	8
By car as a driver	301
By car as a passenger	210
By minibus/taxi	66
By bus	137
By train	6
Other	17
Not applicable	4975

Ubuntu Municipality 2015

2.4.2 ENERGY SUPPLY

Electricity appears to be in good supply and widely available throughout the Municipal Area. However, electricity and electrical appliances, and their maintenance and usage, cost money which the poor cannot always afford. To them, wood as energy/fuel source for cooking and heating remains the best option

Table 26: Energy Supply

Municipality	Lightning			Heating			Cooking		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
	2805	3130	4350	982	1889	3180	1171	2245	3929

Source: StatsSA 2011

Table 27: Energy Supply per Town

Energy Supply	Merriman	Ubuntu NU	Richmond	Richmond	Victoria West	Loxton	Hutchinson
Electricity	6	696	753	318	1863	228	66
Gas	6	132	18	-	63	12	-
Paraffin	-	15	93	18	36	6	3
Wood	12	528	39	6	72	69	12
Coal	-	18	-	-	6	-	-
Solar	-	12	-	-	3	-	-
Total	**24**	**1398**	**903**	**342**	**2046**	**321**	**84**

Source: StatsSA 2011

Although relatively expensive, paraffin and gas are used on a limited scale for cooking and heating. Wood also features on a limited scale as energy/fuel source for cooking and heating in some rural areas.

The identified issues are:

- Upgrading of old electricity network in Victoria West, Richmond and Loxton
- Addressing of street lightning and area lightning in all towns
- 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

2.4.3   SANITATION

The information contained in the following section still needs to be updated. Once the updated information is received from the Municipality this section will be updated.

Sewerage and sanitation are basic needs of communities which can pose serious health and hygiene risks for communities and the environment at large if not properly managed and monitored.

According to the White Paper on Basic Household Sanitation, 2001, basic sanitation is defined as: "The minimum acceptable basic level of sanitation is:

- Appropriate health and hygiene awareness and behaviour

- A system for disposing of human excreta, household waste water ad refuse, which is acceptable and affordable to the users, safe, hygienic and easily accessible and which does not have an unacceptable impact on the environmental and

- A toilet facility for each household"

The figure and the table below indicate that Ubuntu municipality has flush toilet connected to sewerage households is 3303 in 2011.

Table 28: Sanitation per Town

Towns	Merriman	Ubuntu NU	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
Flush toilet (connected to sewerage system)	3	429	678	339	1530	249	75
Flush toilet (with septic tank)	3	240	84	-	171	15	-
Chemical toilet	-	3	24	-	-	3	-
Pit toilet with ventilation (VIP)	3	165	-	-	9	-	-
Pit toilet without ventilation	9	102	-	-	-	-	-
Bucket toilet	6	30	93	3	267	-	-
Other	-	48	3	-	18	33	-
Total	**24**	**1020**	**879**	**339**	**1998**	**306**	**75**

Source: StatsSA 2011

According to Department of Water and Sanitation latest figures sanitation backlogs in Ubuntu Municipality is as follows:

Municipality	Flush to treatment	Con-ser-vancy Tank	Sep-tic Tank	UDS	VIP	Unin-prov ed Pit	Buc-ket	None	Un-know n	Total	Back -log
Ubuntu Formal erven	2397	621	7	0	0	0	925	1	4	3955	930
Ubuntu Informal erven	30	0	0	100	286	0	0	190	0	609	190

Source: DWS 2016

2.4.4   REFUSE REMOVAL

Refuse removal and management are of the most critical issues in municipal service delivery and can have seriously adverse implications for the environment if refuse is not collected and disposed of properly. It entails the collection of household and industrial refuse and the management thereof to such a standard that no negative environmental influences occur.

Legislation, defining refuse types, *e.g.* hazardous and non-hazardous, and its management, the selection criteria for establishing waste disposal sites, site registration, etc., needs to be strictly adhered to. Strictly speaking, the establishment of cemeteries also resort under waste disposal sites, with basically the same legislation applicable. Refuse not disposed of at a registered waste disposal site is considered illegal dumping.

Table 29: Refuse Removal per Town

Refuse Removal	Merriman	Ubuntu NU	Richmond	Sabelo	Victoria West	Loxton	Hutchinson	Total
Removed by local authority once a week	-	24	846	339	1926	285	-	3417
Removed by local authority less often	-	12	6	-	18	-	3	42
Communal refuse dump	-	42	27	3	30	3	-	108
Own refuse dump	15	-	27	3	18	30	-	1191
No rubbish disposal	9	-	3	-	36	6	81	309
Other	**-**	**45**	**3**	**-**	**15**	**-**	**-**	**60**

Source: StatsSA 2011

2.4.5   WATER

Table 30: Sources of Water per Town

Sources of Water	Merriman	Ubuntu NU	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
Regional/local water scheme	6	24	861	246	1947	318	84
Borehole	6	1158	12	9	33	-	-
Spring	-	30	6	-	-	-	-
Rain water tank	3	18	3	-	-	3	-
Dam/pool/stagnant water	-	45	27	84	54	-	-
River/stream	-	6	3	-	-	-	-
Water vendor	-	3	-	-	-	-	-
Water tanker	12	102	-	-	3	-	-
Other	-	15	6	-	6	-	3
Total	**24**	**1401**	**909**	**342**	**2046**	**321**	**84**

Source: StatsSA 2011

PIPED WATER

Table 31: Piped Water per Town

Piped Water	Merriman	Ubuntu NU	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
Piped (tap) water inside dwelling/institution	12	708	561	222	789	171	60
Piped (tap) water inside yard	9	534	255	120	1191	93	18
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	-	99	66	-	60	57	-
Piped (tap) water on distance between 200m and 500m from dwelling	-	24	9	-	-	-	-
Piped (tap) water on distance between 500m and 1000m (1km) from dwelling	-	6	-	-	-	-	-

Piped Water	Merriman	Ubuntu NU	Richmond	Sabelo	Victoria West	Loxton	Hutchinson
Piped (tap) water on distance greater than 1000m (1km) from dwelling	-	3	3	-	-	-	-
No access to piped (tap) water	-	21	18	-	6	-	3
Total	**24**	**1398**	**912**	**342**	**2046**	**321**	**84**

Source: StatsSA 2011

According to Department of Water and Sanitation latest figures water backlogs in Ubuntu Municipality is as follows:

Municipality	House Connec-tion	Yard Connec-tion	Commu nual Standpi pe	None	Unknow n	Commu nual >200m	Total	Backlog
Ubuntu Formal erven	3024	2	2	0	927	0	3955	927
Ubuntu Informal erven	78	261	120	150	0	0	609	150

Source: DWS 2016

2.4.6   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 experiencing.

2.4.7   SOLID WASTE:

Ubuntu municipality has three unregistered landfill sites that are 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.

2.4.8   TELECOMMUNICATION:

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

Table 32: Telecommunication data

Households	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

Source: StatsSA 2011

The identified issues 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 at some areas
- Poor radio coverage
- Access to internet for public

2.5 HEALTH OVERVIEW

The sectoral approach that was adopted to analyse the present health facilities of the Ubuntu Local Municipality revealed that the National Government has adopted a primary health care strategy that includes making such services available within walking distance of communities. The strategy also includes the improvement in sanitation and drinking water supply, etc. Thus the health care systems that presently exist in the District consist of:

- Provincial Hospitals
- Provincial Clinics
- Municipal health centres or clinics

Table 33: Health facilities in the Ubuntu Area

Health Facilities	Clinic	Hospital	Ambulance Facilities
Victoria West	1	1	Yes
Richmond	1	1	Yes
Loxton	1	0	0
Hutchinson	0	0	0
Merriman	0	0	0
Total	**3**	**2**	**2**

Source: Ubuntu Municipality 2015

Identified Issues
- Inadequate health facilities
- Limited medical staff (Doctors & Nurses)
- Limited equipments
- Underutilized facility
- Shortage of ambulances
- Arrogance

Proposed Interventions
- Trainings of incompetent personnel
- Emphases on batho pele principles
- In service trainings
- Rural Incentives

2.6 PUBLIC FACILITIES

In this section the community services that the Municipality provide to the various communities within each town are discussed in brief. Table19 provides a summary of all community facilities.

Table 34: Public Facilities

Towns	Cemeteries	Libraries	MPCC	Community Halls	Recreational Facilities	Museums
Victoria West	4 Private & 1 Public	2	0	3	1 Caravan Park	1
Richmond	2 Public, 1 Private	1 Private, 1 Public	0	3	1 Park, 1 Caravan Park	1
Loxton	1 Public, 1 Private	1	0	1	1 Park, 1 Caravan Park	0
Merriman	1 Private	0	0	0	0	0
Hutchinson	1 Public	1	0	0	0	0
Farms	0	2	0	0	0	0
Ubuntu Municipality	**12**	**8**	**0**	**7**	**5**	**2**

Source: Ubuntu Municipality 2015

Identified Issue
- Inadequate recreational facilities in all the towns
- Poor maintenance

Proposed Interventions
- Funds required for maintenance
- Identification of land for park in all three towns
- Upgrading of existing parks

2.7 SAFETY AND SECURITY

Even though the crime rate in the region is low if compared to other areas in South Africa, some issues were raised regarding the safety and securities.
Safety and security facilities are provided in the form of Police Station throughout the municipality. A SAPS main office is located in Victoria West.

Table35: Safety and Security Facilities

Towns	Police Stations	Magisterial Court	District Court
Victoria West	1	1	1
Richmond	1	1	1
Loxton	1	0	0
Total	3	2	2

Source: Ubuntu Municipality 2015

District court serves the two towns namely Victoria west and Richmond, Loxton is served by Victoria west magistrate court. Police station in Hutchinson has closed down and is served by Victoria West Police station, Merriman served by Richmond police station.

Identified Issues
- police station not fully fleshed (mobile police station) in Loxton
- satellite police stations in townships
- shortage of police staff and vehicles
- only one magistrate for all cases
- High crime rate in Richmond
- Lack of leadership in Richmond police station
- Police are invisible

Proposed Interventions
- appoint more police staff and provide more vehicles
- More magistrate courts foe specific cases

2.8 CHALLENGES FOR GROWTH AND DEVELOPMENT

Examination and analysis of the socio-economic indicators listed above indicate without any doubt that the most critical challenge facing the district is the reduction of poverty. Other challenges that the district must confront, but which in themselves will also address poverty, includes the following:

- Ensuring that all citizens have access to basic services such as water, sanitation, electricity and housing.
- Increasing access to services in education, health and social services.
- Stabilizing and decreasing the rate of HIV and AIDS infection, tuberculosis, FAS etc.
- Reduction in the rate of crime.
- Economic empowerment
- The shortage of critical skills – development of an attraction and retention strategy; improving skills of the labour force etc.
- Targeting special groups e.g. women, disabled and youth; and
- Sustainable job creation.

2.9 SPATIAL OVERVIEW OF THE TOWNS

Apart from regional understanding of the composition of the District and Local Municipality, a clear understanding of the local spatial dynamics and issues is dependent on at least a brief overview of each town at local level. The section below provides a brief summary of the main spatial issues of each town within the local municipal context. This section will be sustained with maps, indicating the various nodes, centres and corridors.

The following criteria were used to determine the different type of settlements structures:

- The geographical location of the towns.
- The level of services and infrastructure and
- Social and economic activities such as:
- Administrative centre for government
- Retail centre
- Provision of basic education and health facilities
- Resource centres for farming communities
- Destination for people migrating from rural to urban areas.

2.9.1 SPATIAL ANALYSIS:

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

Comment [DK1]: Statssa can produce a location map of the munic for insertion with major towns mentioned here

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.

2.9.2   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.

2.9.3   ZONING SCHEME:

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

2.9.4   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 Transport, Roads and Public Works

2.10 ENVIRONMENTAL

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. 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.

2.11 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.

2.11.1   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:

Table 36: Economic by Sector

Towns	Live stock farming/ Agri- culture	Mining	Manu facturing	Elec tricity	Con- struc- tion	Whole sale trade	Trans- port and comm.	Finance and other	Com- merse and perso- nal 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

Source: StatsSA 2011

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 OpkomendeLandbouVereniging)
- Emerging Farmers (Richmond)

The identified issues 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

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- Management of the commonage
- Financial assistance for emerging farmers
- Illegal eviction of farm workers by commercial farmers

2.11.2 THE MINING ENVIRONMENT

Mining does not occur in the region. 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

2.11.3 INDUSTRIAL

A need was expressed to start with the making of bricks in the region. The difficulty is to find appropriate raw materials. To source raw materials locally is difficult due to the geological formation of the area.

2.11.4 OTHER - TOURISM FACILITIES, FINANCIAL INSTITUTIONS, RETAIL, ECT.

Table 37: 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			
Overnight Facilities	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		
	Tuishuis	Perdehoef Guest House	Four Seasons		
	Hickmans Country Lodge	Rondawel B&B			
	Liza B&B	Victoria Guest House			

Details	Victoria West	Richmond	Loxton	Hutchinson	Merriman
	Marseilles	Deudone Guest House			
	Melton Wold				
	Rest a While				
	Victoria Guesthouse				
	Silver Oaks				
	Peperboom B&B				
	De Oude Pastorie				

Table 38: 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 Centre 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..

Challenges are:
- Managing of 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.

Table 39: 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	

Table 40: Fuel stations and garages:

Richmond	Victoria West	Loxton
Caltex	Excell	KVB Quest
N1 Truck –in	Shell Ultra	LoxtonHerstelDienste
Camp Towing	KVB Shell	
Gou RegBande	Besters Garage	
	ZAMA_ZAMA	

Table 41: Shops:

Victoria West	Richmond	Loxton
A.B. Handelaars	Trinitys	Karoo VleisboereKooperasie
Fillis Store	Percy se Plek	Rieck Shop
Excell Shop	Pep Stores	Spies Produkte
Dreyer Fisheries & Bakery	Ka-Ma Lodge	LoxtonDrankwinkel
Karoo Butchery	GafoorsAlgemeneHandelaars	RooiGranaat Deli
Karoo VleisboereKooperasie	Chinese Clothing	Koekeloer Gift Shop
KontantWinkel	RicmicBakkery	
N12 Mini Mark	J&L Slaghuis&Supermark	
Shajalal Super market	GafoorsDrankwinkels	
Spar Supermark	BKB	
Tok Inn MedisyneHoek	Help Mekaar Tavern	
GodfestHair Salon	Sacarica Inn Pub	
Liquor Land	Merriman Slaghuis	
Village Pub	Gafoorsdrankwinkel	
Pick a Bottle Bar		
VorentoeBottlestore	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		

Victoria West	Richmond	Loxton
China Shop		
KontantMeubels		
Fillis Store		
Crezelda's Funeral Parlour		
JF van Wyk&Kie		
Smith Vlok&Kie		
Bietjie van Als		

Table 42: Tuck shops:

Victoria West	Richmond	Loxton
PrensTuckshop	Curby's Mobile	Horns Handelaar
Gaika'sTuckshop	CharliesTuckshop	
Blue Move Tuckshop	Six Room	
Fula's Tuckshop	Wezi'sTuckshop	

Table 43: 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

CHAPTER 3: DEVELOPMENT STRATEGIES

3.1   DEVELOPMENT STRATEGIES

In terms of IDP guide pack 3; this is a phase in the IDP process where a municipality will have to arrive at the critical decisions on its destination and on the most appropriate ways to arrive there. It is the phase in which the basic decisions on the future direction of the municipality have to be made. The Municipal Systems Act says that this is the phase where the municipality is supposed to determine*:*

- A vision for the long-term development;
- The Council's development priorities and objectives; and
- The Council's development strategies for each priority issue.

Against this background that Ubuntu Local Municipality has developed its vision, development priorities, objectives and strategies with specific outcomes and outputs for the 2014/15 financial year.

They are informed by the development goals/agendas of these policy documents:

- Constitution
- Constitutional mandates
- National Development Plan
- Millennium development goals;
- National Spatial Development Perspective;
- Northern Cape Provincial Growth and Development Strategy;
- Local Government Turn-Around Strategy;
- Strategic Plan of the Local Municipality;
- Five year Local Government Strategic Agenda;
- Key Performance Areas of the municipality.
- District Growth and Development Strategy
- Solar/Wind Energy projects
- Infrastructure Development Plan
- State of the National Address
- State of the Province Address

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

3.1.1   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, Landmark, Industrial Development Corporation, etc.

3.1.2 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

3.1.3 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.

3.1.4 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?

3.1.5 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 afore-mentioned role-players.
- To fill all critical posts in the municipality.

Finance Strategies

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 afore-mentioned role-players.
- To attend to all queries in the audit report.
- To compile a financial viability strategy/plan.
- Compile a Costs Recovery Plan
- Compile an Internal Control document.
- Training in Supply Chain Management

Table 44: Policy documents

Policy/Document	Development goals / Agendas
Constitution	▪ Provision of basic services ▪ Creation of jobs ▪ Promoting democracy and accountability ▪ Eradication of poverty
Millennium development goals	▪ Eradication extreme hunger and poverty ▪ Achieve universal primary education ▪ Promote gender equality and empower women ▪ Reduce child mortality ▪ Improve maternal health ▪ Combat HIV/AIDS and other diseases ▪ Ensure environmental sustainability ▪ Develop a global partnership for development

Policy/Document	Development goals / Agendas
National Spatial Development Perspective	- Rapid economic growth that is sustainable and inclusive is a prerequisite for the achievement of other policy objectives, amongst which poverty alleviation is key; - The constitutional obligation to provide basic service to all citizens wherever they reside; - Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long term employment opportunities; - Effort to address social inequalities should focus on people not places; and - In order to overcome the spatial distortions of apartheid future settlement and economic development opportunities should be channeled to activity corridors and nodes that are adjacent to or link the main growth centers. Infrastructure investment should primarily support localities that will become major growth nodes.
Northern Cape Provincial Growth and Development Strategy	- To maintain an average annual economic growth rate between 4% and 6%; - To halve the unemployment rate bt 2014; - To reduce the number of households living in poverty by 5% per annum; - To improve the literacy rate by 50% by 2014; - To reduce infant mortality by two thirds by 2014; - To reduce maternal mortality by two thirds by 2014; - To provide shelter for all by 2014; - To provide clean water to all by 2009; - To provide access to adequate sanitation to all by 2009; - To reduce crime by 10% by 2014; - To stabilize the prevalence rate of HIV and AIDS an begin the reverse by 2014; - To redistribute 30% of productive agricultural land to PDI's by 2015; - To conserve and protect 6,5% of our valuable biodiversity by 2014; and - To provide adequate infrastructure for economic growth and development by 2014.
District Growth and Development Strategy	- To achieve an average annual economic growth rate of between 2% - 4%. - To reduce poverty by 50% by 2014. - To eradicate the bucket system by 2010. - To reduce crime by 10% by 2010 - To decrease the illiteracy rate by half by 2014. - To reduce unemployment by 50% by 2014. - To reduce the prevalence rate of HIV/AIDS by 2014. - To provide housing for all by 2014.
Local Government Turn-Around Strategy	- Meeting the basic needs of communities - Build clean, responsive and accountable local government - Improve functionality, performance and professionalism in municipalities - Improve National and Provincial Policy, support and oversight to local government.
Strategic plan of the District municipality	- Provision of basic services. - Municipal Transformation and Organizational Development. - Local Economic Development - Municipal Financial Viability and Transformation - Governance and Public Participation

Policy/Document	Development goals / Agendas
Five year Local Government Strategic Agenda	- Municipal Transformation and Organizational Development - Basic Service Delivery - Local Economic Development - Municipal Financial Viability and Management - Good Governance and Public Participation
Performance Areas of the District Municipality	- Basic Service Delivery - Municipal Transformation and Institutional Development - Local Economic Development - Financial Viability and Management - Good Governance and Public Participation
State of the Nation Adress	- Building South Africa - Job Creation - Expand infrastructure - Basic service delivery - Fighting crime - Women empowerment - Urban and rural development - Health care
State of the Province Address	- Creation of decent work and sustainable livelihoods - Education - Health - Crime and rural development
Solar/Wind Energy	Promoting green economy to mitigate the impacts of climate change on the environment
Infrastructure development plan	Used for upgrading of existing infrastructure (e.g. Roads, Water and sewer) and for developing new ones as outlined in the SDF
NDP	- Creating jobs (11 mil jobs by 2030) - Fight corruption - Expand infrastructure - Urban and rural development - Provide quality health care - Transformation and unity - Education and training - Build a capable state

3.2 VISION

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

3.3 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

3.4 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.

3.5 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

Table 45: Institutional

Strengths	Weaknesses
• Good cooperation among officials and employees • Communities can participate in decision-making structures • Good office infrastructure • An open door policy is implemented • Prompt execution of tasks – by officials • Good relationship between council and officials. • Legislation empowers municipality.	• Poor payment of services • Insufficient funds for service delivery • Weak community participation • In fighting between the political e-lite • "White" inhabitants do not participate fully in municipal activities • No response on letters sent by communities to the Municipality • Weak discipline among leadership • No regular report back to communities • Shortage of personnel • Lack of training • No report back from CDW on problems of the community • The availability of CDW's • Local newspaper does not report objectively • Issues regarding Hutchinson still incomplete (town planning) • 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 • The restructuring o f the Ward committees	• No support of local businesses • Weak professionalism • Transport of poisons • Shortage of skilled personnel • Delivery of health services • Loan sharks at CPS pay out points • Self enrichment • Poor communication • Application of credit control policy • 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 • Shortage of staff

Table 46: Agriculture

Strengths	Weaknesses
Willingness of commercial farmers assist emerging farmer. • 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	• No progress the with acquisition of land for emerging farmers • Lack of skills among all farmers • Lack of skills of farm workers • 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 • Access to the markets • 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 • Insufficient health services • Scavenger dogs • Disunity among emerging farmers • Low wages • Stock theft • Overgrazing

Table 47: Tourism

Strengths	Weaknesses
• 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 • Air strip • Local artist • Good game farms • Organized hunting industry • Friendly inhabitants • Ample accommodation	• 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

Strengths	Weaknesses
• 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 • SKA	• 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 barky and cannot be consumed by tourists • Mosquitoes and lice are problematic • Public Transport • Lack Tourist guides

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 • Re-utilization of the railway line	• Integration within the tourism sector and cooperation among people are not up to standard • Closing of the Apollo • Closing of information centre • 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. • Maintenance of old historic/ architecture houses. • Bad publicity in local news paper.

Table 48: Business

Strengths	Weaknesses
• lack 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 • Good telecommunication • Incentive policy of council • Infrastructure	• Youth and black ownership of business • Can access funds from financial institutes. • 10% upfront rule applies. • No SMME development • No black economic empowerment. • 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 • The N12 national road. • Shell shale gas • Alternative energy (wind and solar)	• Unemployment and poverty • Political e-lead / in fights • 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

Table 49: 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	• Insufficient sport facilities • Bad storm water drainage • Insufficient commonage land for agriculture • Poor maintenance of roads due to lack of funds • Municipal vehicle in very poor conditions

Strengths	Weaknesses
• 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	• 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 fire fighting 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 • Electricity supply in Loxton • Capacity of fire brigades • Unemployment and unskilled workers • Uncontrolled and unplanned influx of people into towns • Insufficient funds • Closing of railway services • Transport of poisons through our towns • Social development • Hospitals • Police • Correctional services • Education • Hostels • Water scarcity

Table 50: Community Development:

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	• 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

Opportunities	Threats
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 • Availability of serviced sites	• No sustainable environmental friendly strategies in place (very slow) • Equipment in youth centre. • 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

3.6 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

3.6.1 PREDETERMINED OBJECTIVES FOR THE KAREEBERG MUNICIPALITY: 2016/2017

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
RESPONSIVE, ACCOUNTABLE, EFFCTIVE AND EFFICIENT LOCAL GOVERNMENT	Implement a differentiated approach to municipal financing, planning and support	They should be granted more autonomy in respect of infrastructure and housing delivery				
		We should design a much focused intervention that is limited to producing IDPs that are simplified to focus on planning for the delivery of a set of 10 critical				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		municipal services.				
		IDP should also be supported by a simple revenue plan that will better manage costs and enhance the management of revenue.				
		Ensure that the critical posts of Municipal Manager, Town planner, Chief Financial Officer and Engineer/technical services are audited and filled by competent and suitably qualified individuals	To develop a positive organisational ethic and culture through effective utilisation of human resources, legislative guidelines and policies, skills development and policies of council	Motivate and develop staff members to be a well-resourced and positive component to serve the community	To investigate, report and implement a more conducive office environment which is more client orientated and customer friendly	30 June

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		Ensure that the performance contract of the municipal manager should be concise and crisp, based on the 3 items above	To develop a monitoring an evaluation system which will enable the municipality to critically keep track of the strategic direction in which the municipality is heading.	Develop and Implement a system of monitoring the performance of the Council and the Administration	Six monthly monitoring of Council to assess whether council is still on track in terms of their Strategic Direction	Bi-annu
	Improving Access to Basic Services	In respect of this output the following targets for improving universal access are set for the period ending 2020: - ✓ Water from 92% to 100% ✓ Sanitation from 69% to 100% ✓ Refuse removal from 64% to 75% ✓ Electricity from 81% to 92%	To provide adequate potable water to all by 2020	Implement water services Development plan	Number of households that have access to potable water	Bi-annu

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFR**
	Implementation of the Community Work Programme	The CWP is a key initiative to mobilize communities in order to provide regular and predictable work opportunities at the local level. This is a ward-based programme the idea being to identify 'useful work' ranging from 1- 2 days a week or one week a month initially targeted at the poorest wards. The target is to implement the CWP in at least 2 wards per local municipality. The overall target for CWP job opportunities created by 2020 is 4.5million. By 2030 at least 30% of all job opportunities must be associated with functional cooperatives at the local level.				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
	Actions supportive of the human settlement outcomes	On spatial aspects to overcome the apartheid legacy, actions supportive of the human settlement outcomes need to initiated such as increasing densities in metros and large towns, release of public land for low income and affordable housing to support the delivery of 400 000 housing units on "well located land" with a 30 to 45 minute journey to work and services and using less than 8% of disposable income for transport by 2016.	To facilitate the development of sustainable and viable settlements within the municipal area.	Implementation of SDF and housing projects according to the agreed programmes	Number of projects implemented	30 June
		Other targets closely related to human settlements is supporting the expansion of the national upgrading support programme in 45 priority municipalities to facilitate the upgrading of informal settlements. In this regard the grading and rezoning of informal	To facilitate the development of sustainable and viable settlements within the municipal area.	Formalisation of informal settlements

Compile an integrated housing plan | Informal settlements upgraded

Compiled housing plan adopted by Council | 30 June

30 June |

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		settlements by the priority municipalities is crucial.				
		A national coordination grant framework should be developed and monitored by COGTA with the relevant departments to better align the Municipal Infrastructure Grant (MIG), the MIG Cities instrument, the Housing Subsidy Grant, the National Upgrading Support Programme and all other local government grants that impact on local communities.				
		The current process facilitated by the Presidency to finalise new national legislation on spatial and land use planning must be completed urgently, with COGTA, Rural Development and Land Reform, Human Settlements,				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		Environment and National Treasury playing an important role. Clear national norms and standards should be developed for different types of municipalities and settlement areas to support our overall objective of creating well-functioning, integrated and balanced urban and rural settlements.				
	Deepen democracy through a refined Ward Committee model	Strengthening our people-centred approach to governance and development is a core part of the building the developmental state in this country	To enhance communication, civil engagement and liaison to involve all stakeholders in active council structures and programmes to enhance understanding, partnership, collaboration and commitment.	Explore and create procedures and structures to communicate with community structures	To develop and implement a Communication policy	30June 2
					Establishment of new ward committees	30June 2
					To sustain and services the institutional needs of the ward committees	30June 2
					To develop programmes to include the community stakeholders in the activities of the Municipality (Revenue enhancement, LED etc.)	30June 2

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEF**
				Develop partnerships with the community based organisations to enhance to quality of life of the residents	Explore and establish partnerships with community based organisations to develop the community	30June 2
		Legislative framework for Ward Committees and community participation must be reviewed and strengthened to broaden participation of various sectors and to propose revised / new responsibilities and institutional arrangements for Ward Committees				
		New approach must be found to better resource and fund the work and activities of Ward Committees.				
		Various support measures must be put in place to ensure that at least 90% of all Ward Committees are fully functional by 2016.				
	Administrative and financial capability	Municipalities with unqualified audits to increase from 53% to 100%.	To re-align the institutional grants such FMG and MSIG to deal	Explore the possibilities of the institutional grants to assist in improving	To investigate and report on how institutional grants can be used to enhance revenue	30June 2

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
			systems and finance improvement issues such as credit control, revenue enhancement and communication strategies etc.	revenue enhancement, credit control, communication and other necessary systems	credit control, communication and other systems in the municipality	
		The average monthly collection rate on billings to rise to 90%.				
		The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%.	To improve the financial viability of the municipality through the development and design of improved credit control and debt collection mechanism to ensure revenue enhancement within the municipality	Development of an improved credit control and debt collection mechanism for the municipality	To review and implement the credit control and debt collection policies and procedures of the municipality	30June 2
		The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%.				
		The percentage of municipalities' under-spending on CAPEX to be reduced from 63% to 30%.				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEF**
		The percentage of municipalities spending less than 5% of OPEX on repairs and maintenance to be reduced from 92% to 45%.				
	Single window of coordination	Review local government legislation, finalise changes in relations to powers and functions and review the intergovernmental fiscal framework	To provide a reliable service in line with the vision of council for the peoples of Kareeberg in order to uphold the council's values for development.	The communication and implementation of the municipality's vision, mission and values to internal and external stakeholders and ensure the municipality's commitment in executing the vision	To communicate the vision, mission and values to the staff of the municipality and obtain their commitment in executing the vision, mission and values in all their activities	30June 2
					To inform the community on the vision of the municipality	31-Dec-
					To monitor the upholding of the values of the municipality in all its programmes and activities	30June 2
A skilled and capable workforce to support an inclusive workforce	Increase access to programmes leading to intermediate and high level learning	Provide young people and adults with foundational learning qualifications. Increase ABET level 4 entrants from a baseline of 269 229 to 300 000 per annum.				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		Improve NCV success rates, prior to massification of the programme. NCV enrolments across levels 2 and 3 and in 2009 were 122 921, of which 8.9% achieved certification at level 2, 9.9% at level 3 and 21.5% at level 4.				
		Create "second-chance" bridging programmes (leading to a matric equivalent) for the youth who do not hold a senior certificate.				
		Provide a range of learning options to meet the demand of those with matric but do not meet requirements for university entrance.				
	Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills (with a special focus on artisan skills)	Increase the number of learnerships to at least 20 000 per annum by 2020.				
		Produce at least 10 000 artisans per annum by 2020.				
		Put in place measures to improve the trade test pass rate from its 2009 level of 46% to 60% by 2020.				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		Increase the placement rate of learners from learnership and apprenticeship programmes, as well as learners from NCV programmes, who require workplace experience before being able to take trade tests or other summative assessments. At least 70% of learners should have placement every year				
		By 2016, establish a system to distinguish between learnerships up to and including level 5, and level 6 and above.				
		Increase the proportion of unemployed people, as compared to employed people, entering learnerships from the current level of 60% to 70%.				
Vibrant, equitable and sustainable rural communities and Food Security for all	Improved employment opportunities and promotion of economic	Unemployment falls from 73.4% (in the current poverty nodes) to 60%				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM...			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEF...**
	livelihoods	Jobs created by Community Works Programme and EPWP in rural areas rises to 2m by 2016, and these jobs are largely providing value added services in rural areas ranging from working on fire, working for fisheries, land care, farmer-to-farmer extension, fencing etc				
		Increase jobs in agri-processing from 380 000 to 500 000, of which 60% are in rural areas including small towns.				
		Establishment of 39 agri-parks and 39 trade agreements linked to agriparks % of small farmers producing for sale rises from 4.07% to 10%				
	Enabling institutional environment for sustainable and inclusive growth (joint target with COGTA)	All rural local governments have the top 4 posts (section 57) filled with suitably qualified persons by 2016 (COGTA target);				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		By 2016 20% of rural local governments and by 2020 80% of rural local governments have established coordination structures (such as Councils of Stakeholders, or district development coordinating committees) involving key stakeholders in the area to contribute to development of the IDP, to coordinate and monitor implementation	To stimulate local enterprise development through sound entrepreneurial support systems, as would be designed in the LED Strategy	Review and Implementation of the LED Strategy of the municipality to create more opportunities	To review the LED Strategy and identify 3 anchor projects with business plans for funding applications	30June 2
					To implement the strategies and plans as per the reviewed LED Strategy	30June 2
			To stimulate economic growth through infrastructure investment and development within the municipality and empower the community through linking with projects that are labour intensive.	Infrastructure development and empowerment of the community by labour intensive project	To develop the infrastructure of the community by identifying 3 labour intensive projects in the municipal area	30June 2
					Develop 2 project business plans and apply for funding for 2 of the 3 projects	30June 2
		By 2014 50% of rural wards have developed participatory and community-based ward plans, and have been funded to take forward community action arising from those				
		At least 30% of small farmers are organized in				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM				
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFR**
		producer associations or marketing coops to give collective power in negotiating for inputs and marketing;				
		Establishing of community structures to support social cohesion and development (530 enterprises and 1590 cooperatives)				
		50% of rural municipalities have systems for disaster management and mitigation to facilitate rapid response to rural disasters				
		Levels of alienation and anomie have fallen from 25% (figures from the rural nodes for 2008) to a maximum of 15%.				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
Sustained human settlement and Improved quality of household life	Upgrade 400 000 units of accommodation within informal settlements	The target is to deliver at least 20 000 units per annum				
Environmental Assets and Natural Resources that are well protected and continually enhanced	Enhanced quality and quantity of water resources	Reduction of water loss from distribution networks from current levels of approximately 30% to 18% by 2020 coupled with encouraging users to save water.				
		To preserve groundwater reserves and prevent further loss of wetlands, the number of wetlands rehabilitated should increase from 95 to 150 per year. Furthermore, action needs to be taken to increase the number of wetlands under formal protection from the current level of 19 as well ensuring that the number of rivers with healthy ecosystems increases significantly.				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		To improve current capacity to treat wastewater, 80% of sewage and wastewater treatment plants should be upgraded by 2015 and the percentage of wastewater treatment plants meeting water quality standards should be increased from 40% to 80% by 2016.				
	Reduced greenhouse gas emissions, climate change impacts and improved air/atmospheric quality	To mitigate the catastrophic impacts of climate change it is imperative that we reduce total CO2 emissions by 34% by 2020 and 42% by 2025.				
		Reduction of atmospheric pollutants is also critical and targets should be set that comply with Ambient Air Quality Standards.				
		To better cope with the unpredictable and severe impacts of climate change, adaptation plans for key sectors of the economy must be developed (i.e. Agriculture, water, forestry, tourism,				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM			
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		Human Settlements				
	Sustainable environmental management	Percentage of land affected by soil degradation to decrease from 70% to 55%.				
		Net deforestation to be maintained at not more than 5% by 2020 and protection of indigenous forest assets be transferred to appropriate conservation and relevant agencies by 2016.				
		Solid waste management to ensure waste minimization, improved collection and disposal and recycling by ensuring that the percentage of households with basic waste collection and disposal facilities increases from 50% to 80% by 2020; percentage of landfill sites with permits increased to 80% by 2020 and that				

NATIONAL OUTCOMES			MUNICIPAL DETERMINATION OF PREDETERM				
NATIONAL OUTPUT	**NATIONAL SUB-OUTPUT**	**DEVELOPMENT PRIORITY**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICTOR**	**TIMEFI**
		25% of municipal waste gets diverted from landfill sites for recycling by 2016.				
		To ensure integrated planning, a clear plan that will ensure that environmental issues are integrated into land use planning and incorporated into national, provincial and municipal plans.				

3.6.2   BASIC SERVICE DELIVERY

Water and Sanitation Report.
See attach as annexure

Capacity Works
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.

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.

Blue Drop System Report
Water quality is done continuously on a monthly basis and captured on the BDS.

3.6.3   LOCAL ECONOMIC DEVELOPMENT

3.6.4   MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3.6.5   MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

3.6.6   GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.7 KEY PERFORMANCE AREAS

3.7.1 SPATIAL RATIONALE

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.

Basic service delivery challenges:

➢ 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

➢ To develop more or new entrance to Masinyusane

➢ Drilling and equipping of boreholes at Victoria West.

➢ Give notice to private borehole owners to register their boreholes with the Municipality and DWS

➢ Contractual agreements with farm owners for bulk water supply.

➢ Application and approval of water use license at DWS

➢ 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

➢ Installation of water softeners (reverse osmosis plant) in Victoria West and Richmond.

➢ Replacement of water meters and old asbestos water networks in all towns.

➢ Provision of 1820 houses over a period of 5 years.

➢ Survey 1200 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 Richmond and Loxton.

➢ Upgrading of oxidation dams at Victoria West and Richmond.

➢ Licensing of land fill sites in Loxton and Richmond.

➢ Purchase of dustbins for all towns.

➢ Area lighting in all towns with additional street lighting.

➢ Upgrading of bulk electricity for the municipality.

➢ 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.

➢ Revision of tariff setting policy for water, waste water, electricity and refuse removal.

3.7.2 SERVICE DELIVERY

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.

3.7.3 LOCAL ECONOMIC DEVELOPMENT

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.

➢ 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.

3.7.4   MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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 strengthen 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.

- Strategic planning session for councillors and senior personnel.

- Reviewing of the Organogram.

- 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.

3.7.5   MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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.

- ➢ 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.

3.7.6   GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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.

- ➢ 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

3.8 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 is 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.

3.9 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 PixleyKaSeme 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
- Annexure C: Priorities

The status of the following development aspects are:

3.9.1   ROLES AND FUNCTIONS CLARIFICATION OF PERSONNEL.

- Job descriptions have been done.

3.9.2   EVALUATIONS OF JOB DESCRIPTIONS

- The job descriptions have been benchmarked with other municipalities

3.9.3   DELEGATIONS OF POWERS AND FUNCTIONS

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

3.9.4   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.

3.9.5   BY-LAWS AND POLICIES.

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

3.9.6   PURCHASE SERVICE DELIVERY VEHICLE AND EQUIPMENT.

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

3.9.7 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.

3.9.8 STRATEGIC SESSION FOR COUNCILLORS AND OFFICIALS.

An annual strategic session is planned for Councillors and Officials during April 2014. The outcome of the planning session will be used to development strategies of the council for 2014/15 financial year.

3.9.9 TRAINING OF OFFICIALS.

Refer to annexure G – Skills Development Plan. Currently busy with the revision of the skills development plan. A skills has been done by with the assistance of a service provider

3.9.10 TRAINING OF COUNCILLORS.

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

3.9.11 EXPENDITURE MANAGEMENT

The Municipality have an approved Supply Chain Management Policy in place. All Supply Management Committees have been established and all members appointed. Committees have been trained on supply chain issues. More training is needed.

Management try by all times to pay creditors within 30 days with the exception in times when we experiencing financial difficulties.

3.9.12 INVESTMENTS

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

3.9.13 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 of R32 million, the majority being poor households. We also experience problem with departments that always dispute accounts and delaying or not paying.

3.9.14 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 (Not yet established)
- Tender Committees (Bid Committee & Specification, Adjudication Committee)
- MPAC
- Performance Evaluation Committee (Not yet established)

The challenges are:

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

3.10 Back to Basics Action Plan for 2016/17

Table 51: Back to Basics Action Plan for 2016/17

Name of Ubuntu Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsibility (which Department or Agency is responsible for action)	Timeframes (by when will the actions be completed)
Putting People first	• Level of engagement with communities	Council do not keep to schedule	That the Mayor champions the process of community meetings and the implementation of the schedule	Corporate Services & Mayor's Office	Quarterly
	• The existence of the required number of functional Ward committees.	All ward committees is in place .They were also trained. They are not functional	Revive the defunct ward committees	Corporate Services & Mayor's Office	February 2015
	• The number of effective public participation programmes conducted by Council.	None	To ensure that quarterly public meetings are held.	Corporate Services & Mayor's Office	End March 2015

	▪ The regularity of community satisfaction surveys carried out	Annually. Survey for 2014/15 to be conducted	MPAC will have to consult communities on annual report	Finance Department	During March 2015
	▪ The rate of service delivery protests and approaches to address them	No protests in 2014/15.	No recommendation	Municipal Manager's Office	No Timeframe
	▪ The existence, and level of functionality, of a complaints management system	Complaint management system is in place. Daily the public register their complaints in a complaints register. HOD's is responsible to address the complaints raised. Other complaints that needs the attention of the council is taken as an item to council meetings or portfolio meetings	Functional no recommendation	Corporate Services	Daily

	▪ Level of Implementation of Batho Pele Service Standards Framework for Local Government	Fully implemented.	No recommendation	Finance & Corporate service	No timeframe
Delivering basic Services	➢ Access to services and quality of services with respect to:				
	Water and sanitation.	7841households have access to water and sanitation (100%). 62 informal households on bucket system.	Eradication of bucket system	Technical Services	No timeframe because of lack of funding
	▪ Human Settlements.	Backlog of 2 100 houses	Building of low cost housing	Corporate Services	No timeframe because of funding
	Electricity.	98% households have access to electricity	No recommendation	Technical Services	No timeframe as all formal areas has electricity
	▪ Waste Management.	100% access. One removal per week	No recommendation	Technical Services	Once weekly per household
	▪ Roads.	89 km streets Paved - 6km; surfaced –	No recommendation	Technical Services	No timeframes as it is an ongoing

		22.2 km; dirt - 55.2 km.			program
▪ Public Transportation.	No provision	No recommendation	Technical Services	No timeframes
▪ Water quality	Good quality: No problems in Colesberg and Noupoort –. Bacteriological failures in Norvalspont	Novalspont water system needs to be reconstructed	Technical Services	No timeframe as there are no funds to reconstruct the system.
▪ Water and electricity losses	Water - 54% Electricity - 29 %	Is to ensure that water supply to informal areas is metered.	Technical Services	By June2015, the program should be finalised
▪ sewerage spillages	46 incidents	Is to refurbish old sewer infrastructure	Technical Services	No timeframe as funding is the challenge
▪ Electricity cut offs	No water cut-off. Average 10 households per month.	No water cut-offs Encourage communities to pay for services	Finance	No timeframe as it is an ongoing program
▪ Theft of infrastructure assets	Major problem in Noupoort	Reporting to SAPS	Technical Services	Ongoing
▪ Presence of fundable	Bulk Water Supply in	Securing of more	Technical	No timeframe

	consolidated infrastructure plans.	Noupoort. Water System Novalspont. Internal sewer network in Novalspont	funding as many for implementation of these projects	Services	depending on availability of funds
	▪ Spending on capital budgets	34%	No recommendation as the funds will be spent in time	Technical Services	July 2015
	▪ Service delivery value-chain				
	• Provision of Free Basic Services and the maintenance of Indigent register.	Total - 2641 Water - 2494; Sanitation – 2494; Electricity - 1902; Rates - 509	No recommendation	Finance	Ongoing
Good Governance	• The holding of Council Meetings as legislated.	2 Ordinary Council meetings held and 1 Special Council meetings 4 Portfolio Committee meetings held	That council keep to the schedule	Corporate Services	3 rd quarter meeting will be held in March I 2015
	• Conduct and Discipline	The council is disciplined.	No recommendation	Corporate	No timeframe

	among Councillors.	No problems with their discipline. Political in fights in the council Chambers is a problem	as Councillors are abiding by the rules	Services	
	• The functionality of oversight structures, s79 committees, audit committees and District IGR Forums	Oversight Committee functional, Section 79 Committees functional and District IGR functional	That the section 79 meets on a monthly basis as planned	Corporate Services	Section 79 are held monthly and District IGR, they will sit in April 2015
	• Whether or not there has been progress following interventions over the last 3 – 5 years	No interventions received from provincial government. Assistance of sector department resulted in progress	No recommendation	Corporate Services	No timeframe
	• The existence and efficiency of anti-Corruption measures, including efficient and responsible action taken against fraud, corruption, maladministration and failure to fulfil statutory obligations	Anti-corruption policy in place. No complaints or investigations about fraud, maladministration and failures to fulfil statutory obligations	No recommendation	Municipal Manager's Office & Council	No timeframe

	• The extent to which there is compliance with legislation and the enforcement of by laws	High level of compliance	No recommendation	All Departments	No timeframe
	• Political stability, in-fighting and factionalism	Political in fighting hampers the functionality of. Council.	Intervention needed from provincial political parties	Municipal Manager's Office	No timeframe
	• Nature of political-administrative interface	Meetings take place between Municipal Manager, Mayor and Chief Whip when the needs arise.	No recommendation	Troika	No timeframe

			No recommendation	Finance	August 2015
Sound Financial Management	.				
	▪ Submission of Annual Financial Statements	Submitted in August 2014 for auditing			
	▪ The number of disclaimers in the last five years and the nature and trends of audit opinions	2009/10 - disclaimer, 2010/11 - qualified; 2011/12 to 20113/14 unqualified with matters	No recommendation	Finance	November 2015
	▪ Whether the budgets are realistic and based on cash available.	Budget is cash backed	No recommendation	Finance	May 2015
	▪ Percentage of budget spent on personnel	31%	No recommendation	Finance	ongoing
	▪ Liquidity and cash balances.	1%	No recommendation	Finance	ongoing
	▪ The percentage revenue collected.	72%	Eskom to assist municipality on debt collection where they supply electricity	Finance	No timeframe as this depends on National Government to assist.
	▪ The extent to which debt is serviced.	72%	No	Finance	No timeframe

			recommendation		
	The efficiency and functionality of supply chain management and political interference with supply chain management processes.	Three committees established and functional. No political interference	No recommendation	Finance	No timeframe
BUILDING CAPACITY	Vacancy rate.	8%	Filling in of the vacancies	All Departments	During February 2015
	Realistic and affordable municipal organograms, underpinned by a service delivery model.	Organogram adopted and populated to effect a service delivery model We currently	No recommendation	Municipal Manager's Office	May 2015

		busy to review the Organogram			
	▪ Competence and qualifications of top management posts (Municipal Manager, Finance, Infrastructure ,Corporate Services, Community development and Development Planning).	MM – Post Graduate Diploma All Manager have been trained in CPMD.	No recommendation	Corporate Services	No timeframe
	▪ Middle level technical skills.	Middle management appropriately skilled and educated	No recommendation	Corporate Services	No timeframe
	▪ Human resources development and management programmes.	Skills Development Programme, Learner ships, Intern training	No recommendation	Corporate Services	No timeframe
	▪ Politicisation of labour force, platforms to engage organised labour to minimise disputes and disruptions.	No politization of labour force, no disruptions of labour force. Local Labour	No recommendation	Corporate Services	No timeframe

		Forum meetings			
■ Resilience of key municipal systems such as billing.	Make use of the SABATA Billing system. Billing system operational, back-ups stored off site	No recommendation	Finance	No timeframe	
■ Levels of experience and institutional memory.	High levels of institutional memory and experience preserved	No recommendation	Municipal Manger's Office	No timeframe	
■ Levels of implementation of consistent administrative policies, systems and processes	Most of the policies are in place. Regularly revision when needed.	No recommendation	Corporate Services	No timeframe	

CHAPTER 4: 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.

4.1   PRIORITY PROJECTS PER WARD / TOWN

4.2 FUNDED PROJECTS

4.2.2   DEPARTMENT OF HEALTH PROJECTS

Table 52: Funded projects:

Inputs from Department of Health to Ubuntu Local Municipality IDP 2016-17					
Department	**Municipality**	**Ward/ Area**	**Project**	**Target Date**	**Cost(funding available)**
Health	All Municipalities	All wards	NHI implementation Re-engineering of Primary health care services - Ward based teams in all wards delivering an extended primary health care service in the community. All teams established; work in collaboration with a professional nurse in the relevant clinic that act as team leader for this group and to ensure coordination and collaboration with the clinic. - School health services in Quintile 1 and quintile 2 schools (two PN's appointed for school health who work in collaboration with clinic staff to cover the identified schools) - Establish district specialist team to improve clinical service delivering and especially strengthen Mother-child	On-going	Part of equitable share budget; limited funding for some initiatives (piloting certain processes)

			health services in the district		
			(An advanced midwife, family hysician, paediatrician, PHC and paediatric nurse and anaesthetist have been appointed). Mainly focusing on improved clinical management of patients and services.		
			- Facility improvement in all facilities; minor maintenance, extension of facilities through park homes/ building of HCT sites and improvements as funding become available ,provisioning of the necessary furniture and equipment		
			- Assessment and assistance of facilities to comply to the Core Standards for health facilities (in order to improve the quality of health care services) and the ideal clinic concept. All facilities in Pixley Ka Seme was assessed during October 2014 ; feedback given to all facilities on score as well as a quality improvement plan per facility provided)		
			- Infrastructural projects- See below. All the possible sources of funding for different projects not always known by the Department; do have		

			conditional assessments of the conditions of all facilities and have to move on projects to improve facilities as funding is made available. Projects listed are based on priorities for the district; but will depend on funding. - Connectivity- 10 Facilities already have IT connectivity; will try and address all other facilities as funding become available.		
	All Municipalities	In all areas	Department of Roads and Public Works will engage with Municipalities / previous Provincial aided committees about the transfer of buildings used by Department which is still not government property. Process will again be re-iterated by the projects office with Public works.		Department of Roads and Public Works
		All areas	HIV Counselling and testing Male medical circumcision(MMC) Outreach activities also to farming areas	On-going	Part of equitable share budget; funding available for MMC
		All areas	Functional community participation structures - District Aids/ Health Council functional- continue - Clinic committees and hospital boards appointed and trained ; ensure functionality in 2016 and	On-going	

			retrain where necessary		
	Ubuntu Mun.	Richmond CHC	Normal maintenance	On-going	
		Victoria-West CHC	Normal maintenance	On-going	
		Victoria-West clinic	Normal maintenance	On-going	

4.3   SUMMARY OF 2016/17 BUDGET

CHAPTER 5: THE INTEGRATION

5.1 INTRODUCTION

The integration phase is one of the critical components of an IDP as it strengthens the sustainability of the process. Therefore, the main purpose of this phase is to develop an integrated planning framework that outlines among others, plans, projects and/or programmes that will be implemented during the 2016/17 financial years and beyond.

During this phase of the IDP, true meaning is given to the process of integrated development planning. With the designed projects for implementation in mind, the integration phase aims to align these different project proposals firstly with specific deliverables from the IDP and secondly with certain legal requirements.

More specifically, the projects have to be aligned with the agreed objectives and strategies to ensure transparency as well as with the available financial and institutional resources to ensure implementation. Furthermore, the projects also need to be aligned with national and provincial legal requirements to ensure uniformity and compatibility with government strategies and programmes. Instead of arriving at a simplified "to do" list for the next five years, the aim is to formulate a set of consolidated and integrated programmes for implementation, specifically focusing on contents, location, timing and responsibilities of key activities.

The integration requirements are divided into three broad categories namely:

- Integrated sector programmes
- planning programmes and
- External policy guideline requirements.

5.2 INTEGRATED SECTOR PROGRAMMES

Integrated sector programmes forms the basis for preparing budgets and future sectoral business plans. There are currently three sectors that require special sector plans, as indicated below, the outputs of which are not applicable to the Local Municipality at present. Consequently, the following two special sector plans do not form part of the IDP:

- Water Services Development Plan ("WSDP");
- Integrated Waste Management Plan ("IWMP").

From the project planning and design sheets it was possible to compile a list of sector specific projects from the multi-sectoral IDP projects. The sectoral programmes are indicated overleaf and relate to projects representing both sector components as well as the following sector departments within the Municipality:

- Municipal Manager
- Technical services
- Human Resources and Administration
- Financial Services

It is important to note that these programmes do not only make provision for IDP related projects but also other project costs and activities in order to create a comprehensive picture for budgeting purposes. Summary of the sectoral plans and programmes are included in this chapter. An analysis was conducted in respect of various sector plans developed for the municipality. Some of these sector plans were found to be still relevant. Others required a review whilst new ones were developed

5.3 LIST OF SECTOR PLANS

Table 53: Sector Plans

Sector Plans	Key Issues
Spatial development framework	- Land use management - Tenure reform - Environmental management - Spatial fragmentation and spatial inequality - Development nodes and corridors
Integrated waste management plan	- Public and environmental health - Waste Minimisation and education - Integrated waste management planning - Capacity issues - Institutional and organisational issues
Water services development	- Access to basic water supply service - Access to basic sanitation service - Eradication of the bucket system - A growing demand for housing and higher levels of services in specifically urban areas - Upgrading of existing infrastructure in urban areas - Limited access to raw water supply which is limiting development - Inadequate operation and maintenance of existing infrastructure
Integrated Environmental management plan	- Biodiversity issues - Fresh water system - Main threats on water system - Air quality issues

5.4 PLANNING PROGRAMMES

In order to set up close links between planning and budgeting as well as between planning and implementation, a number of planning programmes are required. These plans, however, do not only serve as a framework for managing finances, but it also sets the groundwork for regular management information in respect of monitoring progress and performance. Finally, it also demonstrates compliance of the IDP with spatial principles and strategies and which serves as a basis for spatial co-ordination of activities and for land use management decisions.

Table 54: Current status of planning programmes

Sector Plans	Status
Spatial development Framework (SDF)	Need to be Reviewed
Environmental Management Programme	Ok
Integrated Waste Management Plan	Ok
LED Strategy	Need to be Reviewed
Tourism Strategy	Need to be Reviewed
Housing Sector Plan	Ok
Financial viability Plan	Ok
Water Services Development Plan	Need to be Reviewed
Roads and Storm Water Master Plan	Need to be Reviewed
Water Safety Plan	Ok
HIV/AIDS Plan	Need to be Reviewed
Integrated Transport Plan	Not in Place
Infrastructure Plan	Need to be Reviewed

5.5 MANDATE POWERS AND FUNCTIONS

5.5.1 MANDATE

The constitution assigns the developmental mandate to local government. This implies that all municipalities must strive to achieve the goals of local government within its financial and institutional capacity, namely:

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

It further requires municipalities to structure and manage their administration and budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic development of the community whilst participating in national and provincial development programmes

5.5.2 POWERS AND FUNCTIONS

The Local Government Municipal Structures Act (Act 117 of 1998) sets out the basis for the establishment of new municipalities. This legislation divides municipalities into the following categories: Category A is metro council's; Category B is local councils and Category C is District Municipalities. The Act also defines the institutional and political systems of municipalities and determines the division of powers and functions between the categories.

According to Chapter 5 (Section 83 (1)) of the Act, a local municipality (Category B) has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. Section 156 deals with the powers and functions of municipalities, while Section 229 deals with fiscal powers and functions.

The division of functions and powers between district and local municipalities are described in Section 84 of the Act and the adjustment of division of functions and powers between district and local municipalities by the Provincial MEC for local government is described in Section 85 of the Act.

The passing of by-laws is one of the tasks of municipalities. The Local Government Municipal Structures Act (Act 17 of 1998) directs that after amalgamation, all existing by-laws had to be reviewed and rationalized. An analysis of the status quo of Northern Cape local governance found that in the year after amalgamation, the most common by-law passed was credit control by-law. (DH&LG, 2002)

The Water Services Act (Act 108 of 1997) transfers the responsibility for the provision and management of existing water supply and sanitation from national to local government. The two key areas of responsibility in terms of water services provision are the governance functions and the provision functions. Governance functions are legally the responsibility of the Water Services Authority (WSA) and include the planning and regulatory functions, as well as ensuring water services provision, which includes monitoring, finances, governance, contracts, and reporting. According to the Constitution and the Water Services Act, local government is responsible for ensuring water services provision to its constituency.

Local authorities may be constituted as Water Services Authorities, and would have the role of selecting and appointing a Water Services Provider (WSP) for their area. The WSA may however not delegate the authority and responsibility for providing services of adequate standard to all residents within their areas of jurisdiction. In some cases a WSA can simultaneously be the WSP.

In general, the Minister of Provincial and Local Government had authority to assign certain functions to local and district municipalities. According to Provincial Gazette of June 2003, the local and district municipalities have been authorized to perform the following function.

Table 55: Powers and Functions

SECTION	POWERS AND FUNCTIONS	DISTRICTMUNICIPALITY	LOCALMUNICIPALITY
84(1)(a) and 84 (3)	• Integrated Development Planning for the district municipality as a whole including a framework for integrated development plans for the local municipalities, taking into account the integrated development plans of those municipalities.	Yes	Yes
84(1)(b)	• Bulk supply of water that affects the significant proportion of municipalities in the district.	Yes Yes	No No
84(1)(c) and 84(3)	• Bulk supply of electricity that affects the significant proportion of municipalities in the district.	Yes	No
84(1)(d) and 84(3)	• Bulk sewerage purification works and main sewerage disposal that affects a significant proportion of the district.	Yes Yes	Yes Yes
84(1)(e) and 84(3)	• Solid waste disposal sites serving the area of the district municipality as a whole.	Yes	No
84(1)(f) and 84(3)	• Municipal roads which form part of the road transport system for the area of the district municipality as a whole.	Yes	Yes
84(1)(g) and 84(3)	• Regulation of passenger transport services.	Yes	Yes
84(1)(h) and 84(3)	• Municipal airport serving the area of the district municipality as a whole. • Municipal health service serving the area of the district municipality as a	Yes Yes	No Yes

SECTION	POWERS AND FUNCTIONS	DISTRICTMUNICIPALITY	LOCALMUNICIPALITY
84(1)(i) and 84(3)	whole.		
	• Promotion of local tourism for serving the area of the district municipality as a whole.	Yes	NA
84(1)(m) and 84(3)	• Fire fighting services serving the area of the district municipality as a whole.	Yes	Yes
84(1)(j) and 84(3)	• Municipal public works relating to any of the above function or any other function assigned to the district municipality.	Yes	NA
84(1)(n) and 84(3)	• Establishment of conduct and control of cemeteries and crematoriums serving the district as a whole.	Yes	No
84(1)(k) and 84(3)	• The receipt, allocation and if applicable the distribution of grants made to the district municipality.	Yes	Yes
84(1)(o)	• The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.	Yes	Yes
84(1)(p)	• Establishment, conduct and control of fresh produce markets and abattoirs servicing the area of the district municipality as a whole.		
84(1)(l) and 84(3) 83(1)	• Powers and functions assigned to municipality in terms of Section 156 and 229 of the constitution i.e Administration, Composition of by laws.		

5.6 COMMITTEES

5.6.1 COUNCIL COMMITTEES

Council Committees provide the opportunity for councillors to be more involved in the active governance of the municipality.

Ward Committees

As noted earlier, the Constitution requires of Local Government to provide democratic and accountable government, to ensure sustainable service provision, to promote social and economic development, and to encourage community involvement in its affairs. Furthermore the White Paper on Local Government (1998) defines Developmental Local Government as "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs to improve the quality of their lives."

The primary objective for the establishment of ward committees is to enhance participatory democracy in local government. The Local Government Municipal Structures Act (Act 117 of 1998) makes provision for the establishment of wards determined by the Demarcation Board in metropolitan and Category B municipalities. Ward Councillors are elected in terms of the Municipal Electoral Act to represent each of the wards within a municipality. A Ward Committee is established consisting of a Ward Councillors as the Chairperson, and not more than 10 other persons. The Ward Committee members must represent a diversity of interests in the ward with an equitable representation of women. No remuneration is to be paid to Ward Committee members.

The functions and powers of ward Committees are limited to making recommendations to the Ward Councillors, the metro or local council, the Executive Committee and/or the Executive Mayor. However a Municipal Council may delegate appropriate powers to maximize administrative and operational efficiency and may instruct committees to perform any of council's functions and powers in terms of Chapter 5 of the MSA as amended. The Municipal Council may also make administrative arrangements to enable Ward committees to perform their functions and powers.

In District Management Areas where local municipalities are not viable, the District Municipality has all the municipal functions and powers. The legislation does not make provision for the establishment of Ward Committees in District Management Areas.

The principles of developmental local government are further expanded upon in the Municipal Systems Act (Act 32 of 2000) and strongly endorse the purpose and functions of Ward Committees, allowing for representative government to be complemented with a system of participatory government. The municipality is to encourage and create the conditions and enable the local community to participate in its affairs. Members of the local community have the right to contribute to the decision-making processes of the municipality, and the duty to observe the mechanisms, processes and procedures of the municipality.

Ward Committees have been established in all Pixley category B municipalities, but some of these ward committees are not functioning due to the following reasons:
- No proper training has been provided
- Many municipalities do not provide resources such as transport, human resources and facilities
- There are no monitoring mechanisms

Municipalities are obliged to develop a system of delegation of powers as outlined in both the Local Government Municipal Structures Act (1998) and the Municipal Systems Act (2000). In compliance with this provision the District Municipality has developed and adopted its system of delegation of powers.

CHAPTER 6: CLOSURE

6.1 INTRODUCTION

This document contains the final Integrated Development Plan of the Municipality and was formulated over a period of one year, taking into consideration the views and aspirations of the entire community. The IDP provides the foundation for development for the next five years and will be reviewed regularly to ensure compliance with changing needs and external requirements.

6.2 INVITATION FOR COMMENTS

In order to ensure transparency of the IDP process everybody is given the chance to raise concerns regarding the contents of the IDP.

Selected national and provincial departments are firstly given a chance to assess the viability and feasibility of project proposals from a technical perspective. More specifically, the spheres of government are responsible for checking the compliance of the IDP in relation to legal and policy requirements, as well as to ensure vertical coordination and sector alignment.

Since the operational activities of the Local Municipality will have a certain effect and possible impact on surrounding areas, adjacent local and district municipalities are also given the opportunity to raise any concerns in respect of possible contradicting types of development and to ensure the alignment of IDPs.

Finally, all residents and stakeholders are also given the opportunity to comment on the contents of the IDP, should they be directly affected.

Some comments were received from government departments and incorporated in the document, but no comments were received from the community.

6.3 ADOPTION

After all the comments were incorporated in the IDP document, the Council will be approving it in May 2016. The approved document will be submitted to the MEC: Department of Cooperative Governance Human Settlements and Traditional Affairs (COGHTA), as required by the Municipal Systems Act, 2000 (32 of 2000).