

EMTHANJENI IDP



INTEGRATED DEVELOPMENT PLAN

MAY 2011

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ACKNOWLEDGEMENTS

On behalf of Emthanjeni Municipality I would like to express my gratitude to all those who participated in the IDP review process (2011/2012).

Among the key contributors to the work, we note the following:-

- ✓ The residents and stakeholders of Emthanjeni Municipality who participated in the Community Input sessions.
- ✓ All the Emthanjeni Municipality Councillors.
- ✓ All the staff in the Directorates of Emthanjeni Municipality.
- ✓ The Emthanjeni IDP/Budget and PMS Representative Forum, which met in De Aar during January- February 2011.
- ✓ The Executive Committee and IDP/Budget Steering Committee, for providing overall direction.
- ✓ Assistance from Pixley Ka Seme District Municipality-Shared Services

Executive Committee and Infrastructure Economic Development Committee:

BK Markman	Mayor
GL Nyl	Councillor (IEDC)
A Jaftha	Councillor
S Sthonga	Chairperson
M Malherbe	Councillor

Emthanjeni IDP/ Budget Steering Committee:

I Visser	Municipal Manager
FM Manuel	CFO
F Taljaard	Director Infrastructure and Housing Services
JRM Alexander	Manager Corporate Services
CP Appies	Manager Housing and Project Management
MR Jack	Manager Development
W Lubbe	Manager Technical Services

H van der Merwe Manager Financial Services

CW Jafta LED/IDP Officer

Overall support to the process was provided by the Municipality's IDP unit and Budget Office led by the CFO.

Finally, the Office of the Municipal Manager coordinated the IDP review process.

ISAK VISSER

MUNICIPAL MANAGER

REVIEWED IDP



EMTHANJENI MUNICIPALITY

SUMMARY DOCUMENT OF DRAFT IDP 2011/2016

EMTHANJENI MUNICIPALITY

SUMMARY OF DRAFT IDP 2011/2016

1. INTRODUCTION

The IDP of Emthanjeni Municipality is a five year strategic development tool which guides planning, budgeting, implementation and annual review of performance in line with plans.

The Integrated Development Process and subsequently the IDP document is merely a means to an end. The expected end is the implementation of projects that will maintain or improve the quality of life in the Municipality. The implementation involves various municipal departments that deliver services in an integrated manner based on priorities and available resources.

This plan was developed in terms of the Municipal Systems Act 32 of 2000 and its regulations. Chapter 4 of the Municipal Financial Management Act provides that the Mayor should compile a budget programme to ensure community participation in the process. To achieve this, Council approved a budget programme and process plan aligning the Budget, IDP and Performance Management System (PMS) Review for 2011/2016.

The emphasis for this year IDP Review will be on progressive community consultation and participation as outlined in the Process Plan to include intensive outreach programmes to inform the community about the IDP priorities. The outreach activities include the local marketing, active multi-media campaigns and the involvement of CDW's and Ward Committees. The consultative and analysis processes must however be enhanced and strengthened in the 2011-2016 IDP. Council Meets the People were also used as a baseline to get inputs from the communities.

The programme are intended for all seven wards and this document as presented, represents and incorporates, amongst others, the following aspects:

- (a) Comments received from the community and various role-players in the IDP Process;
- (b) Consideration of the MEC's comments on the IDP;
- (c) General discussions and meetings with members of the IDP Steering Committee.
- (d) Areas requiring additional attention in terms of legislation requirements;
- (e) Areas identified through self-assessment;
- (f) The implementation of Performance Management System (PMS);
- (g) The implementation of Service Delivery Budget Implementation Plan(SDBIP);
- (h) The adoption of the Spatial Development Framework (SDF);
- (i) The update of the list of projects; and

- (j) The preparation and update of the sector plans.
- (k) Integration of all programmes and plans in the municipal areas.

The Municipality sees this Plan as instrumental in its efforts to become more developmentally orientated. Despite all the positive outcomes, mistakes were also made in the previous rounds of IDPs, but this Municipality increased its efforts to correct these mistakes in subsequent review processes and will continue to strive towards its vision of being:

“... We, Emthanjeni Municipality, commit ourselves to a humane and caring society, living in a healthy and secure environment, conducive to sustainable economic development.”

2. HOW TO READ THIS DOCUMENT

The complexity and magnitude of the IDP process, makes it very difficult to capture all its events in one single document. Trying to do this will result in a very elaborate document, not being user friendly and not giving credit to the process. The breakdown of information for the issues and needs as identified by the communities in the various residential areas of the municipal area are contained in the minutes of the IDP Process.

To overcome this problem it was decided to take minutes of the process, to make these minutes available at the subsequent council meetings and at the end of the process only capture the results in one document, which is the Integrated Development Plan. Doing it in this manner also resulted in the Municipality being able to reflect on the particular process it went through, building on the positive and trying to rectify the mistakes during the following phase. For the purposes of this document, the same strategy was followed.

More information on the process from the beginning in 2001 is therefore available in the following documents, at the Municipality:

2.1 The Process Plan of the Municipality:

The process plan focuses on the organizational arrangements for the planning process and indicates the time-frames and community participation process of Emthanjeni. This was done in line with the guidelines set out in the Municipal Finance Management Act and concrete efforts were made to align the planning and budgeting processes.

2.2 Existing Information and Municipal Level Analysis

This section focuses on the basic facts and figures relating to the present situation, trends and dynamics in the Emthanjeni Municipal Area based on statistical information obtained from the 2001 census survey. Information like

population figures, service backlogs, population density, etc. are captured in this document. It looks at Emthanjeni Municipality's profile.

According to the 2001 census statistics the total population Emthanjeni area is 35549 which constitute 22% of the district population. There exists a need for a current reality / social-economic survey to ensure accurate statistical information for Emthanjeni.

2.3 Section A: IDP Process, Introduction

This section focuses on the purpose of the document and the legal standing of the IDP. The section further identifies the basis for the IDP and clarifies the process followed with review. During the planning process each phase poses unique challenges to ensure that the output of one phase adds sufficient value in the next phase.

The IDP planning process and the subsequent IDP document is merely a means to an end. The expected end is the implementation of projects that will maintain or improve the quality of life in the municipality. The implementation involves various municipal departments that deliver services in an integrated manner based on priorities and available resources.

2.4 Section B: Situation Analysis

This section deals with the existing situation. It looks at Emthanjeni Municipality's profile. It focuses on the situation in Emthanjeni and the types of problems faced by people in the Municipal area. It also focuses on new developments. It contains the departments of the municipality that was developed and approved and focuses on the developmental objectives formulated for the municipality.

The issues range from lack of basic services, crime, unemployment, HIV/AIDS, poverty etc. Attention should be given to the abovementioned challenges throughout the planning phases to ensure that enough information is available for an integrated program.

The priorities of the community and the objectives and strategies agreed upon are also an important part of the process. The problems identified are weighed according to their urgency and importance to come up with those to be addressed first.

2.5 Section C: Municipal context of priority issues /objectives and strategies

The section outline the priorities of the community and the objectives and strategies agreed upon. The problems identified are weighed according to their urgency and importance to come up with those to be addressed first. People

affected should be involved in determining the problems and the extension of the problems.

2.6 Section D: Operational Framework and Strategies

The section sets out the institutional arrangements, developed by Emthanjeni Municipality to operationalize the delivery of its mandates, in terms of the constitution and municipal legislation.

When the municipality understand the problem, affecting the people of the area it must formulate the solutions to address the problems.

Priorities must be translated into objectives. Once the Municipality knows where it wants to go and what needs to achieve to realise the vision it must then develop strategies.

Once strategies are formulated, they resulted in the identification of projects.

2.7 Project Prioritisation

It is about the design and specification of projects for implementation. The Municipality must make sure that the projects have a direct linkage to the priority issues and the objectives that were identified. It must also be clear on the target group (intended beneficiaries). The location of the project, when it will commence and end, who will be responsible for managing it, how much it will cost and where the money will come from.

Targets and indicators are formulated to measure the performance and target of the project. The project implementation is set for a 5 year period in which the municipality undertakes to address the needs of the communities.

Note: The project list will be adjusted with the final approval of the IDP and Budget for 2011/ 2012 Financial Year.

2.8 Section E: Integrated Sector Plans

The section focuses on all integrated programmes and plans developed by the municipality. Once the projects are identified the municipality must make sure that they are in line with the municipal's objective and strategies and also with the resources framework and comply with the legal requirements.

Output:

- 5 Year Capital Investment programme
- 5 Year Financial Plan
- Integrated Transport Plan
- Integrated Waste Management Plan
- Local Economic & Marketing Strategy
- Integrated Institutional Plan
- Tourism Strategy
- Municipal Turn Around Strategy
- Integrated Housing Plan and Housing Allocation Policy etc.

2.9 Section F: Project per Key Performance Areas

The section is about the identification of suitable projects and the designing and specification of projects for implementation. It further sets out each individual project designed and possible funding sources are highlighted. The identification of projects represents the next strategic step closer to implementation.

The Municipality must make sure that the projects have a direct linkage to the priority issues and the objectives that were identified. It must be clear on the target group / intended beneficiaries. The location of the project, when it will commence and end, who will be responsible for managing it, how much it will cost & where the money will come from.

Targets & indicators are formulated to measure the performance & impact of the project.

3. PUBLIC PARTICIPATION

The Local Government Municipal Systems Act, 32 of 2000 requires that all Municipalities develop a culture of participatory governance by putting in place mechanisms and procedures that allow for public participation in the affairs of the Municipality, including the IDP Process. Central to this is the need for community members to be well informed about the affairs of the municipality at all times and to take part in the decision-making processes of Council. This, however, poses a great challenge to the municipality.

To address this, the Council set up Ward Committees and an IDP Representative Forum as well as an IDP Steering Committee.

In an effort to maximize community participation with the compilation of the Draft IDP we were able to do the following:

- Council Meets the People 4 times a year.

- IDP / Budget input meetings in the wards
- Sectoral Meetings with emerging farms, tourism sector, SMME's etc.

4. INSTITUTIONAL ARRANGEMENTS

An organizational structure is developed for the process of developing and implementing the IDP. The roles and responsibilities of the entities are described in the illustration and table below.

Executive Committee

Council:

- Political oversight over the IDP.

Municipal Manager:

- Overall responsibility for the IDP.

IDP Co-ordinator:

Responsible for managing the IDP process through:

- Facilitation of the IDP process,
- Co-ordinating IDP related activities, including capacity building programmes,
- Facilitating reporting and the documentation thereof,
- Liaising with the PIMS Centre and Provincial Sector Departments,
- Providing secretariat functions for the IDP Steering Committee and the Representative Forum.

The Chief Financial Officer:

He ensures that the municipal budget is linked to the IDP, responsible for:

- ❖ Co-ordinating the budget implementation in a manner aimed at addressing the issues raised in the IDP,
- ❖ Development of the 5-year municipal integrated financial plan.

IDP Steering Committee:

- ❖ This committee meets monthly.
- ❖ It is responsible for IDP processes, resources and outputs,
- ❖ It oversees the monthly status reports that are received from departments,
- ❖ It makes recommendations to Council,
- ❖ It oversees the meetings of the IDP Representative Forum,

- ❖ The committee is responsible for the process of integration and alignment.
- ❖ Oversee effective management of the IDP Process
- ❖ Contribute to the assessing of needs & prioritising
- ❖ Ensure proper organisational linkage with the Budget
- ❖ Ensure the terms of reference of the Steering Committee steers the interlinking of IDP with Budgeting Processes
- ❖ Services as a resource to the Representative Forum by advising & integrating the forum inputs.
- ❖ Evaluation workshops for IDP/ Budget / PMS alignment

IDP Representative Forum:

- ❖ It forms the interface for community participation in the affairs of Council
- ❖ Operates on consensus basis in the determination of priority issues for the municipal area
- ❖ Participates in the annual IDP Review Process
- ❖ Meets on a quarterly basis to discuss progress and shortcomings
- ❖ All the wards within the municipal area must be represented on this forum through the Ward Committee Members

Shared Services (PIMS Centre):

Situated at Pixley ka Seme District Municipality

- ❖ This Services Centre is there build capacity in the municipalities with the development of their IDPs and related matters.
- ❖ The centre plays a significant role in supporting the local municipality
- ❖ It contributes to the IDP process by facilitating activities and processes, especially during difficult times.
- ❖ Facilitates the process of alignment amongst the municipalities in the district and the various other sector departments.

5. ALIGNMENT

In terms of the Municipal Systems Act development strategies must be aligned with National and Provincial Sector Plans as well as planning requirements. It also envisages that a single inclusive and strategic plan must be adopted which links, integrates and coordinates plans.

The municipality realized that good effective alignment would result in successful implementation, whilst a failure to align might result in a total collapse of the implementation of the IDP. The municipality tried to ensure alignment with the assistance of the PIMS Centre located at the Pixley Ka Seme District Municipality and the involvement of the sector departments in the IDP Representative Forum.

6. SPATIAL DEVELOPMENT FRAMEWORK

Emthanjeni Municipality developed a Spatial Development Framework during the 2004/5/6 financial year. This framework was adopted by Council in February 2007 and will serve now as a guide for spatial development within the Municipality. The review will unfold annually. However, it is important to note that the current spatial framework is the legal guiding document for future development.

7. INTEGRATED ENVIRONMENTAL PROGRAMME

This programme was finalized during the 2002 financial year.

8. INTEGRATED LOCAL ECONOMIC DEVELOPMENT PLAN

The Municipality has approved a Local Economic Development and Marketing Strategy at a meeting of the Executive Committee on 15 April 2010.

9. INTEGRATED INSTITUTIONAL PROGRAMME

Part of the Institutional Programme is capacity building amongst officials and Councillors. It is acknowledged that the dynamic environment of local government poses new challenges on a daily basis to the officials and Councillors of this Municipality. The municipality has appointed an official who is responsible for skills development and the skills development programmes. The official underwent intensive training in that regard. We further also have enormous contribution from SALGA in relation to councillor training.

HUMAN RESOURCES

The successful implementation of this IDP depends on the institutional capacity of the Municipality. A functional organogram of Emthanjeni was finalized and is also part of the integrated sector programmes. This will be reviewed with the reviewing of the strategic plan of the municipality.

The municipal functions are divided in the following Directorates, reporting directly to the Municipal Manager.

Municipal Manager: Isak Visser
Chief Financial Officer: MF Manuel

Director Corporate, Community and Development Services: Ms B Siwa
Director Infrastructure and Housing Services: FD Taljaard

INSTITUTIONAL CAPACITY vs THE IDP

Directors are in a process of identifying training needs for their departments in relation to departmental KPA's which are informed by IDP.

10. INTEGRATED HIV/AIDS PROGRAMME

The Municipality do have an adopted HIV / Aids Policy for Councillor and officials.

11. DISASTER MANAGEMENT PLAN

A plan is in place but must be reviewed, together with Pixley Ka Seme District Municipality.

12. INTEGRATED WASTE MANAGEMENT PLAN

Plan was adopted in 2008.

13. INTEGRATED TRANSPORT PLAN

This process was delayed due to the provincial transport department failure to assist and lead in the process. We are awaiting the assistance from the district municipality.

14. HOUSING PLAN

The Municipality do have a Housing Plan to accommodate higher income rental stock / housing.

15. TOURISM PLAN

The Municipality do have an approved Tourism Strategy for the Municipality which consist of a ten year plan (2010-2020).

16. PERFORMANCE MANAGEMENT SYSTEM (PMS)

The White Paper on Local Government (1998) nationally introduced Performance Management System (PMS) as a tool to ensure developmental local government. It concluded that Integrated Development Planning, Budgeting and Performance Management were powerful tools, which could assist municipalities to develop an integrated perspective on development in their areas. Performance management will cover both the institutional performance and municipal wide performance.

The Municipal Systems Act (Act 32 of 2000), requires all municipalities to:

- Develop a Performance Management System
- Set targets, monitor and review performance based on indicators linked to the IDP
- Publish an annual report on performance to the Councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators pre-established nationally by the minister responsible for local government.
- Conduct an internal audit on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance.

Emthanjeni Municipality has compiled and approved an organizational PMS framework. This process was followed by the development of a detailed Performance Management System with key indicators based on the five key performance areas (KPA's) listed below:

- Infrastructure and Service Delivery
- Social and Economic development
- Institutional Transformation
- Democracy and Governance
- Financial Management

The KPA's and key indicators are based on the local priorities and IDP objectives. Performance agreements were established between the council and the municipal manager as well as all Directors. These agreements directly supported the implementation of the IDP process. Individual performance charters are compiled be negotiated and signed by all individuals.

As part of the PMS monitoring and evaluation process, monthly IDP project and programme status reports are compiled by the responsible managers.

17. WATER SERVICES DEVELOPMENT PLAN

The Water Service Development Plan was completed and adopted by council in 2007.

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SECTION A: INTRODUCTION

1. Emthanjeni Municipality IDP 2011/2016

The Integrated Development Plan, adopted by the Council of the municipality, is the key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA) as:

35(1) (a) "...the principal strategic planning instrument which guides and informs all planning, development and all decisions with regard to planning, management and development in the municipality";

(b) "binds the municipality in the executive authority..."

In terms of the MSA, Section 34, a municipality is required to review its IDP annually. Annual reviews allow the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning.

The review and management of the IDP thus further develops the IDP and ensures that it remains the principal management tool and strategic instrument for the municipality.

1.1 Purpose of this Document

The document sets out the results of the municipality's 2011/2012 IDP Process, and describes the following:-

- The process followed to review the Emthanjeni Municipality's IDP;
- The key informants that have provided the basis for amending certain elements of the IDP;
- The amended objectives, strategies, programmes and projects, which have been revised on the basis of the informants identified herein.

The municipality this time around broadened its scope tremendously to ensure better contributions from the public.

The five 5 Year Service Delivery Audit further informs the IDP.

1.2 Basis for the IDP 2011/2016

The IDP 2011/2016 was undertaken as part of the continuous cycle of planning, implementation and monitoring as illustrated in the Figure below.

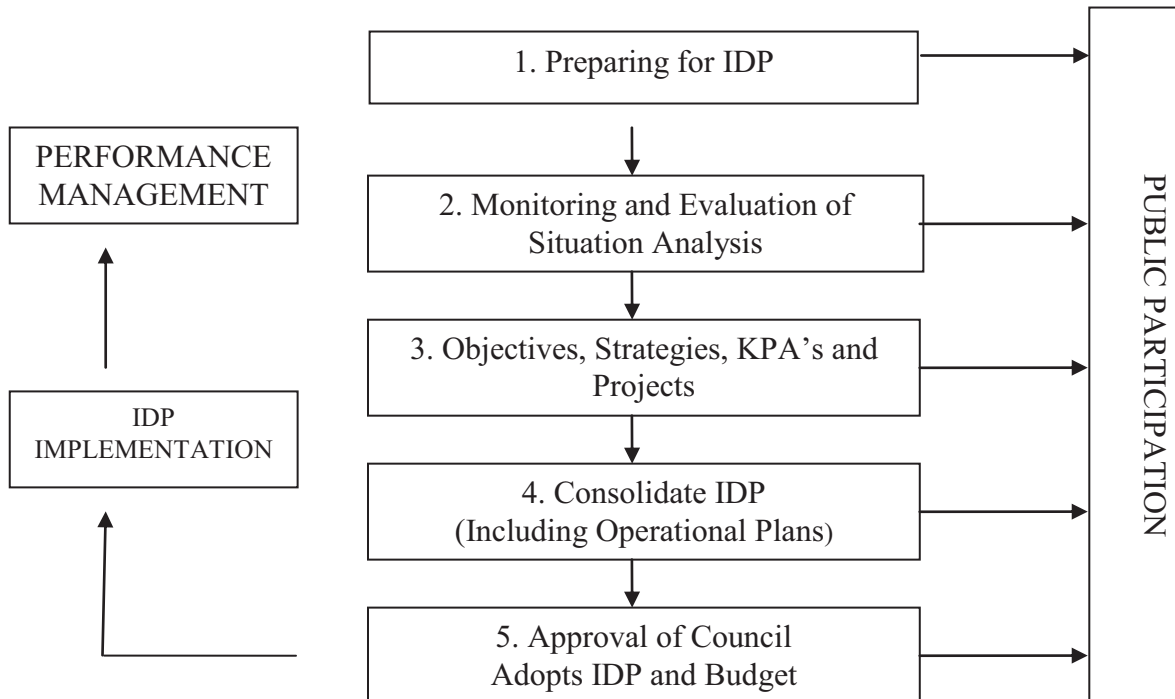


Figure A.1: IDP Review Process

The IDP Review for 2011-2016 was undertaken within the framework of National, Provincial and District plans and policies, with particular consideration being given to the National Spatial Development Perspective (NSDP), Pixley ka Seme District Growth and Development Strategy (DGDS) and the Northern Cape Provincial Growth and Development Strategy (PGDS). The New Growth Path, LGTAS.

The amendments contained in this revised IDP for 2011-2016 were formulated on the basis of:

- An assessment of implementation performance and the achievement of IDP targets and strategic objectives – considering the impact of successes and corrective measures necessary to address problems and challenges;
- Review of sector strategies and plans, and cluster analysis reports inform the input of communities;
- Continuous Council strategic session outcomes
- Changing internal and external circumstances, impacting on priority issues, objectives and strategies;
- Powers and functions of the municipality;

and was concretised through the deliberations of the:

- IDP, Budget and Performance Management Representative Forum
- Public input sessions and sector input sessions
- Management meetings and steering committee meetings
- Emthanjeni Municipality Directorate input

1.3 Process Followed

In August 2010, the Emthanjeni Municipal Council approved the IDP Process Plan and Budget Schedule, detailing the process for the IDP and Budget development for 2011-2016.

In accordance with the provisions of the Process Plan the IDP was reviewed and further developed through the processes detailed below:

- An IDP Representative Forum meeting was held on 1 November 2010 and March 2011, where progress over the last year was considered and the IDP Process Plan was presented.
(Membership of the Representative Forum is detailed in Annexure B)
- Finally, a series of further engagements were undertaken during April/May 2011.
- The final IDP and Budget for 2011-2016 must be presented for adoption by Council at the end of May 2011.
- Submission of the IDP to the MEC of Local Government for comments.
- The adopted IDP will be advertised for public comments.
- In addition to the IDP Rep Forum that was established, Council have established the IDP Steering Committee. The purpose of these is to ensure that the review and implementation of the IDP is driven by these structures.
- Council Meets the People are conducted for 2011-2012 were held during the month of January-February 2011 in the various wards.
- Attended the Provincial IDP Evaluation Session in Upington in April 2010.

Other processes followed:

- General discussions and meetings with members of the IDP Steering Committee.
- Liaison with various government departments and stakeholders.
- Consideration of the MEC's comments on the IDP.
- The MTAS engagements unfolded in March 2010.
- Support from COGHSTA
- Involvement in PKSDM IDP Processes

SECTION B: SITUATION ANALYSIS

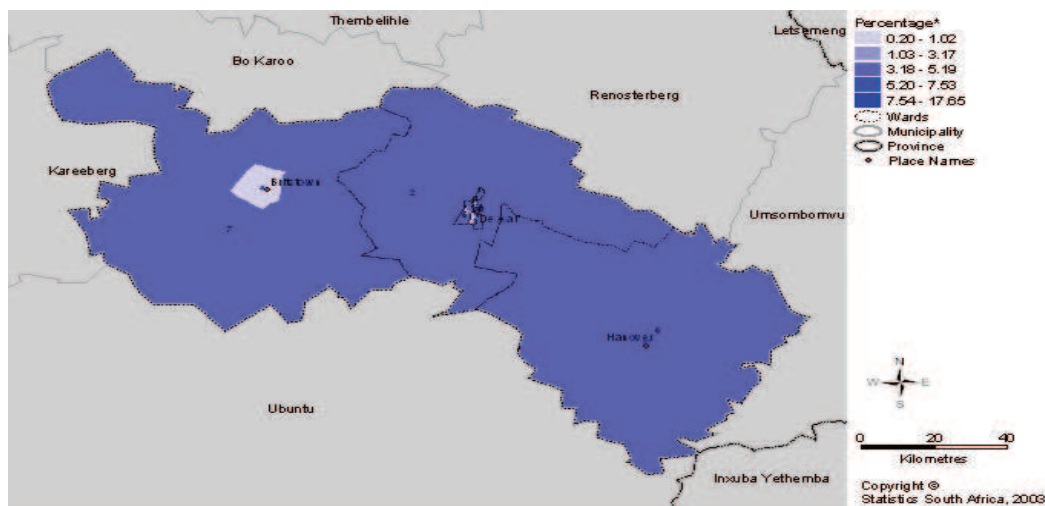
1. EMTHANJENI MUNICIPALITY PROFILE

1.1 Emthanjeni Municipality in Context

Emthanjeni, and especially De Aar, is renowned for its central location on the main railway line between Johannesburg, Cape Town, Port Elizabeth and Namibia. De Aar is situated in the Northern Cape Province, with an approximate population of 35 549 people (census 2001). The Municipality is further situated in the Pixley ka Seme District Municipality with an approximate population of 164 607 people (census 2001), this represents 16, 92% of the Northern Cape population. The Municipality is also situated approximately 300km south west of Kimberley, 440 km south east of Upington, 300 km north east of Beaufort-West and 300 km south west of Bloemfontein.

Hanover lies approximately 65 km east of De Aar on N1 main north to south route. Britstown is situated about 55 km west of De Aar on the N12 route. Both these main routes link Johannesburg and Cape Town. The towns of Emthanjeni lie in an extensive stock farming area with the emphasis on sheep, mutton and wool farming, especially Merino's.

Emthanjeni Municipality, specifically De Aar, is the seat of Pixley ka Seme District Municipality; the Municipality further hosts all Government Departments. Emthanjeni Municipality covers an area of approximately 11390km². Emthanjeni comprises 11% of the district land area and 3% of the province. We further represent approximately 23% of the district's population.



Distances from major centres in South Africa:

- Johannesburg : 750km
- Pretoria : 810km
- Cape Town : 748km
- Bloemfontein : 315km
- Port Elizabeth : 502km

De Aar has the following residential areas:

- De Aar-West
- De Aar East
- Nonzwakazi
- Waterdal
- Barcelona
- Malaycamp

Britstown has the following residential areas:

- Jansenville
- Mziwabantu
- Britstown (town)
- Proteaville

Hanover has the following residential areas:

- Kwezi
- Nompumelelo
- Joe Slovo park
- Tornadoville
- Hanover (town)

Geographical Features and Natural Resources

Climate

Emthanjeni Municipality is situated in the Northern Cape Province, which has a semi-arid climate; specifically in the Pixley ka Seme Region which has summer rainfall, occurring mainly in the late summer months. The area has warm summers and very cold winters, with temperatures varying from high 30°'s in January/February to below freezing in June/July. The region is subject to periodic droughts which have a serious impact on the surrounding farming areas and on the economy of the towns.

Physical Characteristics

Water

The towns of Emthanjeni Municipality obtain water from 68 boreholes and two fountains, divided into 4 borehole schemes. The monthly capacity of the fountains varies according to the rainfall. The water quality is hard and presents problems for bathing, washing and electrical appliances.

Minerals

De Aar and the surrounding area does not have any economically viable mineral deposits, as far as can be ascertained. Recent studies indicate the possibility of uranium deposits in the area (Hanover). This can only be ascertained after an elaborate study is conducted.

Vegetation

The vegetation is typical of the Karoo region with Karoo bushes and grass as the dominant features. Lone thorn trees occur in limited areas

Flood lines

No perennial rivers are to be found in the immediate vicinity of the towns. All storm water channels are local and the catchment area is limited to the immediate vicinity of the towns De Aar experiences problems with storm water in the streets and subway due to a lack of proper storm water drainage.

Air

The quality of air in the Emthanjeni Municipal area can be described as good. In comparison with the pollution in other urban centres, air pollution is minimal. Problems such as acid rain do not occur in Emthanjeni Municipal area. Pollution from industries is kept to a minimum. Dust pollution does occur in the Karoo to a certain extent, due to the sparse vegetation and low variable rainfall.

Historical Overview of Emthanjeni Municipality

De Aar

De Aar means “the artery”, and in many senses this town is the lifeblood of the Karoo. It’s the head office of the Emthanjeni and Pixley Ka Seme District Municipalities; home to many artists; there’s an important weather station that can be toured by visitors, and it’s the second most important railway junction in the country. The significance of its situation on the railway line is because it’s central to Gauteng, Cape Town, Port Elizabeth and Namibia.

There are about 110km of railway lines, including 29 rail-tracks in De Aar’s precincts. However, “De Aar” founded in 1904, was so named because of the many water-bearing arteries that occur underground. Unlike many other Karoo towns, it did not start around the Dutch Reformed Church, but in fact started around the railway line.

De Aar has the largest abattoir in the Southern Hemisphere and supplies all the major centres throughout the entire country with the famous “Karoo” lamb and mutton. Apart from meat production, the sheep farms around De Aar are also major suppliers of wool. All the water used in the town comes from boreholes – which is why the town is known for its large number of wind pumps. The town is easily accessible by tarred road, two airfields serve it – one is an all-weather runway that can accommodate any type of aircraft and it’s only 52km away from the national bus route.

Hanover

This attractive and historic little town on the N1 lies more or less halfway between Cape Town, Gauteng and Kwazulu-Natal. It was established in 1854 at the base of some rocky hills on the farm Petrusvallei, which was bought from Gert Gous. Gous requested that the town be called Hanover, after his great grandfather's town in Germany.

When declared a magisterial district in 1876, the town was very fortunate to be appointed with a far-seeing magistrate, Richard Beere. He insisted that trees be planted so that resident's descendants would have shade. Due to the increase in water consumption caused by an increase in residents, the spring that Hanover was built around dried up, and the number of trees seen in the town today is far less than 100 years ago. Beere loved the Karoo and spent a lot of time on the summit of Trappieskop, where a stone pyramid honouring his contribution to the town was erected when he died.

The older houses were all built right on the road edge – as per authority's instructions at the time – and when, in later years, homeowners built on verandahs, they had to pay a one shilling tax for this privilege. Today, they are still paying this tax, which is now R17, 00. Hanover was home to Olive Schreiner – well known South African author – who lived here from 1900 to 1907, and referred to it as “the prettiest little village I have ever seen”. Her husband, Cron, was an agent in town and today his offices are used as a small guest house. Like many small Karoo towns, most of the streets are not tarred and the residential areas are very quiet. However, behind garden walls and front doors there's plenty of activity going on as the industrious residents carry out their daily business.

The town is home to a variety of artists and craftspeople, as well as having several restaurants, a delightful bookshop, coffee shop and a museum. Interesting Karoo architecture is to be seen and many gardens have a wind pump standing sentinel in one corner. Surrounding farms are principally Merino sheep farms, with many of the country's best breeders farming in the Hanover district. Lesser Kestrels, from Europe and Central Asia, come to nest in trees around town, and can be seen gliding in the dawn and dusk sky from late October to the end of summer.

Britstown

It was in the heady days of The Great Diamond rush in the year of 1877 that Britstown came into being. Fortune hunters paused here in their frenzied dash to the fabulous diamond field, and a settlement mushroomed to provide fresh horses, fodder, refreshment and accommodation. Soon even a concertina virtuoso made music for happy dancers lubricated by the local brew. First the Fuller and Gibson coaches and then others stopped here. But by the time Britstown gained municipal status in January, 1889, a railway line already snaked across the Karoo plains to carry would-be diamond diggers through to Kimberley.

Emthanjeni Municipality Population

According to Statistics South Africa, the total population of Emthanjeni Municipality was 35549, composed as follows:

Table B1: Population

AREA	AFRICAN	COLOURED	ASIAN	WHITE	TOTAL
DE AAR					
Male	3543	7181	21	1637	12384
Female	4014	7766	12	1841	13635
Total	7556	14946	33	3478	26019
BRITSTOWN					
Male	400	1306	1	138	1846
Female	398	1617	2	160	2178
Total	797	2922	3	298	4024
HANOVER					
Male	756	421	1	95	1274
Female	866	453	1	100	1421
Total	1621	873	2	195	2695
EMTHANJENI FARMS					
Male	252	971	0	249	1473
Female	184	947	0	206	1338
Total	435	1917	0	455	2811
EMTHANJENI TOTAL					
Male	4951	9879	23	2119	16977
Female	5462	10783	15	2307	18572
Total	10413	20662	38	4426	35549

Source: Census 2001

Emthanjeni has a total population of 35549 and is currently a category 3 Municipality. The recent Community Survey (StatsSA) indicates that the total population has increased to 38228.

Households

Household in Emthanjeni Municipality in 2001 stood at 8621 (Census 2001) the Community Survey conducted in 2007 indicates 9489.

The following table indicates percentage distribution by type of main dwelling.

Table B 2:

	Census 2001	CS 2007
House or brick structure on separate stand or yard	86,9	90,1
Traditional dwelling/hut/structure made of traditional materials	2,5	0,4
Flat in block of flats	1,4	1,8

Town/cluster/semi-detached house (simplex: duplex: triplex)	0,8	3,1
House/flat/room in back yard	1,3	0,7
Informal dwelling/shack		
In back yard	1,8	1,9
Not in back yard e.g. in an informal/squatter settlement	4,8	2,1
Room/flatlet not in back yard but on a shared property	0,4	-
Caravan or tent	0,1	-
Private ship/boat	0,0	-
Workers' hostel (bed/room)	-	-
Other	-	-
Total	100,0	100,0

Ages Categorization

Table B: 3 Details the age split within the population. The percentage of the population aged 20 – 65 is effectively the biggest margin illustrating the increased number of people looking for employment opportunities.

Table B 3: Ages categories

Categorization by Age grouping	Population Size		Total Population	% of TLF F&M
	Female	Male		
0 – 19	7735	7508	15243	42.9%
20 – 34	3913	3908	7821	22.0%
35 – 64	5612	4754	10366	29.2%
65 and above	1312	797	2109	5.9%
	18572	16967	35539	

Source: Census 2001

2. ECONOMIC ENVIRONMENT

In reviewing and analysing the economic environment in Emthanjeni Municipality it is apparent that the Municipality lacks comprehensive and accurate economic data. Emthanjeni Municipality is in the process of developing an Economic Development Strategy that will be aligned to the District Municipality's current study on the way.

The Emthanjeni Municipality Local Economic Development Strategy will be developed with the aim of accelerating growth, job creation and empowerment. The plan will not be an independent plan, but rather set out medium term goals in support of the achievement of overarching objectives of the IDP.

2.1 Emthanjeni Municipality's Economy

De Aar is the main town of Pixley ka Seme serving a total of 24 other towns. De Aar is also the venue of the annual Central Karoo Show which takes place in January - February each year, and is a red letter event, drawing entries from all over the country.

De Aar is a potential industrial growth point with ample industrial sites, reasonable prices and tariffs, affordable labour and the necessary infrastructure. De Aar is therefore the ideal place to establish industries, a fact which can be borne out by various major industries which have already established themselves here. The

central location and excellent rail and road links have resulted in several chain stores opening branches.

The Emthanjeni area is increasingly becoming the centre for supplying the whole country with the famous “Karoo” mutton with its unique flavour and quality. Emthanjeni has several abattoirs in De Aar: one solely for sheep with a capacity of 1000 carcasses per day, supplying meat to all the provinces. The second abattoir has a capacity for 550 sheep carcasses and, in addition to beef, supplies meat far beyond our region, even as far a field as Durban. The third abattoir specialises in venison for export.

All the courier services operating nationally serve the towns comprising Emthanjeni municipal area.

There is also a synoptic weather station in De Aar gathering climatic data and literally putting De Aar on the world map. The towns of Emthanjeni Municipality boast a pleasant country atmosphere, doing full justice to the motto of the Upper Karoo Region “where tranquillity is only surpassed by the hospitality”.

Sheep, wool and mutton are the main farming activities in Britstown while hunting of small game (springbuck) is also very popular.

The Smartt Syndicate Irrigation Scheme situated 25 kilometres west of Britstown, provides water to Lucerne and wheat farmers. There is a museum in the former Anglican Church next to the Municipal offices.

Hanover is also well endowed with qualified construction industry artisans. Like the other towns in this region, wool is exported to Port Elizabeth without being processed. We note with great concern the opportunities for local people in relation to the second economy but we also further identified the need for the municipality to become involved with the empowerment of SMME’s and the roll out of cooperatives. This should enable the second economy initiatives to become active contributors to the economy of Emthanjeni as well as the entire district.

2.2. Investments

The Emthanjeni Municipal Council is working towards a sustainable Local Growth and Development Strategy which would be aligned to the Provincial Growth and Development Strategy. The aim of Local Economic Development is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents. It is therefore very important to know that Local Economic Development is an ongoing process, rather than a single project.

The Council and the Local Economic Development Unit is constantly in discussion with members of the community and developers about new projects and developments. The smallest project or business concern is equally as important as major developments. The prospect of a new hospital has certainly created an upsurge in interest and development in Emthanjeni Municipal area. Project proposals have already been received for a filling station and business centre for De Aar and an Ultra City for Britstown. Residential erven in Rantsig are also in high demand. Assessment rate rebates are also offered for new developments.

It is worth mentioning that delays with the completion of the Hospital are causing investors to be sceptical to invest in the area. We have been overwhelmed with two private companies advancing with housing development within in our municipal area (De Aar). This housing stock will cater for the middle income group and upwards. We have in recent years noted the rapid increase in those income groupings. We are, however, also in the preparation stage with regards to Urban Renewal Strategy to deal with the segment of improving the economy by concentrating on the improvement of our townships and closing of buffer zones.

Areas where Council wants to contribute to increase the economic value of Emthanjeni Municipal area are as follows:

- Upgrading of existing buildings and ensuring that dilapidated private property is addressed.
- Cleaner public environment
- Additional parking
- Provision of public toilets
- Promotion and marketing
- Tourist attractions
- Attracting new businesses to Emthanjeni
- Transportation (air, rail and road)
- Promotion of BBBEE
- SMME Development

Other future planning and projects which Emthanjeni also concentrate on to increase Economic Development are:

- Development of N10 Corridor.
- Upgrade of landing strip
- Hanover and Britstown sewerage sites.
- Revitalization of Rail
- Upgrading of Nature School (Poortjie)
- Development of industrial sites (Hanover / Britstown).
- Urban Renewal Programme (Renewal of Townships)
- Town Houses and Chalets Development (near new Hospital)
- Lucerne Project
- Toilet Paper Plant
- Upgrading of Museums and Caravan Parks.
- Chicken Farm
- Paragliding (Annual Series Event)
- Water Purification
- Iron, Ore and Manganese Smelter Plant
- Upgrading and maintenance of parks in Emthanjeni
- Accommodation and Conference facilities
- Amusement and Fun park

We have been informed that Fly De Aar Paragliding will be hosting a World Series pre-event within the De Aar area. This will be a major event on the calendar of the municipality. We have agreed that the support to the organisation should be on an annual basis. A primarily have major economic spin-offs for the municipality and its

people. We expect enormous impact in the tourism sector. We are committed, as Municipality, to being a positive contributor to the success of the event. This obviously poses a challenge to the province as a whole to actually to ensure the success of the event.

The rate of unemployment within the area of Emthanjeni Municipality is extremely high and according to the Stats SA the levels are as follows:

Table B 4:
BASIC ECONOMIC DATA (STATS SA - CENSUS 2001)

EMPLOYMENT CATEGORY	FEMALE	MALE	TOTAL F & M	% OF TLF F & M	% OF POPULATION F & M
EMPLOYED	3178	4271	7449	33.3%	21.0%
UNEMPLOYED	2848	2320	5168	23.1%	14.5%
NOT ECONOMICALLY ACTIVE	5538	4182	9720	43.5%	27.4%
Total Labour Force (TLF)			22,337		

Major Economic Sectors

The major economic sectors within the area of Emthanjeni Municipality are as follows:

- Services sector
- Manufacturing
- Retail
- Agriculture
- Transport
- Tourism

As a result of Transnet scaling down its activities as well as smaller businesses closing down from time to time economic activity in the area is stagnating. The future economic attractions/planning for Emthanjeni area are:

- The new referral Hospital
- N12 new garage (Britstown)
- Possible upgrading of railway station
- Development of Industrial sites in all three towns
- Renewal of more residential sites in all towns
- Town houses and chalets for new hospital
- Development N10 corridor (development of strategy)
- Water pipeline from Orange River over 15 years

2.3 Agriculture

Currently there is not a great deal of development in the area but numerous possibilities exist which could still be investigated. The most important economic activities in the area are related to agriculture and the future possibilities of processing local products in the area. The central location and excellent transport system linking Emthanjeni with the rest of the country are some of the main

advantages of the region. The tourism sector could provide large returns for local residents with initiative, expertise and creativity e.g. the processing of horns from game into various products.

We further should be in a position to provide much more assistance to the emerging farmers who show keen interest in growing in the industry. The municipality is providing land for the emerging farmers to further their aspirations but much more is required to ensure that they actually meet their targets.

The Smart Syndicate Dam could possibly provide a permanent water supply to the area in future, if it were possible to realise its potential.

3. CROSS-CUTTING ISSUES

3.1 Youth Development

This domain has not been central to the priorities of the municipality, but with the introduction of a fully fledged Council Committee on youth this is starting to change. We have been able to ensure that a dedicated person is appointed to lead youth development in the municipality. What will transpire in the municipality is that a local youth council will be established to take forward the interest of young people. The Youth Unit will be beefed with the central task of improving youth development. The Council has agreed to prioritize youth development.

3.2 Children

Children form a critical component of young people and require just as much attention. It remains high on the agenda of the committee and that we should find ways of engaging the Education Department and Social Services Department as to what should be our different roles.

The YAC has been transferred to Emthanjeni Municipality. The centre is providing the necessary services to the youth and we can only complement these services. We will continue to improve on the proportion that should or must be earmarked for the youth through the budget and IDP processes. We, however, require all the assistance that can be availed to the municipality to achieve its objectives.

HIV/AIDS Integrated Programme

GUIDING PRINCIPLES

- All workers with the disease shall be involved in all prevention, intervention and care strategies.
- No worker / employee nor their families and colleagues shall be discriminated against due to their HIV status.
- The status of female employees / women shall be confirmed, to prevent discrimination against them.
- Confidentiality and informed consent of all employees with respect to HIV testing and test results shall be protected.

- Services provided, i.e. Education, counselling and health care should consider the sensitivity of employee's culture, language and social circumstances.
- The municipality has a crucial responsibility to provide education, care and welfare to all employees.
- Capacity building will form the cornerstone to speed up HIV / Aids prevention and control measures.

A set of primary indicators and surveillance data

Emthanjeni needs a set of key indicators that can be used to track the overall response of the community to the epidemic. This means not only tracking the course of the epidemic over the next five years, but also tracking changes in attitudes, social values, health care practices, socio – economic conditions and behaviour that act as pre-disposing factors of the epidemic.

The following list of indicators is proposed as a combination of various indicators that collectively can be used to judge how well the community is doing in terms of tackling the HIV epidemic.

Where necessary, mechanisms to collect the required data will be developed.

General trends of the epidemic

- Prevalence of HIV amongst antenatal clinic attendees (using national sentinel surveillance procedure)

Youth

- Prevalence of HIV amongst antenatal clinic attendees below the age of 18 years (using national sentinel surveillance procedure)
- Teenage pregnancy incidence and rate

Prevention

- Proportion of STD cases effectively managed using syndrome treatment in the community.
- Percentage of sexually active women using condoms
- Proportion of children leaving primary school who are fully informed of the causes and methods of transmission of HIV

Socio-economic indicators predisposing to HIV transmission

- Proportion of household living below the minimum poverty line
- Unemployment rate

Abuse of women

- The number of reported rape cases
- The number of cases of workplace abuse related to employees contracting HIV

Social values, human rights and acceptance in the community

- The number of VTC clients
- The number of homeless children, as a proxy indicator of the capacity of society to care for
- AIDS orphans
- The number of people “coming out” as people living with AIDS

Proposed objective-level indicators to use for the IDP:

- Prevalence of HIV amongst antenatal clinic attendees (using national sentinel surveillance procedure)
- Prevalence of HIV amongst antenatal clinic attendees below the age of 18 years (using national sentinel surveillance procedure)
- Teenage pregnancy incidence and rate
- What indicators for impact on families etc?

Strategies

These strategies should be emphasised:

- An effective, scientifically proven and culturally appropriate information, education and communication (IEC) strategy.
- Escalating accessibility and acceptability to voluntary HIV testing and counselling to all employees as well as the community.
- Improve STD management and promote increased condom use to reduce STD and HIV transmission among all employees and the whole community, more condom distribution.
- To provide a support system for all who live with the disease.

The Strategic Plan is structured according to the following four areas:

- Prevention
- Treatment, care and support
- Human and legal rights
- Monitoring, research and surveillance

In addition, the youth will be broadly targeted as a priority population group, especially for prevention efforts.

Priority Area 1: Prevention

- * Strategy 1: Promote safe and healthy sexual behaviour
- * Strategy 2: Improve the management and control of STDs
- * Strategy 3: Reduce mother-to-child transmission (MTCT)
- * Strategy 4: Address issues relating to blood transfusion and HIV
- * Strategy 5: Provide appropriate post-exposure services
- * Strategy 6: Improve access to Voluntary HIV Counselling and Testing (VCT)
- * Strategy 7: Increase condom distribution (more condom points)

Priority Area 2: Treatment, care and support

- * Strategy 8: Provide treatment, care and support services in health-care facilities
- * Strategy 9: Provide adequate treatment, care and support services in communities
- * Strategy 10: Develop and expand the provision of care to children and orphans

Priority Area 3: Human and legal rights

- * Strategy 11: Create a supportive and caring social environment
- * Strategy 12: Develop an appropriate legal and policy environment

4. GOOD GOVERNANCE

Administration and Strategic Planning

Human Resource Development

Human Resource Strategy

We are in need of a Human Resource Strategy which addresses all HRM, as well as HRD matters. Currently we are in negotiations with a service provider who can draft it for the municipality. This need to be a district venture seeing that the expectation for this strategy is also with other local municipalities in the district.

Human Resource Manual

A draft HR manual was developed which would be a guiding document in all HR related matters of the municipality.

Institutional Support

Support to Council

- The Directorate provides institutional support to Council and its committees.
- It ensures that the municipality has comprehensive HRM policies and ensures implementation.
- It further boosts the moral amongst employees

Administration and Strategic Planning

Work Skills Plan (WSP)

The municipality submits a WSP on an annual basis. In the document training needs are identified as well as providing plans on how to address them.

Employment Equity Plan (EEP)

Council adopted an EEP which is valid for a term of three years (3). During this year a new plan will be forwarded to be endorsed by Council. Annually EEP reports are submitted to both Department of Labour and the Employment Equity Forum meeting in the province.

By-laws

The Rules Committee of Council is currently in the process of scrutinizing of the draft By-Laws as well as draft policies. We then envisage submitting the work of the Rules Committee to Council for adoption.

Staff

The Corporate Services Department under the Director Corporate, Community and Development Services, has 16 officials who are responsible for all administrative work, agendas and minutes, personnel matters, archives, telephone systems, typing, translation and messengers.

There are also 10 employees working at the town and community halls of Emthanjeni Municipality

7 Employees work at the three libraries in De Aar and 2 each in Britstown and Hanover.

The Traffic Department has a Chief Traffic Officer and 4 Traffic Officers as well as 2 employees carrying out administrative duties and 1 general worker.

At the Vehicle Testing Station 2 officials are employed.

Finance**Background**

A revised organisational structure was adopted by Council and organised Labour, SAMWU and IMATU. The position of Chief Financial Officer has been filled due to the resignation of the previous CFO. All staff members are accommodated in the new organisational structure and they are settling into their positions.

Emthanjeni Municipality currently utilizes the Abakus system for financial processes and procedures comprising the following systems: consolidated debtors, creditors, stores, ledger, assets (incomplete) and cash book. With the new releases on the financial systems, the supply chain, assets and national treasury reporting modules will be released before the beginning of the new financial year. These modules will be fully electronic and will integrate into the FMS totally.

Structure

The Department has three divisions headed by Accountants, namely Revenue, Expenditure and Supply Chain Unit. All these divisional heads report to the Manager: Financial Services. The Manager Financial Services report directly to the Chief Financial Officer (CFO) on all the operations of the financial department.

Financial Viability

The Total Budget of the municipality amounts to **R162 million** total revenue and **R179 million** total expenditure and has a potential to be financially viable but is constrained by consumer priorities in terms of accounts payments. For that reason, plans are already in place to gradually introduce pre-paid meters for all residential properties and, ultimately rolling that over to water. Before the roll out of pre-paid water meters, Council will consult with all communities to explain the benefits of the initiative for maximising revenue collection – especially through aligning bulk purchases and sales and minimising bad debts.

Implementing this initiative on full scale is currently hampered by funding constraints and the aim is therefore to approach provincial and national governments and other funding sources to fund the initiative.

Debt Collection

The Municipality have a Credit Control Unit in place to collect all outstanding debt. All residents receive an account that indicates the due date for payments. After the due date all credit control actions start according to the Credit Control Policy to recover outstanding debt. Unfortunately the high unemployment rate and access usage on service contribute to high outstanding debt.

BUDGET: 2011 / 2012

The total budget for 2011/2012 is **R162, 383,427 revenue & R179, 341, 525 expenditure**. The budget can be summarised as follows:

Table B: 5

Revenue Source	By	Budget Amount	Expenditure Categories	Budget Amount
Property rates		15 320 928	Employee Costs	47 529 090
Services		71 390 943	Repairs & maintenance	9 262 096
Interest received		678 400	General Expenditure	20 719 177
Interest on debtors		801 360	Provisions	376 187
Fines & penalties		9 524 237	Bulk purchases	34 028 267
Licences & permits		1 094 640	Interest expense – borrowing	1 750 480
Operating grants & subsidies		34 885 000	Grants and subsidies Capital	13 566 000
Capital grants & subsidies		13 566 000	Capital acquisition: own funding	7 091 094
Other income		14 649 796	Remuneration of Councillors	3 482 604
			Bad Debts	10 900 709

		Collection Cost	177 384
		Depreciation	11 516 064
		Grants and subsidies operating	12 671 027
		Contracted Services	6 272 346
Total Revenue	162 383 327	Total	179 341 525
		Surplus(Deficit)	16 958 098

Future Plans

Office space remains a huge challenge for the centralisation of the service so that it could interlink between the other divisions of the department.

The upgrade of all computer equipment together with proper computer training of financial staff will be addressed in order to improve on systems development, systems reporting and, most of all, to serve the consumers better. The upgrade of the customer care together with the credit control section will be finalised in the following months. The total estimated cost of **R100 000** will be internally provided for these activities.

The replacement of pre-paid electricity meters in Britstown will continue and other parts of the municipality. This effort will reduce the possible electricity losses that we experienced due to a lack of proper monitoring which the current meters could not provide because of the age of the meters. This will also enhance credit control efforts as electricity meters will be connected to the new Prepaid Electricity Financial Systems.

Each ward will have its own cashier point where services can be paid. Although no final decision has been taken, it is most likely that cashier points for **Wards 1, 2, 3 and 4** will be open for only two days a week.

A valuation roll according the MPRA was implemented in the 2009/2010 financial year. The first Supplementary Valuation Roll was completed in the 2010/2011 financial year and will commence 1/7/2011. The general valuation for the DMA was done and will also commence on 1/7/2011 once all objectives have been addressed.

The process of upgrading the pre-paid electricity vending system was completed during the 2007/2008 financial year. The financial system is operating smoothly but the ESKOM load shedding influence system operations. Prepaid electricity is available on a 24 hour basis, and it is very much appreciated by our customers.

Financial reforms will take place on a continuing basis. Proper adherence and compliance with the MFMA, MFMA Circulars and reporting will be prioritised throughout the financial year.

5. INFRASTRUCTURE

Infrastructure Services

Introduction

The Infrastructure and Housing Services Directorate consists of the following departments.

- Technical Services
- Electricity
- Housing and Project Management

Technical Services:

The Technical Services Department consists of the following divisions each with its own foreman or supervisor.

- Water Services
- Streets and Storm Water. (including private sidings, commonage, airfield)
- Parks and Buildings
- Sport and Recreation (Caravan parks, swimming pools and sport grounds)
- Town Planning and Building Control
- Waste Water (Sewerage)
- Waste Management
- Cemeteries
- Mechanical Workshop

Water

Policy and Statutes

- a) National Water Act 1998, no 36 of 1998
- b) Water Services Act 1997, no 108 of 1997
- c) Regulations relating to Compulsory National Standards and Measures to Conserve Water. (Water Services Act, No 108 of 1997)
- d) Water Services Plan for Emthanjeni Municipality, Draft 2006
- e) Annual Water Audit and Report – 2005/2006 financial year
- f) Regulations on Fluoridating Water Supplies (Regulations under the Health Act, No 63 of 1997)
- g) Strategic Framework for Water Services – September 2003

Water Sources

De Aar, Hanover and Britstown is dependant on groundwater from the following number of boreholes for each town:

- De Aar : 55 boreholes with a total monthly yield of 230 000 kl.
- Britstown : 9 boreholes with a total monthly yield of 26 000 kl.
- Hanover : 4 boreholes with a total monthly yield of 25 000 kl.

In the case of Hanover and Britstown the boreholes are located on the commonage. In De Aar the boreholes are scattered right around the town in all directions, with the furthest lying 35 km are located on private farms and the water is purchased from the

landowners. The purchase price ranges from 17c to 40c per kilolitre, depending on the existing contracts.

No water purification is done in any of the three towns.

Water Network

- Reticulation – Currently there are 7400 water connections as well as 147 km of water pipes in the reticulation network.
- Supply – At present there are 126 km of main water pipes, 68 boreholes, 6 pump stations, 5 reservoirs, 48 water level monitors and a telemetry borehole control system.

Water Quality

Water in De Aar, Britstown and Hanover is hard and the biggest problems are experienced with bathing, washing (water does not foam easily) and electrical appliances such as kettles and geysers. The high magnesium content of the water causes a bitter taste. The following water analysis is carried out:

- Bacteriological analysis - monthly
- Chemical analysis - annually

The following documents are used to process / interpret the analysis:

- SABS 241 – 1984 Water for domestic use
- Quality of domestic water supplies: Volume 1-3 (Department of Water Affairs and Department of Health)

The proposed analysis could be increased if necessitated by circumstances. The following water samples are taken:

- Bacteriological - at reservoirs and various places in town
- At reservoirs, various places in town, and every borehole separately.

Current level of water and sewerage services for occupied premises – 2007:

Table B: 6

A) Sewerage				
	No of Occupied Premises			
	De Aar	Britstown	Hanover	Total
Flushing toilets	5368	0	151	5519
Vacuum tanks	40	427	128	595
Buckets	43	18	411	472
Dry sanitation	1	543	224	768
TOTAL	5452	988	914	7354

B) Water				
	No of Occupied Premises			
	De Aar	Britstown	Hanover	Total
In House	4412	427	297	5136
On site	1003	496	603	2102
Communal Standpipes	37	65 (informal)	14	116

TOTAL	5452	988	914	7354

Water Balance (losses) and Consumption

An annual water audit, to determine water loss from boreholes to the end consumer is carried out in Emthanjeni Municipality.

Water leakages, the major contributing factor to water losses, are repaired immediately and the public (consumer) is regularly encouraged to report leakages. All water leakage repairs are recorded on a prescribed form. A Water Conservation and Demand Management Study were completed during 2004 and it contained various recommendations to reduce and manage water losses.

See attached executive summary.

Water demand management is an ongoing process implemented to limit water losses and thus provide a cost effective service. A water audit was carried out for the 2009/2010 financial year and the water losses for the past three years are detailed below:

Table B: 7

	2003/04		2004/05		2005/06		2006/07	
	KL	%	KL	%	KL	%	KL	%
Total abstraction	2 454 383	-	2 537 450	-	2 418 483	-	2 569 958	-
Total sales	1 726 338	-	1 841 562	-	1 824 756	-	1 959 174	-
Bulk losses	222 942	9,1	277 416	10.9	192 571	8.0	176 442	6.9
Distribution losses	505 103	22.6	418 472	18.5	401 156	18.0	434 342	18.1
Total losses	728 045	29.7	695 888	27.4	593 727	24.5	610 784	23.8

These losses occur from borehole to consumer and include all forms of loss i.e. financial, faulty meters, leakages, un-metered supply etc.

The water losses show a considerable decline during the past three years.

Meters are read on a monthly basis. Those stands still dependant on stand pipes in the streets or un-metered water connections are charged a basis tariff.

Resource Protection

Over-utilization of boreholes is currently prevented by keeping abstraction within the prescribed abstraction rates and monthly maximum abstraction capacity of the boreholes. In the case of Britstown it is possible that some of the boreholes are being over-utilized due to peak demand during the summer months. In order to address these problem additional boreholes will have to be developed in Britstown. A geohydrological survey was done in Britstown and Hanover during 2004/2005. Sufficient water was found in Hanover but the Britstown survey will have to be extended.

All boreholes have been provided with water meters which are read monthly and comparisons made with the abstraction capacity of the boreholes in order to prevent over-utilization of individual boreholes.

Roads and Storm-water

Emthanjeni at present has 202 km of streets within the towns of De Aar, Britstown and Hanover, of which 131 km (65%) are gravel and 71 km (35%) are tarred. The gravel roads are graded on a quarterly basis.

Current Condition of Roads:

The gravel and tarred roads are in a poor condition and upgrading and resurfacing is urgently required. The tarred roads are especially a source of concern as very little resurfacing has been done during the past 20 years. As a result the road surfaces are crumbling.

It is for this reason that Council committed the municipality to budget for the improvement of roads.

Private Sidings

Only De Aar has private sidings and they are in a reasonable condition at present. Due to the high cost involved, no preventative maintenance is carried out and faults are repaired only when a problem arises.

The total length of the railway line is 1.54 km and serves 15 industrial sites. The private siding is current underutilized and is only being used by 1 industry.

Airfields

De Aar

De Aar has two airfields, one of which has a concrete runway. The municipal airfield has dirt runways and is registered with the South African Civil Aviation Authority and is inspected by them annually. A landing fee is charged according to the size of the aircraft.

The second airfield with the concrete runway is situated 12 km west of De Aar's central business district and is used by the Defence Force. The public however have limited use. The Airfields presents potential for the municipality.

Britstown and Hanover

Both these towns have airfields with dirt runways which are not registered. These runways are used at own risk and the airfields are seldom used.

Storm-water

Only the western part of De Aar has underground storm-water drainage. The rest of De Aar, Hanover and Britstown do not have any storm-water drainage. This causes great inconvenience for the residents during and after rain. Low-lying areas in these towns have also experienced flooding in the past. A master plan for storm-water in De Aar is already agreed to, so that the problem can be addressed systematically when funds are available.

Storm water drainage improvement is seen as critical for the municipality and it was agreed that it should be implemented with road construction.

Commonage

All three towns currently have commonage areas which are leased on a monthly basis, as well as land which has been made available to emerging farmers. All commonage land in De Aar is available to emerging farmers. The process of placement of farmers is in progress. The same processes are followed in Britstown and Hanover.

The size of the commonage areas is as follows:

Table B: 8

TOWN	COMMONAGE
De Aar	2907 ha
Hanover	8308 ha
Britstown	9736 ha
Total	20951ha

Town Planning and Building Control

Policy and Statutes

- a) National Building Regulations and Building Standards Act, 103 of 1977
- b) SABS Code 0400, application of Act 103 of 1977
- c) Series of General Regulations PG 245/1945
- d) Regulations Relating to Public Garages PG 871/1973
- e) Regulations Relating to Keeping of Bees PK 166/1967
- f) Regulations for Preventing Conditions likely to Cause of Further the Spread of Fires PG 828/1959
- g) By-law relating to Antenna Systems for Citizen Band Radio's PG 456/1980
- h) Standard Regulations Relating to Advertising Signs and Defacement of Street Fronts or Frontages PG 593/1958, PG 774/1965
- i) By-law relating to Industrial Effluents PG 688/1986
- j) Regulations Relating to the Prevention and Suppression of Nuisances PG 798/1972
- k) By-law relating to Liquefied Petroleum Gas PG 311/1980
- l) By-law relating to Unsightly and Neglected Buildings and Premises PG 491/1992
- m) Northern Cape Development and Planning Act, No 6/1998.

Structural plans

- a) De Aar Town Planning Scheme May 1985
- b) Framework Plan : Future Extension De Aar East 1986
- c) De Aar Area : Urban Structural Plan
- d) Britstown and Hanover: Land Use Planning Ordinance, No 15 of 1985. Section 8 : Scheme Regulations
- e) Nonzwakazi : Local Structural Plan, August 1994
- f) Hanover, Tornadoville : Local Structural Plan
- g) Emthanjeni Scheme Regulations - 2004

Staff

Building control and town planning matters are dealt with by Manager Infrastructure Services and the Technical Officer who is also the building control officer. Planning of new extensions is handled by private consultants appointed by the Council.

The staff involved in town planning and building control provides information to other departments as well as consultants regarding proposed developments and land transactions on a continuous basis.

Building Plans

During the 2008/2009 financial year a total 79 building plans for an estimated value of R 9 602 956 was approved. Comparative figures for building plans approved during the past 5 years are set out below:

2004/2005	64 building plans	R 4 628 821	
2005/2006	67 building plans	R 4 079 820	
2006/2007	88 building plans	R 9 159 722	
2007/2008	102 building plans	R 8 170 587	-
2008/2009	79 building plans	R 9 602 956	

We propose the financial commitment from the Provincial Department of Human Settlements to be in the region of:

Financial Year	Proposed Budget
2010 / 2011	R 6 284 750.00
2011/2012	R 102 489 20. 00
2012/2013	R126 542 697. 00
2013/2014	R 59 697 833. 00

115 Houses for 2010/2011 Financial Year – R 6 284 750.00

De Aar	70
Hanover	45
Total	115

The earthworks at a cost of R 20 million have commenced for the new hospital which is being built.

Mechanical Workshop

Statutes

Road Transportation Act 74 of 1977

Vehicle Replacement

A new fleet of vehicles was purchased for De Aar, Britstown and Hanover.

The vehicle fleet operation, maintenance and replacement strategy (Aug 2004 to June 2009) now forms a sectoral plan in the IDP.

See attached Recommendations of Vehicle Fleet Operation, Maintenance and Replacement Strategy at the back of the document.

Vehicles and Equipment: Maintenance

The Workshop takes care of all repairs, services, certificates of fitness and roadworthy certificates, as well as fuel pumps.

Staff

The Workshop has 5 staff members:

- Qualified Mechanics – 2
- Artisan Assistants – 3

Finance

The costs of the Workshop are defrayed against the various divisions.

Electricity

Policy and Statutes

Electricity is supplied according to Electricity Act 41, Municipal By-laws as published and amended from time, and the Occupational Health and Safety Act 85/1993, additional regulations as approved by the Council as well as the conditions lay down by the Manager Infrastructure Services.

Summary

De Aar, Britstown and Hanover purchase all their electricity from Eskom at 22 kV. The maximum demand for 2006 reached nearly 10.7 MVA for De Aar, 1.0 MVA for Hanover and 0.5 for Britstown. The energy purchases for the various towns are 44.4 GWh (De Aar), 2.2 GWh (Hanover) and 4.3 GWh (Britstown) respectively.

De Aar has a well planned and developed primary infrastructure which can handle the current, as well as an additional demand of about 3 MVA (based on firm supply capacity).

In De Aar basically all erven are serviced with electricity. Each year extensions are made to the infrastructure to accommodate new developments. In the case of Tornadoville and Kwezi residential areas in Hanover, the electricity distribution is handled by Eskom.

The maintenance of the electrical infrastructure has fallen behind in recent years (as in most small towns), due to the lack of funds, equipment and expertise. This serious scenario is a major threat and it is essential that this problem is addressed with real urgency.

The problem with unauthorized use of electricity is a challenging exercise and constant monitoring and adjustment is required to be successful. It is believed that the situation is reasonably under control, although the lack of reliable information from the Financial Department is a major concern.

De Aar has an industrial area with reasonable spare capacity. On the other hand, a section of this network is not in a healthy condition and capital investment is urgently needed to prevent a potential black out.

Staff

The Electro- technical Department consists of 26 employees:

- Asst : Electro technical Services (vacant)
- Network Superintendent
- 3 Foremen (1 vacant)
- 3 Artisans with assistants
- Team of General Workers

At present there is a staff shortage of qualified electricians in the department and no preventative maintenance is carried out currently. Apart from meter inspections and new installations the only maintenance work done relates to complaints received or faults which occur.

Vehicles/Equipment/Store

The Department has vehicles and the essential equipment to maintain the existing network and carry out limited network extensions. Minor construction work is normally handled internally but major work is done with the assistance of private contractors.

The Department has its own Store with equipment and material for everyday, as well as strategic use.

Distribution Network

Supply

Electricity is purchased from ESKOM at 22kV. ESKOM supplies the De Aar Sub-station at 132kV from the Hydra Sub-station (the largest sub-station in die Southern Hemisphere). The ESKOM Sub-station is equipped with 1X20 MVA 132/22 kV step down transformer with expansion facility for the future.

In the case of Britstown and Hanover the supply is obtained from the 22kV rural networks.

Primary Networks

The primary system voltage in De Aar, 22 kV. A 22kV ring network supplies the main intake substation (2 x 10 MVA) and two 1 x 5 MVA substations in De Aar East with capacity for a third 5 MVA substation.

The distribution is done at 6.6 kV in De Aar & Industrial Area and 11 kV network on the other hand is overwhelming an overhead network.

Electricity is also supplied to Transnet, Sewage Disposal Works, small holdings, a number of farms and two of De Aar's borehole fields (10 boreholes and 2 booster pump stations) providing drinking water to De Aar.

A load control system is used to regulate the maximum demand in the town. The maximum demand is lowered by about 15% by switching geysers off and on.

In the case of Hanover, the primary distribution is also at 22kV. All the boreholes on the outskirts of town are also supplied from the network. The network was upgraded a few years ago and is currently in a reasonable state. ESKOM is the distributor in Kwezi and Tornadoville.

Britstown's internal high voltage distribution network is also 22kV and serves Britstown, Mziwabantu, Jansenville as well as a rural network supplying the municipal boreholes. Partially upgrading of the network over recent years did ensure that accepted system reliability could be maintained, although further upgrading in the future is essential.

The following schedule contains the main infrastructure in the various towns:

Table B: 9

DESCRIPTION	DE AAR	HANOVER	BRITSTOWN
22/6.6 kV Power Transformers	2 x 10 MVA	N.A.	N.A.
22/11 kV Power Transformers	5 MVA	N.A.	N.A.
Total length of Overhead Power lines (6.6/11/22kV)	63 km		
Total length of Underground Cables (6.6/11/22kV)	40 km		
Number of distribution sub-stations @ 400 V	66		
Number of distribution transformers	130		
Installed capacity of distribution transformers	31 MVA	Unknown	Unknown

Secondary Network

The 230/400 volt network consists mainly of overhead networks with underground networks in certain of the more affluent residential areas. The estimated total number of consumers is 7000 (2005), excluding disconnected consumers. Meter and load control relays are inspected on a preventive basis. Meters are tested on request or where faulty readings are suspected.

The secondary network comprises the following:

Table B: 10

DESCRIPTION	DE AAR	HANOVER	BRITSTOWN
LV overhead power lines	44 km		
Underground cables	78 km		
Service connections	143 km	27 km	4.5 km

Street and Area Lighting

De Aar has about 1700 street lights and 9 (30/40 m) high mast lights. Over recent years the streetlight network was extended together with reticulation projects.

Some ad hoc streetlight extensions have also taken place over recent years; however a substantial amount of capital is required to upgrade and extend the street and area light networks.

Many out-dated and ineffective streetlight units exist in Hanover and Britstown and some areas in De Aar. These need to be replaced as soon as possible as they are also expensive to maintain.

A great concern is the funds required to maintain the extensions of street and area light networks.

Electrification

In the case of De Aar en Britstown it could be assumed that all dwellings do have access to electricity. The network is extended on a yearly basis to accommodate new dwellings.

Tornadoville and Kwezi in Hanover are part of ESKOM's distribution network. ESKOM is therefore responsible to extend the network as required. ESKOM is further requested by the Municipality on a yearly basis to accommodate potential new consumers.

Electricity Purchases and Sales

The following statistics were available for 2008/2009.

Table B: 11

	2007/2008	2008/2009	Difference
Maximum demand	10,7 MVA	1082 KVA	490 KVA
Total energy purchased	53 719 011	54 151 027	+ 0,8 %
Total energy sold	46 247 837	43 578 410	- 5,8%
Total system loss	7 471 174	10 572 617	+ 4,15%
% line losses	13,91%	19,52%	

Quality of electricity

Consumer faults are attended on a daily ad hoc basis and restored as soon as possible. Due to the lack of qualified and experienced personnel and the correct equipment, limited repair work is possible on 6.6 kV and higher voltage networks.

Specialists are employed to assist with power failures, when required.

What ever the cause, an attempt is made to provide a service of high quality to ensure satisfied consumers.

Restructuring: Electricity Distribution Industry (EDI)

Emthanjeni Municipality falls under RED 2 will comprises the whole of the Free State, the eastern part of the Northern Cape and a portion of Gauteng. Several meetings and workshops have already been attended and a number of working groups have been established to determine the road ahead for RED 2. Emthanjeni Municipality is now required to do a MSA Section 78 investigation.

The biggest challenge is to carry out the Section 78 investigations using our own officials.

Housing

Emthanjeni Municipality applied in April 2006 to the MEC of Housing and Local Government to be granted Level 1 Accreditation in terms of the Housing Accreditation Programme for Municipalities.

A consulting firm was retained by the Department to assist us in preparing a business plan as part of the pre-accreditation support programme. The purpose of the business plan was to constitute the accreditation application to the MEC.

The Municipality was successful in its application, to the extent that we were conditionally accredited for level 1 by the MEC in October 2006. Much has been done since then by both the Municipality and the Department of Housing and Local Government to respond to the areas that required intervention. Much remains to be done. The Municipality is in the process of drafting a Housing Policy that would be able to clarify the stance of the Municipality pertaining to the delivery of housing within its jurisdiction. The following is a brief synopsis of the condition of housing in the municipal area that requires to be addressed;

Informal Housing:

De Aar	127
Britstown	103
Hanover	120
Total	350

Municipal Housing needs for the entire Emthanjeni Municipal area is **3008** and it is continuing to increase

It must be indicated that we experienced visible since the introduction of the Housing Unit of the municipality.

The Department of Cooperative Government, Human Settlement and Traditional Affairs (Department of Housing and Local Government) already approved the following:

2009/2010

Hanover	100 houses
Hanover	50 planning of erven
Britstown	33 houses (igloos)

Future Application

2010/2011	1000 houses
2011/2012	1000 houses
2012/2013	1008 houses

These are based on the current housing backlog of 3008.

The Expanded Public Works Programme

The socio-economic status and conditions of Emthanjeni, with its high level of poverty cannot be overemphasized. For this reason, it is characterized by a high level of unskilled and unemployed number of residents.

This Expanded Public Works Programme is exemplified as an all-embracing inter-governmental exercise which aims to mutually improve service delivery through efforts by the three spheres of government, Non-governmental Organisations, Community Based Organisations, Governmental Departments and other development protagonists to address the above-mentioned issue. The latter mentioned stakeholders and role-players will develop and absorb the unemployed residents into productive and meaningful employment through training and empowerment activities.

The Emthanjeni Municipality is committed to being an Agent of Change within its area of jurisdiction. Since the launch of this programme, the Municipality has been engaged with the Department of Public Works in terms of operational and implementing the EPWP.

We would further be applying for counter funding as the municipality already set aside funds (own capital) for the upgrading of municipal roads (labour intensive process to be followed).

6. SOCIAL DEVELOPMENT

Policy and Statutes

- Foodstuffs, Cosmetics and Disinfectants Act and Regulations (No 54/1972)
- Health Act 1977 (No 63/1977)
- Tobacco Products Control Act (No 83/1993)
- Tobacco Products Control Amendment Act (No 12/1993)
- National Water Act (No 36/1998)
- Occupational Health and Safety Act (No 85/1993)
- Health Service Professions Act (No 56/1974)
- Agricultural Pests Act (No 36/1983)
- Hazardous Substance Act (No 15/1973)
- Animal Slaughter, Meat and Animal Products Hygiene Act (No 87/1967)
- Businesses Act (No 71/1991)
- Atmospheric Pollution Prevention Act (No 107/1998)
- National Environmental Management Act (No 107/1998)
- Environment Conservation Act (No 73/1989)
- Meat Safety Legislation (No 40/2000)
- Abattoir Hygiene Regulations (No 121/1992)
- Waste Management Act

Staff

The Department of Social Services has 71 employees at present.

DE AAR

Environmental Health Officer (1)

- Professional Nurses (Phasing out)
- Drivers (3)
- Shift Workers (4)
- General Workers (39)
- Clerk (1)
- Cleaner (1)
- Cleaning Superintendent (1)
- Operator (Front-end Loader (1)
- Operator: Compactor (2)
- Vacancies (12)

BRITSTOWN

- Foreman (1)
- Drivers (2)
- General Worker (6)
- Vacancies (3)
- Casual workers (4)

HANOVER

- Foreman (1)
- Drivers (2)
- General Worker (6)
- Vacancies (3)

Vehicles and Equipment

At present the Council has several compactors, vacuum tankers, night soil removal trucks, tractors with trailers and a front-end loader for the provision of essential services.

Cemeteries

The Council has 6 cemeteries where burials take place. Most of the burials take place on weekends as people work during the week. In some cemeteries graves are dug in advance and again filled with loose soil. In other cemeteries the graves are dug on request or the community digs the graves themselves to save costs. At all the cemeteries problems are experienced with people damaging gravestones or removing fences.

The Council is currently busy upgrading the cemeteries in Emthanjeni. The cemeteries are being cleaned and the fences repaired or replaced. The vandalizing of graves has been discussed with the SAPS. The SAPS has been requested to visit the cemeteries during weekends when most of the vandalism takes place. The public has also been urged to become involved and the problem is also regularly highlighted in the local newspaper again.

Primary Health Services - Provincialisation

In the municipal area there are 6 centres where preventative and curative services are provided to the community free of charge. Three of the centres are municipal property and the other centres are staffed and operated by the province. All the centres are very busy. Nurses take care of the screening and serious cases are referred to the doctor. The quality of services is determined by the subsidy received annually from the province as well as the availability of medication.

Each clinic is visited by a community doctor everyday. At present there are several doctors available in De Aar and the Upper Karoo Area. Doctors rotate between the clinics and there is also a doctor on call 24 hours per day at the Central Karoo Hospital. Patients can be diagnosed by Professional Nurses and other seriously ill patients, are attended to by the doctors. Specialist visits De Aar monthly. Patients are referred to the specialist by the doctors or Professional Nurses. Medication is freely available at the clinics which are ordered from the suppliers in Kimberley. Problems occurred in some cases where the suppliers in Kimberley could supply the clinics with medicine.

The MTCT project, which is organised by the Department of Health, is still functioning. Briefly the project is about the Transmission of HIV from a HIV positive mother to the unborn child. The Day Hospital between Nonzwakazi and Malay camp is targeted as a "Pilot Station" where pregnant mothers can visit the clinic have they blood tested for HIV and receive special treatment and counselling on the birth of the baby. The baby will be tested again at the age of two years. The following staffs is available in De Aar

- 7 Doctors
- 2 Dentists
- 2 Pharmacists
- 1 Dietician
- 1 Speech Therapist
- 1 Physiotherapist
- 1 Occupational Therapist

Doctor's Visits

Each clinic is visited by a community doctor every day. At present there are three community doctors in De Aar. These doctors rotate between the clinics. There is also a doctor on call 24 hours per day at the Central Karoo Hospital. Patients who cannot be diagnosed by the Professional Nurses and seriously ill patients are attended to by the doctors.

Specialist Clinics

Specialists visit De Aar every 5 weeks. Patients are referred to the specialist clinic by the community doctors. These patients report to the clinics to receive their medication. Specialist items not on the EDI list are then ordered from Sekunjalo.

Staff Shortage

It sometimes happens that there is only one professional nurse per clinic. The patient load for the professional nurse to attend to is 50 – 80 per day.

- Patients use all the health facilities
- Laboratory tests are sometimes duplicated / high cost involved
- Many duplicated tuberculosis notifications
- There is no way to keep track of patients
- Auxiliary service officials are no longer able to do house calls as they are used as clerks
- Patients visit the clinics for trifling matters
- Free service encourages misuse of centres.

Preventative Services

- Immunization and healthy baby clinic
- Tuberculosis
- Family Planning
- Aids counselling and guidance
- Sexually transmitted diseases
- Ante-natal clinics

Curative services

- Primary health care
- Hypertension treatment
- Diabetes mellitus
- Minor ailments
- Chronically ill patients
- Dispensary services provided by the Senior Professional Nurse

Specialist Services

Each month one of the professional nurses at the clinic is required to assist at the Specialist Clinic.

Food Premises

Inspections and investigations are carried out weekly. Personnel tried their utmost to service the premises weekly. All the premises that prepare foodstuffs received certificates of acceptability after they complied with the specifications and requirements. A great deal of attention is paid to the tidiness of the kitchens and other workplaces where foodstuffs are prepared. Special attention is also paid to the condition of the ablution facilities. Medical reports of food handlers are also controlled and training in health and hygiene is provided continuously. Inspectors also monitor the condition of the structure of the premises. Natural and artificial lighting and ventilation play a very important role in the building as well as the availability of hot and cold water at hand wash basins and sinks. Samples of food and used cooking oil are taken frequently and sent to the labs where the samples are tested. Inspections at payout points are also carried out to ensure that the informal businesses also provide safe and healthy foodstuffs to the community.

In order to ensure that all foodstuffs are of good quality the responsible officials are required to implement the following:

- Confiscation, detaining and supervision of destruction of foodstuffs.
- Registration of food premises by the proper local authority
- Co-ordination and investigation of all cases of food poisoning.
- Training and guidance of all staff at food premises.
- Taking of food samples at outlets for bacteriological tests.
- Control of all malpractices

Water Samples

To ensure that all domestic water supplies from municipal reservoirs and boreholes used for human consumption are of a high standard bacteriological testing and chemical analysis is done at regular intervals.

Hygiene Evaluation System Applied at Abattoirs

Meat inspections are carried out on a weekly basis at Eldorado Pig Abattoir. A service is also sometimes provided at private abattoirs – De Aar Abattoir and Môreson Abattoir.

Important Trends, Problems and Characteristics

Problems

- Crime (especially house breaking)
- HIV/Aids, especially along N1 route
- Alcohol abuse

Challenges

- To get more communities involved in social / community affairs
- To obtain funds to address problems
- To involve business
- To alleviate poverty through job creation and other empowerment programmes
- To encourage greater integration between various departments, municipalities and organisations
- To create a data base for needs strategies and timeframes.

7. Environmental

Waste Management

Essential services are provided on a regular basis throughout the entire municipal area. Refuse removals take place once or twice per week and black refuse bags or

tarpaulins are used to remove domestic refuse from premises. Businesses and schools are serviced twice per week in De Aar

Various specialised refuse removals are done every day in respect of garden refuse and building rubble. The Council also carries out various cleaning projects during which residential areas are cleaned. Littering is prevalent and causes numerous problems. Refuse is dumped at the refuse tips. Forms have already been completed for the registration of the sites. Consulting Engineering firms have already upgraded and brought the tip sites in De Aar up to standard. Problems are experienced at the sites as people have been removed the fencing and there is no management and control. A contractor has been appointed for the first phase, once funds have been received.

Further we want to point out that a local recycling concern is busy with recycling at the tip site. Recycled articles are removed on a daily basis from the site and light material is covered with soil.

New vehicles have been purchased for the removal of refuse in Britstown and Hanover. The same staffs are used to remove household refuse and night soil. The refuse is removed by refuse carriers once per week and dumped at the refuse tip. No recycling is done. Cleaning up campaigns are also carried out in Britstown and Hanover. Adequate equipment is not available and manual labour has to be used or a front-end loader has to be dispatched to the towns.

Keep Emthanjeni Clean Committees have been established. Sub-committees have also been established and the whole community will be involved.

There are still some residential areas within the municipal area making use of buckets. The buckets are removed twice per week. The contents are discharged into oxidation ponds. Buckets are washed and disinfected daily.

Buckets are still used in the following townships

De Aar = Waterdal - 19
3 Churches Nonzwakazi,

Hanover = 412

Britstown = 501

Dry sanitation was also installed in Hanover and Britstown. In Britstown 69 houses have dry sanitation and 25 in Hanover. In other cases the only occupants of the houses were women. There were also houses only occupied by elderly people. The houses in Britstown are provided with a bag to collect the waste material. This bag is suspended in a frame. The bag is unfortunately difficult to handle in some cases and someone has to climb down into the structure to remove the bag. It was then decided that the General Workers would handle all aspects of the service. Even then the community was still dissatisfied with the system and the night soil buckets are still in use. In some cases the community had to handle the waste and they did not want to be involved in the process. The site where the bags are dumped is in the vicinity of the oxidation ponds. The site will be fenced in the near future as part of the job creation projects.

The system in Hanover operates differently. No bags are used there. The waste material is raked back and removed in containers when dry. Fewer complaints and

problems are experienced here and the reason may well be because the occupants do not have to handle the waste.

Sewage Purification

De Aar has conventional purification works situated about 16km north east of De Aar. An activated sludge process is used to purify about 2850 m³ of water daily. The purified water is used to irrigate tree plantations.

Alien Vegetation and Weeds

Various alien plants and trees are to be found in the Emthanjeni Municipal area on private and municipal property.

Examples found in the area:

Silver-leaf bitter apple (De Aar Sports Ground and De Aar East).

Spiny Cockle Bar (Waterdal and Commonage)

Jointed cactus

Oleanders (mostly private properties and parks)

Prosopis trees (commonage, private and municipal properties, parks etc).

Syringa trees

The alien plants and weeds must be eradicated and combated for the following reasons:

- They use more water than indigenous plants and trees and this poses a danger to our groundwater.
- They displace natural vegetation and grazing and also result in a loss of biodiversity.
- They increase the danger of soil erosion and veld fires.

Currently the Department of Water Affairs is busy with a ongoing programme to eradicate Prosopis trees in the rural areas but it is also very important to combat propagation in our towns.

Alien plants are regularly controlled on the advice of the Department of Agriculture and knowledgeable organisations.

It is the Council's policy not to plant Syringa trees anymore and where they die to replace them with indigenous trees.

Environmental Hazards

The whole of the Emthanjeni area, including 3 towns and rural areas, is dependant on groundwater for domestic and agricultural use and it is of the utmost importance that these subterranean sources are protected.

Possible Pollution Hazards

Sewage Purification Works – DE AAR

The sewage effluent is currently within the prescribed limits of the permit. The permit also demands that the purified water be used for irrigation, which is not currently being done. The possibility that the nearby boreholes on Paardevlei could be polluted is very unlikely but preventative measures should be implemented to preclude any such possibility.

The likelihood of polluting the nearby Brak River is not known as no studies have yet been undertaken.

Pollution of Groundwater – BRITSTOWN (MZIWABANTU)

Mziwabantu is dependant on one borehole for domestic use.

This borehole is situated 50 metres from the nearest houses, which would necessitate the right choice of a future sewerage system. The houses nearby have a vacuum tank sewerage system and sewer blockages will have to be addressed immediately. Care will also have to be taken to ensure that the vacuum tank is emptied regularly and is not allowed to overflow. The sewage oxidation ponds in Britstown are situated approximately 1 km from this borehole and it is unknown whether they pose a pollution hazard for the borehole. The borehole water should be tested regularly for any sign of pollution.

Landfill Site – DE AAR

The landfill site is situated next to the De Aar Country Club and near to the town's reservoirs. The possibility of polluting the nearby municipal borehole for domestic use as well as the boreholes of the Country Club should be investigated.

A detailed report on the lifespan and proposed management of the refuse tip, has been prepared as part of the co-operation agreement between Emthanjeni and Karlstad, Sweden.

Funding has been approved for the upgrading of the De Aar landfill and the project has already been started.

Groundwater pollution – HANOVER

Notwithstanding the existence of septic tanks with French drains in Hanover, groundwater surveys have shown that the level of the groundwater table is shallow and that future sewerage systems would have to be chosen carefully to prevent pollution of groundwater. There are also stands in Hanover with private boreholes and windmills that have to be protected.

Section C: Municipal Context of Priority Issues/Objectives and Strategies

1. The Vision and Mission of the Municipality

Vision

We, Emthanjeni Municipality, commit ourselves to a humane and caring society, living in a healthy and secure environment, conducive to sustainable economic development.

Mission

We strive to: -

Deliver quality services and promote development in our municipal area in a non-existent, non-racial and non-discriminating manner. We do this by creating a climate of co-operative governance with meaningful partnerships with all stakeholders, especially the members of the general public.

2. Self Assessment and Key Learning points of the Planning Process

The Emthanjeni Municipality IDP Review 2010/2011 was coordinated in house and it has enhanced buy-in to the process by directorates and ownership of the document. Participation from directorates did improve but can still get better. Public participation was institutionalized to ensure that all residents have an equal right to participate.

The revision process came at a moment when there was an exodus of the Senior Managers who also the drivers of the process. We managed with existing staff to coordinate and finalize both the IDP and Budget processes.

3. Community and Stakeholders Priority Issues

The following list of priority issues were identified communities and stakeholders through the participation process and represent a general trend of service delivery needs in most of the wards that were consulted. We must indicate that we have been able to meet the following sectors as to broaden the participatory role of the community; emerging farmers, youth (all wards) and business people.

The issues were therefore translated into key performance areas; hence the municipal priority issues were developed.

List of Community and /or Stakeholder Priority Issues

Table C.1

Municipality	Needs	Prioritized Needs
Emthanjeni <ul style="list-style-type: none"> ● Ward 1 	<ul style="list-style-type: none"> ● Economic Development ● Skills Development ● Availability of land ● Job opportunities ● Youth development 	<ul style="list-style-type: none"> ● Economic Development ● Job opportunities ● Skills Development ● Youth Development ● Availability of land
<ul style="list-style-type: none"> ● Ward 2 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Skills Development ● Improve infrastructure ● Availability of land ● Improve electricity supply and roads ● Job opportunities ● SMME development ● Improve education ● Sports and recreational ● Social welfare ● Safety and Security ● Arts and Culture ● Youth development ● Reduce HIV/AIDS ● Public participation ● Tourism Development 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Improve infrastructure ● Skills Development ● Job opportunities ● Improve education ● Youth Development ● Tourism Development ● Public participation
<ul style="list-style-type: none"> ● Wad 3 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Skills Development ● Improve infrastructure ● Improve electricity supply and roads ● Job opportunities ● SMME development ● Disaster management ● Arts and Culture ● Youth development ● Reduce HIV/AIDS 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Improve infrastructure ● Skills Development ● Job opportunities ● SMME Development ● Youth Development ● Tourism Development ● Reduce HIV/AIDS
<ul style="list-style-type: none"> ● Ward 4 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Skills Development ● Improve infrastructure ● Improve electricity supply and roads ● Job opportunities ● SMME development ● Disaster management ● Arts and Culture ● Youth development ● Reduce HIV/AIDS 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Skills Development ● Improve infrastructure ● Job opportunities ● SMME Development ● Youth Development
<ul style="list-style-type: none"> ● Wad 5 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Skills Development ● Improve infrastructure ● Job opportunities ● SMME development ● Improve education ● Sports and recreational ● Safety and Security ● Arts and Culture ● Traffic management ● Environmental management ● Youth development 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Improve infrastructure ● Skills Development ● Job opportunities ● SMME Development ● Youth Development

Municipality	Needs	Prioritized Needs
<ul style="list-style-type: none"> ● Ward 6 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Sanitation ● Skills Development ● Improve infrastructure ● Availability of land ● Improve electricity supply and roads ● Job opportunities ● SMME development ● Disaster management ● Safety and Security ● Youth development ● Commonage maintenance 	<ul style="list-style-type: none"> ● Economic development ● Housing ● Sanitation ● Improve infrastructure ● Skills Development ● Availability of land ● Improve electricity supply and roads ● SMME development ● Youth development
<ul style="list-style-type: none"> ● Ward 7 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Skills Development ● Improve infrastructure ● Improve electricity supply and roads ● Job opportunities ● SMME development ● Sports and recreational ● Traffic management ● Environmental management ● Youth development ● Commonage maintenance ● Tourism Development 	<ul style="list-style-type: none"> ● Economic Development ● Housing ● Improve infrastructure ● Skills Development ● Job opportunities ● SMME development ● Traffic management ● Youth development

Major areas identified by the communities that requires attentions, includes; improvement of infrastructure, skills development, economic growth, provision of housing, job opportunities, sustainable services, youth development and improved roads. It is however incumbent on the municipality to consider key performance areas to ensure that we address all the areas raised by citizens of Emthanjeni Municipality. Other issues that need further attention are the issues on Housing, SMME Development, Sport & Recreation and Youth Development.

4. Key Performance Areas

The issues identified by the communities were translated into Key Performance Areas (KPA), which Emthanjeni Municipality seeks to address;

- Basic Service Delivery
- Provision of Infrastructure
- Local Economic Development
- Environmental Management
- Social Development
- Good Governance and Public Participation
- Safety and Security
- Cross-Cutting Issues
- Municipal Financial Viability and Management

5. Priority Issues as identified

The Key Performance Areas focuses on addressing the following priority issues which are not in order of priority.

Table C.2: Municipal Context of Priority Issues

No	Key Performance Area	Priority Issues
1.	Basic Service Delivery	1) Waste Management
		2) Sanitation
		3) Water Infrastructure
		4) Energy
2.	Provision of Infrastructure	5) Roads and Storm water
		6) Housing
		7) Arts and Culture
		8) Sports and Recreational Facilities
		9) Commonage
		10) Transportation
		11) Cemeteries
		12) Public Amenities
		13) Open Spaces
3.	Local Economic Development	14) Micro Economic Development
		15) Macro Economic Development
4.	Environmental Management	16) State of Environment
		17) Environmental Management
5.	Social Development	18) Health
		19) Education
6.	Good Governance and Public Participation	20) Community Participation
		21) Institutional Development
		22) Occupational Health and Safety
		23) IDP/Budget Processes
		24) Land Use Management
7.	Safety and Security	25) Road Safety Traffic
		26) Road Safety Control
		27) Fire and Rescue
		28) Disaster Management
		29) Community Safety
8.	Cross-Cutting Issues	30) Youth Development
		31) Gender
		32) Children
		33) Disability
		34) Older Persons
		35) Poverty
		36) Sports and Recreation
9.	Municipal Financial Viability	37) Financial Management
		38) Legal Compliance Auditing
		39) Performance Management
		40) Asset Management
		41) Develop compliant budget and financial statements
		42) Capacity development and support in Financial Unit

5.1. Over-arching Objectives for Key Performance Areas

5.1.1. KPA: Basic Service Delivery

Ensure that all residents have access to sustainable free basic services and all other services rendered. This relates to the most basic, but also one of the most important functions of municipalities, viz. the provision of quality and efficient services (water, electricity, sewerage, waste removal, town planning services etc.) to communities. Promote quality basic services.

5.1.2. KPA: Provision of Infrastructure

Contribution to the sustainable growth and development of the area by providing backbone infrastructure required for economic and social development. Promote quality infrastructure (housing, roads, storm water, public transport and maintenance of town infrastructure).

5.1.3. KPA: Local Economic Development

Promote the equitable creation and distribution of wealth in Emthanjeni Municipality, that will contribute towards economic growth and development that leads to sustainable job creation.

5.1.4. KPA: Environmental Management

Ensure a healthy environment for all residents of Emthanjeni through effective environmental management principles.

5.1.5. KPA: Social Development

Contribute to the development of caring communities which promote and protect the right and needs of all citizens, with a particular focus on the poor.

5.1.6. KPA: Good Governance and Public Participation

Ensure sustainable and representative governance through the efficient, effective and sustainable utilization of resources in consultation with the residents of Emthanjeni Municipality. Foster participatory democracy and Batho Pele through caring, accessible and accountable services.

5.1.7. KPA: Safety and Security

Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.

5.1.8. KPA: Cross-Cutting Issues

Contribute to a multi-sectoral response in addressing matters of importance, affecting children, youth, women, people with disabilities, sports and recreation and elderly persons and the issue of HIV/AIDS.

5.1.9 KPA: Municipal Financial Viability

Promote financial sustainability and optimal institutional transformation.

6. Municipal Priority Issues / Objectives and Strategies

The methodology used by Emthanjeni Municipality is aligned to the IDP guide packs; hence they reflect the priority issues, objectives, strategies and projects. The Service Delivery Budget Implementation Plan will provide further impetus on the attainment of objectives.

Table C.....: Key Performance Areas, Priority Issues, Objectives and Strategies

Priority Issue	Objective	Strategy
Key Performance Area: Basic Service Delivery- Ensure that all residents have access to sustainable free basic Services and all other services rendered.		
Waste Management	Ensure compliance with Environmental Legislation	
	Ensure compliance with Occupational Health & Safety Act 1993	
	To collect, transport and dispose of ...% of all waste generated in Emthanjeni by	By rolling out collection services of once a week. By ensuring availability of vehicles for waste collection daily Developing improved waste collection system
	Implementation of Integrated Waste Management Plan	Ensuring adherence to plan
Sanitation	Development of the plan	Engagement with DWA
Water Infrastructure	To deliver essential services to ensure a clean and healthy municipal area.	
	To reduce the infrastructure backlogs in accordance with	
Energy	Development of alternative energy sources to respond to the demand of electricity usage.	
Electricity	To provide for the establishment of a National Regulatory Framework for the electricity supply industry.	
	To provide in making the National Regulator the custodian and enforcer of the National regulatory Framework.	
	To provide for licenses and registration as the manner in which generation, transmission, distribution, trading and the import and export of electricity are regulated and for matters connected therewith.	
	Electricity to be installed in newly built houses.	
Key Performance Area: Provision of Infrastructure- Contribute to the sustainable growth and development of the area by providing backbone infrastructure required for economic and social development		
Roads and Storm Water	Execute the plan in tarring the roads	DWA to liaise with the municipality
	Development of a storm water master plan	
Housing	Provision of houses	Development of business plan for funding-RDP houses
	Update housing plan to accommodate higher income rental housing.	
Arts and Culture		
Sports and Recreational Facilities		

Commonage		
Transportation Cemeteries		
Public Amenities		
Open Spaces		
Key Performance Area: Local Economic Development- Promote the equitable creation and distribution of wealth in Emthanjeni Municipality.		
Micro Economic Development		
Macro Economic Development		
Key Performance Area: Environmental Management- Ensure a healthy environment for all residents of Emthanjeni through effective environmental management principles.		
State of environment		
Environmental Management		
Key Performance Area: Social Development- Contribute to the development of caring communities which promote and protect the rights and needs of all citizens, with a particular focus on the poor.		
Health		
Education		
Key Performance Area: Good Governance and Public Participation- Ensure sustainable and representative governance through the efficient, effective and sustainable utilization of resources in consultation with the residents of Emthanjeni Municipality.		
Community Participation	Foster participatory democracy and Batho Pele through caring, accessible and accountable services	Optimizing effective community participatory in the ward committee system and the implementation of Batho Pele in the revenue management strategy.
Land Use Management		
Institutional Development		
Occupational Health and Safety		
IDP/ Processes	Budget	

Key Performance Area: Safety and Security- Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.		
Road Safety Traffic		
Road Safety Control		
Fire and Rescue		
Disaster Management		
Community Safety		
Key Performance Area: Cross- Cutting Issues- Contribute to a multi-sectoral response in addressing matters of importance, affecting children, youth, women, people with disabilities, sports and recreation and elderly persons and the issue of HIV/AIDS.		
Youth Development		
Gender		
Children		
Disability		
Older Persons		
Poverty		
Sports and Recreation		
Key Performance Area: Municipal Financial Viability: Promote financial sustainability and optimal transformation		
Financial Management	Sound financial systems	
	Ensure accurate and timeously reporting and planning	
	To develop a compliant budget as per circular 28 of the MFMA	
	Ensure effective capacity development and support in the financial unit	

Legal Compliance Auditing	Publishing the outcomes of all tender processes on the municipal website; reviewing the use of contracted services	
	Revision, maintenance and ensure proper implementation of financial policies and By-laws	
	Ensure establishment of Section in the Finance Directorate as per MFMA	
Performance Management		
Asset Management		

Section D: Operational Framework and Strategies (Institutional Arrangements & Constitutional Mandate)

1. Introduction

Emthanjeni Municipality was established in terms of Provincial Gazette Extraordinary No. 555 [Notice 30 of 2000] (as amended). The establishment brought together the Transitional Local Authorities of Britstown, De Aar and Hanover.

Since then, substantial work has been undertaken to structure and re-orientate the Municipality on an operational level so as to ensure its effectiveness for delivery on its developmental mandate as outlined in the Constitution and Emthanjeni Municipality's IDP.

This work is not a static, once-off process, but a continuous process of evaluation and re-orientation to ensure that the organization remains relevant to the changing situation and the developmental objectives outlined in the IDP.

2. Emthanjeni Municipality: Political Structure

The Section 12 notice published by the MEC for Housing and Local Government determined that Emthanjeni Municipal Council, in terms of section 9(f) of the Municipal Structures Act 1998, would have a plenary executive system, combined with a ward participatory system.

The administrative seat of Emthanjeni Municipality is in De Aar. The Municipality has satellite offices in Britstown and Hanover.

The Council consists of 14 Councillors of which 7 are Ward Councillors. There are 5 wards in De Aar and one each in Britstown and Hanover. The Municipality has a Mayor (non-executive) and a Speaker. The Speaker is chairperson of the Council and the Mayor is chairperson of the Executive Committee.

Council meetings are held quarterly; i.e. 4 per year. Special Council Meetings are held as the need arises. The Executive Committee meets monthly.

2.1. Ward Committees

Local Government elections were held in 2006. This led to the establishment of new ward committees in line with Sections 72-78, of the Municipal Structures Act, for the 7 wards.

Ward committees are chaired by Ward Councillors and consist of ten elected members. Ward committees are consultative community structures, whose purpose is to broaden participation in the democratic processes of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the wards.

The proper functioning of ward committees remains a challenge for the municipality and can be addressed through continuous training, coordination and supervision.

2.2. Standing Committees

In terms of Section 79&80 of the Municipal Structures Act 1998 and Section 160 of the Constitution, standing committees have been established to assist the Council. After 2006 elections, standing committees were realigned to ensure a more effective manner in addressing the mandate of Council.

Standing Committees:

- Oversight Committee
- Rules Committee
- Infrastructure Committee
- Social Services Committee
- Local Labour Forum (LLF)

EXCO Members to chair all committees except Rules, Oversight and LLF

Committees meet bi-monthly, to ensure effective processing of decisions.

3. Emthanjeni Municipality: Administrative Structure

Emthanjeni Municipality implements its Integrated Development Plan through its administrative structure headed by the Municipal Manager with the following Directorates:

- Office of the Municipal Manager
- Directorate: Corporate, Community and Development Services
- Directorate: Infrastructure and Housing Services
- Directorate: Financial Services

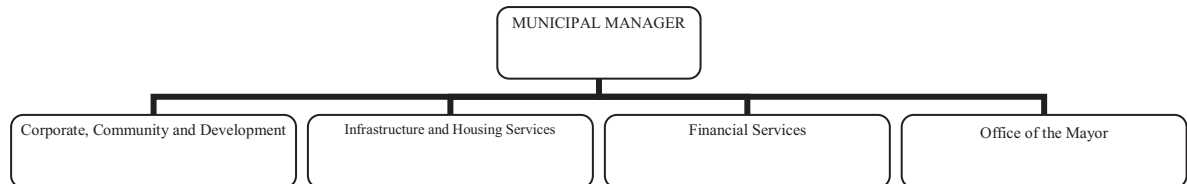


Figure: D 1

The municipality has an organogram with 301 posts including vacant funded posts:

The municipality has as far as possible attempted to align the organizational structure with the objectives of the IDP. This is the principal on which reviews of the organogram would be based.

Directorate: Corporate, Community and Development Services

The Directorate consists of the following departments, namely;

- Corporate Services
- Development
- Traffic Services

Figure D 2 details the organogram of the directorate up to management level.

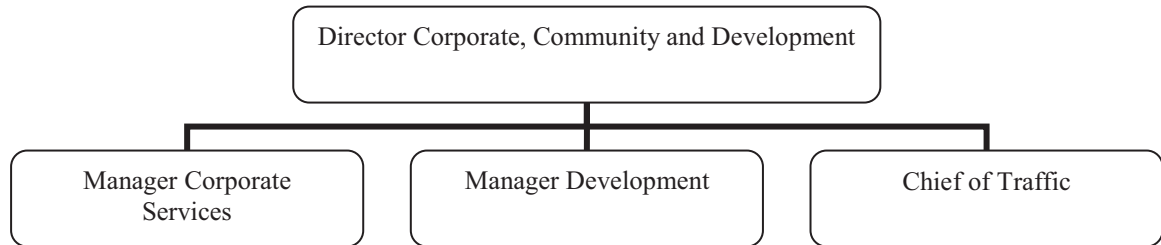


Figure D: 2
Directorate: Infrastructure and Housing Services

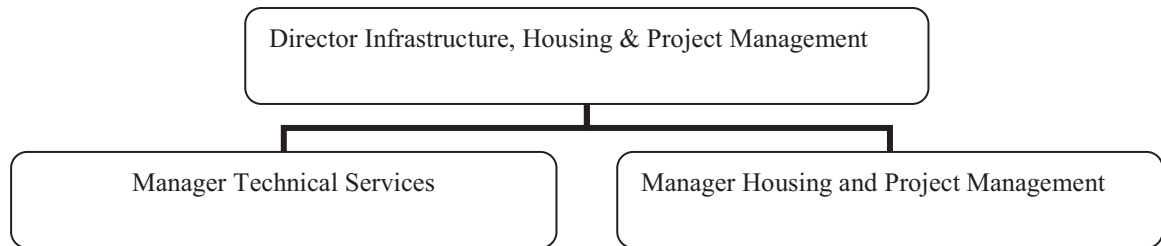


Figure D: 3
Directorate: Financial Services

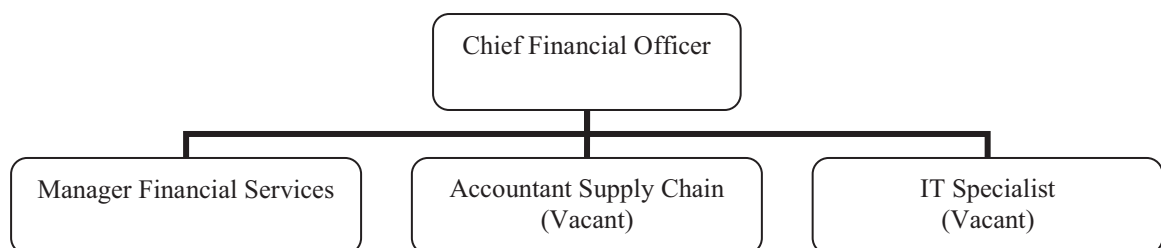


Figure D: 4

4. Integration and Coordination: Political and Administrative Structure

The political and administrative structure work together to achieve the objectives of the municipality as set out in the IDP. Our standing committees are linked to directorates as a strategy to ensure alignment. We are in a position to better our alignment structures by ensuring that we improve our inter-relations between directorates.

Coordination is an ongoing process that takes place through formal and informal means. Some of the formal structures include the standing committees, Municipal Manager and Directors meetings and project working groups.

4.1. Standing Committees

Receive continuous reports on progress. Better coordination is crucial for correct management and implementation of the IDP. These committees are not optimally utilized to ensure that they are drivers of segments of the IDP dedicated to them. There is a need for the establishment of working groups made up of representatives of each directorate. This should ensure inter-directorate coordination, cooperation and strategic thinking with regard to development and review of the IDP, Budget and Performance Management System.

4.2. Municipal Manager and Directors meetings

These meetings are convened on a weekly basis to discuss and make decisions on issues of strategic and operational importance, thereby contributing towards inter-directorate coordination.

4.3. Project Working Groups

Although project steering committees are leading IDP project implementation, there exists a greater need for inter-departmental project steering committees thus ensuring integration, not only in planning phase, but also during implementation.

5. Powers and Functions

The powers and functions performed by Local Authorities in South Africa are defined primarily in Section 156 and 229 of the Constitution (Act 108 of 1996).

The Local Government Municipal Structures Act (117 of 1998), read together with the Local Government Municipal Structures Amendment Act (33 of 2000), divides the powers and functions, as set out in the Constitution between District and local municipalities (Section 84). The Act together with the Amendment Act, Section 85(1), allows the MEC for Housing and Local Government to further adjust the division of certain of these functions between District and Local Municipalities, whilst Section 84(3) (a) allows only the Minister for Provincial and Local Government to authorize a category B municipality to perform the following functions

- Potable water supply system
- Electricity
- Domestic waste-water and sewage disposal systems
- Municipal health services

Table D 1: Powers and Functions of Municipalities: Section 156 of the Constitution

- air pollution	- building regulations
- child care facilities	- electricity and gas reticulation
- fire fighting services	- local tourism
- municipal airports	- municipal planning
- cleansing	- municipal public transport

<ul style="list-style-type: none"> - storm water management systems - billboards & public display of advertisements - fencing of fences - local sports facilities - municipal abattoirs - municipal roads - pounds - refuse removal - street trading - municipal public works relevant to their constitutional or legal function - water & sanitation services limited to portable water supply system & domestic waste water and sewage disposal systems - control of undertakings that sell liquor to the public - traffic and parking - beaches and amusement facilities 	<ul style="list-style-type: none"> - control of public nuisances - trading regulations - cemeteries, funeral parlours & crematoria - licensing of dogs - markets - municipal parks and recreation - noise pollution - public places - refuse dumps and solid waste disposal - street lighting - licensing and control of undertakings that sell food to the public - facilities for the accommodation, care & burial of animals - pontoons, ferries, jetties, piers and harbours -local amenities
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The Municipality envisages that Environmental Health Services will be moved to the District Municipality as from July 2008. Thus that function will then no longer be performed by Emthanjeni Municipality but rather the District.

Section E: Integration

1. Introduction

The integration phase is the phase of ensuring internal strategy consistency with regards to:

- Strategic vision and objectives
- Financial and institutional resources contexts
- Policy or legal requirements

All integrated plans and/or operational strategies that Emthanjeni Municipality has compiled or is in the process of compiling are listed below:

1.1. Water Services Development Plan

The Document was finalized in 2007 and adopted by the Council. Its annual review should be conducted to ensure that the data provided remains relevant.

Capital Investment Programme

In process of being developed. The Capital Investment Programme will be available with final adoption of both IDP and Budget.

Performance Management System

The PMS has already been adopted by Council and is implemented. What needs to happen before the adoption of the IDP is for the annual review to be concluded.

Macro Organizational Structure

The organogram was adjusted with the understanding of adhering to national shifts in priorities for Local Government. The reviews are considered within the year. The organogram is attached.

Integrated Spatial Development Framework

The Council adopted the SDF in February 2007. Implementation of the plan remains a challenge. We will receive assistance from the District Municipality with the review of the SDF in 2008. The SDF provides for a set of development plans and development directives.

Integrated Institutional Plan

The Institutional Plan of the municipality is in process.

HIV/Aids Strategy and Policy

A plan was presented to Council but is due for review with actual roll out of the plan in the workplace. The review of the strategy was already concluded must be adopted by Council.

Disaster Management Plan

We can indicate that we have a draft in place but we requested the District Municipality to assist with the review of the plan.

Environmental Management Plan

The District Municipality assisted with the drafting of our management plan. We received the final document in 2007. Council adopted the plan.

Integrated Waste Management Plan

We have received the completed document from the District Municipality. Council adopted the plan.

Local Economic and Marketing Strategy

We have requested the Department of Economic Affairs to assist the Municipality in compiling the document. We have also learned that the District is busy with a comprehensive LED study of the region. We are in the process of compiling the strategy and it will be completed in the 2009/2010 financial year.

Integrated Transport Plan

The Department of Public Works with the District Municipality indicated that they will assist with the compilation of the plans for the local municipalities in the district.

Housing Policy and Plan

The current policy is under review and should be available for final adoption. The Accreditation process is also guiding the review process.

Tourism Strategy

We have long neglected this strategy. It is for this reason that we requested the assistance of the Department of Tourism to assist with the development of the strategy. As Municipality we are already busy gathering input from the stakeholders in the sector. The strategy will be incorporated in the LED and Marketing Strategy.

5 Year Financial Plan

The Capital Programme of the Municipality is included as an annexure.

Sector Departments Contribution to IDP (2010/2011)

It must be noted that sector plans of government departments were not available and a holistic inclusion could not be made.

Summary:

Once the projects are identified the municipality must make sure that they are in line with the municipality's objectives and strategies and also with the resources framework and comply with the legal requirements.

The integration phase represents 3 challenges:

1. Ensuring internal strategy consistency
2. Checking compliance with legal requirements.
3. Creating operational strategies

The IDP further requires 3 different types of programs namely:

- Sector programmers: this is often determined / described by sector guidelines, legislation and dependent on the powers and functions of the particular municipality.
- Management programme: Aimed at supporting the municipal manager in his / her role in overseeing performance.
- Programs for cross cutting dimensions: To ensure that the national priorities of government are addressed during the IDP Process.

Section F: List of Projects per Key Performance Areas

SUSTAINABLE SERVICES:

Cost Centre Name	Ward	Project Name	IDP Code	Funding Source	2009/10	2010/11	2011/12	2012/13
Infrastructure: Water	1-7	Water network maintenance	SS 1	Emthanjeni	350000	370000		
Infrastructure: Water	1-7	Testing water quality	SS2	Emthanjeni	130000	137000		
Infrastructure: Sanitation	6	Developing Sewerage disposal site and fencing of refuse disposal site	SS3	MIG	1,100,000			
Infrastructure: Electricity	2	Electrifying of 109 houses Barcelona, phase 2	SS4	DME Emthanjeni				
Infrastructure: Sanitation		Sewerage Pumps replacement – De Aar and electrical maintenance	SS5	Emthanjeni				
Community Services		Refuse removal new LDW vehicle	SS6	Emthanjeni				
Community Services		2 additional general workers for De Aar disposal site	SS7	Emthanjeni	115560	124800		
Community Services		Refuse compactor - replacement	SS8	Emthanjeni, External funds	720000			
Community Services	1-7	Acquiring of refuse bins for the entire community	SS9	Emthanjeni, External funds	500000			
Community Services	1-7	7 general workers to assist with rubbish control	SS10	Emthanjeni	404460	436800		
Community Services	1-7	Acquiring of rubbish bins for all business centres	SS11	Emthanjeni, DEAT	50000			
Infrastructure: Electricity	6	Additional vehicle for electricity and water in	SS12	Emthanjeni				

Infrastructure	1-7	Study about the capacity of existing Land fill sites and the identification of new sites	SS25	Emthanjeni, MIG, PIG	200000			
Infrastructure: Sanitation	1-5	Upgrading of De Aar Water Purification works	SS26	MIG, DWAF	3000000			
Infrastructure: Electrical	1-5	Upgrading of Electrical Network of industrial area	SS27	DPW, PKSDM, DME	1000000			
Infrastructure: Electrical		Upgrading of Electrical Network in Waterdal	SS28	DME	2000000	3000000		
Infrastructure: Water	1-7	Review of Water Services Development Plan (WSDP)	SS29	Emthanjeni	70000			

PROVISION OF INFRASTRUCTURE:

Cost Centre Name	Ward	Project Name	IDP Code	Funding Source	2009/10	2010/11	2011/12	2012/13
Infrastructure: Roads	1-7	Resealing of roads	PO11	DPW, Emthanjeni	250000	300000		
Infrastructure	4, 5, 6, 7	Upgrading of Swimming pools and maintenance (Central De Aar, Oasis)	PO12	Emthanjeni, DSAC, DSSPD, DEAT	256000			
Infrastructure: Parks	3,4,5, 6,7	Refurbishment and maintenance of Sports grounds	PO13	External funds, Emthanjeni	305000	305000		
Infrastructure: Building	2,3,4, 5,6,7	Upgrading and maintenance of Community halls	PO14	External funds, Emthanjeni SA Heritage Council	520000	520000		
Infrastructure: Building		Repairs to municipal buildings/offices	PO15	Emthanjeni	107667	107667		
Infrastructure: Building		Repairs to municipal stores	PO16	Emthanjeni				
LED: Tourism		Repairs to Museums in Emthanjeni Municipality	PO17	Emthanjeni				
LED: Tourism	5,7	Upgrading and repairs to Caravan parks De Aar and Britstown	PO18	Emthanjeni, DEAT				
LED		Maintenance of Commonage	PO19	Emthanjeni	110000	120000		
Infrastructure: Parks		Parks and garden equipment	PO110	Emthanjeni				
Infrastructure		Erection of municipal cafeteria	PO111	Emthanjeni	300,000	300,000	300,000	
Infrastructure		Repairs to other buildings of the municipality (De Aar weather station, Schreinerhouse	PO112	Emthanjeni				
Infrastructure:		Equipment and machinery for	PO113	Emthanjeni				

Mechanical			workshop including 2 vehicles										
Infrastructure			Professional Services for the Infrastructure offices		PO114	Emthanjeni			750,000		750,000		
Infrastructure			Two-way radios for all vehicles		PO115	Emthanjeni							
Infrastructure			General Operational items for the infrastructure department		PO116	Emthanjeni							
Infrastructure			Vehicles for Infrastructure (Padskraper, Tipper [6m ³], slootgraafmasjien/laaigraaf, tweede handse roller)		PO117	Emthanjeni		4,000,000		1,500,000			
Housing		1-7	Building of Houses in Emthanjeni (backlog) [4114]		PO118	DHLG				23,890,382.08		58,136,756.62	
Housing			Housing subsidies for rural labourers in Emthanjeni municipal area [350]		PO119	DHLG, DLA							
Infrastructure: Roads			Upgrading of divisional roads in the municipal area		PO120	PKSDM							
Infrastructure: Roads		1-7	Paving of streets in the entire Emthanjeni Municipality - annually		PO121	Emthanjeni, DPW, DBSA	2,000,000	2,000,000		2,000,000			
Infrastructure: Electricity		1-7	Street Lighting in the Emthanjeni area (backlog exist)		PO122	Emthanjeni, MIG	500000	1000000					
Infrastructure: Electricity			High mast lighting behind St Johns Primary School, Street		PO123	Emthanjeni	400000						
Infrastructure: Electricity		1-7	Provide street lighting in newly developed housing scheme per subsidy (current 109 houses)		PO124	Emthanjeni							
Infrastructure		3	Rehabilitation of existing sports facility in Nonswakazi		PO125	LOTTO	1370508						
Infrastructure		5	Rehabilitation of existing		PO126	LOTTO				5178792			

Infrastructure/Corporate Services		(Buffer Zone)	PO140	Emthanjeni, DS Liaison, TVS				
Infrastructure/Development	5	Construction of new Traffic Office Building	PO141	DPW (07/08 – R1,3m)	186,802			
Infrastructure	1	Construction of Taxi rank in De Aar	PO142	MIG, DPW	1000000			
Infrastructure/Development	1-7	Construction of Community hall for Ward 1	PO143	Emthanjeni	2,100,000	2,400,000	2,500,000	
Infrastructure	6	Ward Development Programme	PO144	MIG, DWAF	7,126,946			
Infrastructure: Roads	1-5	Oxidation Dam Hanover	PO145	EPWP	1,000,000			
Infrastructure: Electricity	1-7	Tarring of roads to schools in Nonzwakazi and De Aar East	PO146	EDI Holdings	4,900,000			
Infrastructure: Electricity	7	REDS restructuring Section 78 and Ring fencing process	PO147	DME	1,270,000	1,200,000	950,000	
		Britstown High mast lighting						

LOCAL ECONOMIC DEVELOPMENT:

Cost Centre Name	Ward	Project Name	IDP Code	Funding Source	2009/10	2010/11	2011/12	2012/13
Development	5	Development of Shopping Mall and Filling Fuel Station in De Aar (Rantsig)	LED1	Private	30000000			
Development	7	Construction of Filling Fuel Station - Britstown	LED2	Private	5000000			
Development	1-7	Shova Kalula Bicycle project	LED3	DPW				
Development	4	Revival of Cherry Farm project	LED4	Emthanjeni, DSSPD, Private	350,000			
Development	6,7	Craft centres along the N1 and N12 routes (Britstown & Hanover)	LED5	Emthanjeni, Arts and Culture Council	1,500,000			
Development/Infrastructure		Integrated Dry Cleaning project	LED6	External funds	1,200,000			
Development/Infrastructure		Ostrich Abattoir plant	LED7	External funds	2,500,000			
Development/Infrastructure	4	Lusern Project (commonage land)	LED8	External funds, Emthanjeni	700,000			
Development/Infrastructure	5	Community brick making project - paving	LED9	Emthanjeni, external funds	500000			
Development		Leather tannery & wool washing (community)	LED10	Agriculture, DTI	1470000			
Development		Kaki Bush project	LED11	Agriculture, UFS, DEAT				
Development		Integrated Cleaning Enterprise	LED12	DEAT, DTI	1,500,000			
Development	2	Poultry project (Bellary farm)	LED13	DEAT, Agriculture, NEF	1,200,000			
Development: Tourism		Commission study on tourism possibilities –	LED14	DEAT, Emthanjeni	100,000			

SOCIAL DEVELOPMENT:

Cost Centre Name	Ward	Project Name	IDP Code	Funding Source	2009/10	2010/11	2011/12	2012/13
Community Services	1-7	Building of old age home for the elderly	SD1	DSSPD	600000	6000000		
Community Services	1-7	Training of communities and municipal staff in first aid	SD2	DOH, Emthanjeni				
Community Services	1-7	Extended hours at clinics of the municipality	SD3	DOH				
Community Services	7,1	Building of additional clinics in the municipality	SD4	DOH (Total = 4 000000)		2000000		
Community Services		Establishment of additional Aids centres in the municipality	SD5	DOH, Emthanjeni				
Community Services	3	Building of Nonwakazi Clinic (began 07/08)	SD6	DOH				
Community Services		Mobile Clinics to be rolled out – rural areas.	SD7	DOH				
LED: Youth	1-7	Establishment of Local Aids Councils in the entire municipality	SD8	Emthanjeni, PKSDM				
LED/Office of the Mayor	1-7	Annual Aids Campaign/Awareness	SD9	Emthanjeni, DOH				
Community Services/Infrastructure		Complete construction of new Hospital – De Aar	SD10	DOH Total = R300m)	1000000	10000000		

GOOD GOVERNANCE:

Cost Centre Name	Ward	Project Name	IDP Code	Funding Source	2009/10	2010/11	2011/12	2012/13
Corporate Services	6	Establishment of post office in Hanover	GG1	GCIS, Post Office				
Development	1-7	Educating the communities about vandalism and abuse	GG2	Emthanjeni, Safety and liaison	40,000			
Corporate Services		Development of HR strategy	GG3	Emthanjeni				
Corporate Services		Promulgation of By Laws	GG4	Emthanjeni, DHLG				
Corporate Services/Finance		General Valuation	GG5	Emthanjeni, DHLG, DLA				
Corporate Services	1-7	General work to municipal libraries Library Dev Fund, Transformation, awareness, usage promotion	GG6	Emthanjeni, DSAC	150,000 235,000 230,000 28,000			
Corporate Services	1-7	Equipment for Community halls	GG7	Emthanjeni				
Finance		Conversion of Financial reforms system	GG8	Emthanjeni	220,000	250,000	230,000	
Office of the Mayor	1-7	Christmas Lights for the entire municipality	GG9	Emthanjeni				
Office of the Mayor	1-7	Mayoral Special Projects	GG10	Emthanjeni				
Finance		Replacement of office computers equipment	GG11	Emthanjeni	200,000	350,000	450,000	
Development		IDP review process and IDP Representative forum processes	GG12	Emthanjeni, MSIG	40,000			
Development/Corporate services		Establishment and implementation of Employee assistance Programme	GG13	Emthanjeni				

Corporate Services		Maintenance of Municipal Website	GG14	Emthanjeni				
Corporate Services		Publishing of quarterly newsletters	GG15	Emthanjeni				
Infrastructure/Corporate		Construction of employee recreation facility	GG16	Emthanjeni				
Infrastructure/Development	1-7	Ward Development Programme	GG17	Emthanjeni				
Office of the Mayor		Mayoral Vehicle	GG18	Emthanjeni	-		-	
Corporate Services		Southern African Inter Municipal Games	GG19	Emthanjeni				

SAFETY AND SECURITY:

Cost Centre Name	Ward	Project Name	IDP Code	Funding Source	2009/10	2010/11	2011/12	2012/13
Corporate Services		Development of Disaster Management Policy	SAS1	Emthanjeni	100000			
Traffic Services, Roads	1-7	Establishment of routes for cycling and pedestrians	SAS2	Emthanjeni, Department Safety and Liaison	700000			
Traffic Services		Development of Integrated Transport Plan	SAS3	DPW	80000			
LED: Youth/Traffic Services	5	Diverse Parking meter system project	SAS4	DSSPD				
Infrastructure/LED	1-7	Construction of Speed humps in the entire municipality (annual identification)	SAS5	Emthanjeni	100000	100000		
Traffic Services		Upgrading of Fire Station and Equipment	SAS6	Emthanjeni, PKSDM, DHLG				
Traffic Services		Additional Robot for De Aar	SAS7	Emthanjeni				
Traffic Services		Vehicles for traffic services	SAS8	Emthanjeni				
Infrastructure, Development		SANDF Project	SAS9	SANDF	-	-		
Traffic Services, Roads	4,5	Transnet subway paint and safety rails	SAS10	Emthanjeni, Transnet	300,000			

CROSS-CUTTING ISSUES:

Cost Centre Name	Ward	Project Name	IDP Code	Funding Source	2009/10	2010/11	2011/12	2012/13
Office of the Mayor	1-7	Bursary fund allocation by the municipality	CCI1	Emthanjeni	50000			
LED: Youth	1-7	Youth Summit	CCI2	Emthanjeni				
Development	1-7	Agricultural Starter packs for communities to start household gardens	CCI3	Agriculture, DSSPD	180,000			
Development	1-7	Making all municipal building accessible for persons with disabilities	CCI4	OSPD, Emthanjeni	150,000			
Development		Development of vegetable gardens in the municipal area	CCI5	Agriculture, DOH, DSSPD				
Corporate Services		Development of Gender Equity Policy	CCI6	Emthanjeni				
Development: Youth	1-7	National Youth Service programme Proud to service campaign	CCI7	UYF, DPLG, NYS	100,000			
Development: Youth	1-7	Skills Development programme for young/emerging contractors	CCI8	UYF, LGSETA	250,000			
Development: Youth	1-7	Skills development programme for young people sewing, designing	CCI9	DOL	300,000			
Infrastructure/Development	4	Construction of Safe Secure centre for children	CCI10	DSSPD, DPW				
Development	1-7	Development of amusement stations for young people	CCI11	Emthanjeni, NYDA	1,500,000			

LINKAGE OF IDP CAPITAL PROJECTS FOR 2011-2014 MTEF BUDGETS

NO	Project	IDP code	Total budget Needed	CURRENT BUDGET YEAR			MTEF BUDGET 2010/2013		
				2010/2011	2011/2012	2012/2013	2013/2014		
1	Oxidation dam Hanover	PO144	200 000	200 000	-	-	-	-	
2	Waterbourne sewerage: Hanover	SS15	5 000 000	-	-	-	-	5 000 000	
3	De Aar Bulk Water Supply	SS15	-	-	-	-	-	-	
4	De Aar Upgrading Purification Works	SS15	8 500 000	-	6 000 000	-	-	-	
5	Potable Water provision: Britstown	SS15	9 740 500	8 517 500	-	1 223 000	-	-	
6	Waterbourne sewerage: Britstown	SS15	-	-	-	-	-	-	
7	Disposal of refuse disposal site	SS3	-	-	-	-	-	-	
8	Stormwater Master Plan	PO131	-	-	-	-	-	-	
9	Stormwater drainage upgrade	PO132	19 764 000	7 000 000	6 264 000	-	-	-	
10	New Streets in Emthanjeni	POJ21	14 678 000	1 300 000	1 378 000	6 000 000	6 000 000	6 000 000	
11	Resealing of streets in Emthanjeni	POJ21	10 172 471	1 000 000	1 760 000	3 678 000	3 734 471	-	
12	Ward development programme	PO143/LED28	9 300 000	2 100 000	2 100 000	2 500 000	2 600 000	-	
13	Employee Uniclox System	GG118	150 000	150 000	-	-	-	-	
15	Replacement of equipment	GG11	1 705 532	308 400	647 132	450 000	300 000	-	
16	Replacement of computer equipment	GG11	1 815 406	635 280	430 126	450 000	300 000	-	

17	Vehicles for Infrastructure	POI17	9 500 000	9 500 000	-	-	-	-
18	Intangible Assets Grap Compliance process	GG9	350 000	1 371 000	230 000	200 000	-	-
19	Electricification projects:154 houses	E101	93 200	-	-	-	-	-
20	Electricification projects: 75 houses	E101	540 000	260 000	-	-	-	-
21	EIA: New Cemetery Britstown	E101	200 000	1 000 000	-	-	-	7 333 529
21	Upgrading of Existing Cemeteries	E101	-	42 400	-	-	-	-
22	Prepaid Electricity Meters	E101	800 000	848 000	-	-	-	-
23	Vander Kloof Water Project	CG10	1 107 000	-	-	-	-	-
24	Upgrading of Sports Grounds	CG10	1 276 667	-	-	-	-	-
25	Construction of Offices at Traffic Centre	POI41	250 000	-	-	-	-	-
26	Construction of Resting and Lunch Rooms	CG10	220 000	-	-	-	-	-
27	Capital additions: Town Halls	CG10	100 000	615 436	-	-	-	-
	Total funds required or available		107 363 141	34 541 047	22 716 094	23 531 000	25 468 000	

FUNDING SOURCE

GOVERNMENT GRANTS	14 977 000	13 524 000	10 223 000	12 333 529
PUBLIC CONTRIBUTIONS	1 905 000	-	-	-
EXTERNAL LOANS	-	-	-	-
WARD COMMUNITY PROJECTS	-	2 100 000	2 500 000	2 600 000
INTERNAL TRANSFER OF INCOME	6 300 000	7 092 094	10 808 000	10 534 471

TOTAL

23 182 000	22 716 094	23 531 000	25 468 000
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EMTHANJENI MUNICIPALITY



ANNEXURE "A"

IDP / BUDGET

REPRESENTATIVE FORUM: EXTERNAL MEMBERS

(All Emthanjeni Councillors are members of the Representative Forum)

EMTHANJENI MUNICIPALITY

IDP/BUDGET/PMS REPRESENTATIVE: EXTERNAL STAKEHOLDERS

NAME	ORGANISATION
P. Fillies	Department of Labour
F Goodman	MRM
JFG Pemberton	Department of Correctional
J Vos	Provincial Treasury
L Stolk	Provincial Treasury
W Adriaanse	Giggs Take Away
S Diokpala	Senior Professional (Pixley ka Seme DM)
S. Mvandaba	Pixley Ka Seme DM PMS Unit
T Mtwana	Chairperson NAFCOG (Local)
D Mata	Chairperson NAFCOG
JC Kotwana	SANCO
J Mafilika	Department of Safety & Liaison
Mr. TA Manamela	Department of Transport, Safety & Liaison
Superintendent Du Preez	SAPS
HR Stassen	SAPS
P Fillies	Department of Labour
E Maclean	Orion Secondary School
N Mbekushe	De Aar Farmers Union
J Kotwana	De Aar farmers Union
E Mangaliso	De Aar Farmers Union
A Jansen	Annemarie's Guest House
Captain J Geel	SAPS
G Charlies	Britstown Small Farmers
M Fortuin	Vukuzenzele Security Company
PNG Tshangela	SAWEN
D Pansi	Fly De Aar
Mr. L. Matlejoane	Department Cooperative Governance, Human Settlements & Traditional Affairs
Ms. C. van Rensburg	Provincial Treasury
WH Nyl	De Aar Farmers Union
	Dept Sports, Arts & Culture
Mr Makaleni	Dept Correctional Services
Mr KE Harck	SANDF
Mr T Van der Walt	ESKOM
Ms. Babette Davids	SEDA
Mr Borman	GWK
Mr S Makandula	Dept of Justice
Mr PGN Mutsuabi	Dept of Education
Mr M Van Syfer	Dept of Home Affairs
Captain Badu	SAPS
Ms Cawood	Rep IMATU
Mr. C. Maritz	Rep SAMWU

Ms. Roseline Liphosa	Statistics SA
Mr X. Robiyana	Department of Agriculture & Land Reform
Ms. Ntombi Yende	Department of Agriculture & Land Reform
Mr S Barends	Dept of Public Works
Mr JS Reed	Dept Social Development
Mr.H. Sinigisi	Dept Social Development
Dora Lenga	Zingisa Agricultural Cooperative
Mr NE Ngxabazi	Dept of Safety & Liaison
Mrs B Makehle	Taxi Association
Mr. S. Nkondeshe	Department Environmental Affairs

EMTHANJENI MUNICIPALITY



ANNEXURE "B"

SPATIAL DEVELOPMENT FRAMEWORK PLAN

EMTHANJENI SPATIAL DEVELOPMENT FRAMEWORK



FEBRUARY 2007



MACROPLAN

Stads- & Streekbeplanners
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EMTHANJENI

SPATIAL DEVELOPMENT FRAMEWORK



FEBRUARY 2007



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Annexure A: Status Quo

Annexure B: Spatial Development Framework

1. INTRODUCTION

1.1 BACKGROUND

The Spatial Development Framework (hereafter only referred to as SDF) is a strategic document, which addresses short-term capital investments that are closely linked to projects within the municipality=s budget. Due to the fact that the SDF is a part of the IDP process, yearly revision is necessary to allow the document to be dynamic and adhere to current trends and development possibilities. The SDF should also contain basic principles pertaining to long term spatial development, as well as possible strategies and policies on how to achieve this desired spatial form.

Emthanjeni, as a local authority and community, has embarked on a new era of strategic and integrated planning to enhance development. The revision of this document is needed in order to still be a directive and informative document that can be used for spatial planning issues. It is the intention of the SDF to arrange development activities and the built environment in such a way and manner that it can accommodate and implement ideas and desires of people without compromising the natural environment.

1.2 ISSUE AT HAND

SDF=s must provide a general direction to guide decision-making and action over a multi-year period aiming at the creation of integratable and habitable cities, towns and residential areas. This document must be read in conjunction with the IDP, as it forms part thereof. The SDF is a strategic framework for the formulation of an appropriate land use directive system that also combines with the land use management system (Scheme regulations). This is necessary in order to:

- Ⓢ inform the decisions of development tribunals, housing departments and relevant development communities, as well as investors and developers.
- Ⓢ create a framework of investment confidence that facilitates both public and private sector investment.

At one end of the spectrum the term Spatial Planning is used to describe government's locational decisions - by all spheres - on where public investment should be made. On the other it is used as a catch-all phrase to describe local land-use planning and the administration of zoning and other regulatory mechanisms. In this document both these mentioned aspects will be handled where these information is available.

1.3 TASK AT HAND

The purpose of SDF for the community of Emthanjeni is as follow:

- Ⓢ It should spatially reflect the vision of how the municipal areas (De Aar,

Hanover and Britstown) should develop in a broad sense.

- ⓐ It should reflect the needs of the community identified in the IDP process.
- ⓐ It should integrate the strategies of various sector plans that form part of the IDP document.
- ⓐ It provides a legally binding spatial framework for Emthanjeni Municipality, which promotes sustainable economic- and social development within the community.
- ⓐ It must set out objectives that reflect the desired spatial form of the area.
- ⓐ It should serve as an information source and guide to inform and direct land use management.

It is not possible for the SDF to deal with every part of the municipal area at the same level of detail and thus the document focuses on focal areas and identified aspects of the IDP.

1.4 LEGISLATIVE OBJECTIVE

The objective of Emthanjeni Municipality is to develop a SDF that is consistent with all legislature that influences spatial planning. It is therefore very important that all aspects in the SDF must be tested according to the current legal requirements of planning legislature. It is also the objective of the municipality to develop a SDF that is user friendly and efficient in supporting the Scheme Regulations for land use management within Emthanjeni municipal area.

In terms of the Municipal Systems Act a SDF should achieve the following:

- ⓐ Give effect to the principles of land development as contained in chapter 1 of the DFA (Act 67 of 1995).
- ⓐ Set out objectives that reflect the desired spatial form of the municipality.
- ⓐ Contain strategies and policies regarding the manner in which to achieve the objectives referred to above.
- ⓐ Must indicate desired patterns of land use within Emthanjeni Municipality.
- ⓐ Address the spatial reconstruction of Emthanjeni.
- ⓐ Must provide strategic guidance for the location and nature of development within Emthanjeni.
- ⓐ Set out basic guidelines for land use management.
- ⓐ Set out a capital investment framework for Emthanjeni.
- ⓐ Identify programs and projects for the development of land within Emthanjeni.
- ⓐ Align with SDF=s of neighboring Municipalities.
- ⓐ Provide a visual representation of the desired spatial form of Emthanjeni, which includes:
 - X The SDF needs to indicate where private and public land development and infrastructure development must take place.
 - X It needs to indicate desired or undesired utilization of space in particular areas within Emthanjeni.
 - X The SDF must delineate the urban area of Emthanjeni.
 - X It needs to identify areas where strategic intervention is required, and
 - X It needs to indicate areas where priority spending is required.

In terms of section 17 (1) of the Land Use Management Bill (2003), a SDF must:

- ⓐ Give effect to the directive principles.
- ⓐ Be consistent with the national SDF.
- ⓐ Be consistent with the provincial SDF of the Northern Cape.
- ⓐ Be consistent with any applicable national and provincial legislation on environmental management.
- ⓐ Give effect to any national and provincial plans and planning legislation.
- ⓐ The SDF must also reflect the following:
 - S A status quo report on land use in Emthanjeni including any spatial dysfunctionality that exists.
 - S A conceptual framework reflecting desired spatial growth patterns in Emthanjeni.
 - S A multi-sector based spatial plan that includes the following:
 - X The correction of spatial imbalances and the integration of disadvantaged people.
 - X The linkage between settlement development and appropriate transport infrastructure.
 - X A multi-sector driven resource plan for implementation of the SDF.
 - X Vacant land.

1.5 MYTHOLOGY

1.5.1 COMMUNITY PARTICIPATION

During the compilation of the SDF of Emthanjeni it was very important that all stakeholders had a chance to give their input on relevant aspects during the community participation process. During the participation phase of the IDP process, the community had the chance to identify needs, priorities and possible spatial trends, issues and proposals to better the general living conditions and environment that are a part of every day living in Emthanjeni.

All aspects that were identified in the above mentioned process were considered and discussed with the Emthanjeni Council before any further proposals for the SDF could be done. During the meetings that followed the first discussions, the SDF became a transparent document and directive maps with several development proposals first saw the light.

For the compilation of the final maps and documents, the Council discussed the Capital Investment plan and pinpointed several locations of projects and potential investment nodes.

1.5.2 COMPILATION OF MAPS FOR THE SDF

According to both the Municipal Systems Act and the Land Use Management Bill, the visual representation of the SDF is a very important component that must be done in accordance with certain identified criteria.

It must be a multi-sector based spatial plan, at an appropriate scale,

sufficiently formulated to achieve the desired spatial development goals of Emthanjeni. The spatial maps of Emthanjeni's SDF consists of the following:

- S Status quo maps indicating certain land use patterns, possible barriers and existing infrastructure.
- S A multi-sector based spatial map indicating various development opportunities, correction of past imbalances, desired or undesired land use, delineating the urban area and identified capital investment projects of the IDP. This desired spatial map also serves as a summary map indication the different sectors and development opportunities within Emthanjeni.

1.5.3 MYTHOLOGY FOR SDF

The mythology of the SDF of Emthanjeni is as follows:

- S The Status Quo of Emthanjeni.
- S Spatial analysis
- S Development constraints / opportunities
- S Land Use Needs
- S Desired Spatial Growth
- S Planning and Project Proposals
- S Status Quo maps
- S Desired Spatial Development maps

2. STATUS QUO

2.1 GENERAL OVERVIEW

Emthanjeni Municipality comprises the towns of De Aar, Hanover and Britstown with De Aar as administrative seat, with a large farm community surrounding the said towns. The Emthanjeni Municipality is managed by a council of 14 Councilors of which 7 are elected in the wards and 7 are proportionally appointed.

Emthanjeni, and especially De Aar, is renowned for its central location on the main railway line between Johannesburg, Cape Town, Port Elizabeth and Namibia. Tared roads further link all the towns in the region. There are also two airfields used by civil aviation in De Aar. One of these is situated at the Ammunition Depot in De Aar with an all-weather runway capable of accommodating any type of aircraft.

De Aar is situated in the Northern Cape Province, approximately 300km south-west of Kimberley, 440 km south-east of Upington, 300 km north-east of Beaufort-West and 300 km south-west of Bloemfontein. The towns of Emthanjeni lie in an extensive stock farming area with the emphasis on sheep, mutton and wool farming, especially Merino's.

Hanover lies approximately 65 km east of De Aar on the N1 main route (north to south route). Britstown is situated about 55 km west of De Aar on the N12 route and both these main routes link Johannesburg and Cape Town.

Distances from major centres in South Africa are as follow:

Johannesburg	:	750km
Pretoria	:	810km
Cape Town	:	748km
Bloemfontein	:	315km
Port Elizabeth	:	502km



Figure 2.1: The boundaries of Emthanjeni Municipality.

2.2 EXISTING ROAD NETWORK

An existing road network are to be found throughout Emthanjeni Municipal area, with the state thereof ranging between very well maintained tar roads, such as the N1, N10 and N12 to relative bad gravel roads that serves the rural areas (extensive stock farming areas). The N1, N10 and N12 routes form the major access roads which links the core of the economic development within the Emthanjeni Municipal area. The N1 runs through Hanover linking Colesberg and Richmond on the route from Cape Town to the north. The N10 route links Upington, Prieska, Britstown (to the north) with De Aar in the centre and then with Hanover, Middelburg and Cradock (to the south). The N12 route links Kimberley

and Strydenburg to the north-east with Britstown in the centre and then with Victoria-West and the N1 to the south-west.

The towns within the area have several well maintained roads that provide access to all the erven in the separate towns. The major roads are all indicated in the status Quo maps that forms part of this document.

2.3 DISTRIBUTION OF RESIDENTIAL AREAS

The Emthanjeni area houses a number of residential areas with De Aar as the main business/services centre. De Aar consists of several residential areas, including De Aar-West, De Aar-East, Barcelona, Nonzwakazi and Waterdal. Britstown comprise of a smaller residential component, which includes Jansenville, Mziwabantu, Britstown (town) and Proteaville.

Hanover also houses several residential components, which include Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville and Hanover (town). See the Status Quo maps that forms part of this document.

2.4 DISTRIBUTION OF BUSINESS AREAS

2.4.1 CENTRAL BUSINESS DISTRICT

De Aar:

Every community has a formal business sector, but De Aar definitely has the largest Central Business District (CBD) due to the rich history of the railroad network that was once the economic drive of the area. The CBD of De Aar formed alongside Voortrekker Street with a concentration of activities in the area where Main- and Voortrekker Streets intersect. This area was directly influenced by the nearby location of the Railway station and relevant activities that came with the railway activities. This all formed to the west of the railway lines due to the fact that very few linkages exists between the western and eastern sides of town. Smaller secondary business areas are to be found in Sunrise and Nonwakazi which lies to the east of the railway lines.

Britstown

In Britstown the CBD formed alongside Mark Street with a concentration thereof in the intersection between Mark- and Lang Streets. Smaller corner shops are to be found throughout the town with a small concentration in Proteaville and Mziwabantu.

Hanover

In Hanover a concentration of business activities developed alongside the N1 route into a northern direction up to Berg Street and then a larger component are to be found alongside Queen- Mark Streets in the centre of town. Smaller secondary business components are also found in Tornadoville and Nompumelelo.

2.4.2 RESIDENTIAL BUSINESS SECTOR

A smaller section of businesses at homes are also to be found throughout the municipal area with more and more tuck shops, offices and residents working from home to be found.

2.4.3 INFORMAL BUSINESS SECTOR

The informal sector is definitely evident throughout the area, but with a concentration thereof in Voortrekker Street in De Aar, near the Municipal Offices and the Community Hall which is easily accessible by all residents. In the towns of Hanover and Britstown the informal sector is much smaller and not clearly defined.

2.5 DISTRIBUTION OF INDUSTRIAL AREAS

De Aar:

The industrial area of De Aar is located to the eastern side of the railway lines, north-east of the CBD of the town. This area was developed in this specific location, due to the development potential the railway intersections in De Aar provided.

Britstown

In Britstown the industrial sector is not developed and only a small section is to be found to the east of the town.

Hanover

In Hanover very few industrial developments has taken place and only the section south of the N1 houses some small fragment thereof.

2.6 EXISTING SPORT AND RECREATIONAL FACILITIES

De Aar:

The town of De Aar houses several sport and recreational activities with segments thereof located within most of the residential areas. These segments include sports grounds and swimming pools.

Britstown

Britstown have two formal sporting facilities of which one is located to the south-west of town and one to the north. The town does however not house any other recreational facilities.

Hanover

Hanover also has a sports ground, but houses no formal recreational activities.

2.7 EXISTING CENTRAL AUTHORITY FACILITIES

De Aar:

De Aar houses a number of important central authority functions, such as Police Stations, the Magistrates Court, the correctional services, the District Municipality, several Provincial department offices, a state hospital and several clinics and other central functions. The most of these facilities are located to the west of the railway line, with a concentration in the south-west corner of the town

Britstown

In Britstown a few normal central functions are located throughout town, such as the municipal buildings, the library, the traffic department, police station, etc. The most of the central functions are however located in De Aar.

Hanover

In Hanover a few central functions are located throughout town, such as the municipal buildings, police station, clinics, etc. These functions are to be found scattered throughout town and no formal area can be clearly defined.

2.8 CEMETERIES

De Aar:

The cemeteries of De Aar are to be found throughout town with the largest thereof to the north-east and south-east of the town.

Britstown

In Britstown the cemeteries of the town are to be found in the central parts of Britstown (town) and to the north-west of Mziwabantu.

Hanover

In Hanover the largest cemeteries are to be found in the southern section of town and then to the north of town.

2.9 EDUCATION/ SCHOOLS

De Aar:

In De Aar a number of schools are to be found throughout the town, east and west of the railway lines.

Britstown

In Britstown the schools are centrally located to be reached by the whole community.

Hanover

In Hanover the schools are located centrally to the whole community so that it can be reached by walking pupils.

2.10 OPEN SPACES

De Aar:

A number of open spaces are to be found throughout De Aar with concentrations

in some places. Not all the open spaces in the town are utilized to their fullest extent and some could be used for other purposes.

Britstown

In Britstown there are also open spaces located throughout the town, but there are not so much vacant open spaces as in the case of De Aar.

Hanover

In Hanover there are also some open spaces to be found throughout the town of which only a few are utilized for parks. Some open spaces could be utilized for other land uses if necessary.

2.11 CHURCHES

De Aar:

A large number of churches of different denominations are to be found throughout town and every section of town is provided by church sites.

Britstown

A number of churches of different denominations are to be found throughout town and every section of town is provided by church sites.

Hanover

A number of churches of different denominations are to be found throughout town and every section of town is provided by church sites.

2.12 RURAL DEVELOPMENT

The farming community of Emthanjeni is focused on extensive farming with the focus on sheep and goats farming. The Emthanjeni area is increasingly becoming famous for delivering the famous “Karoo” mutton with its unique flavour and quality. Emthanjeni has several abattoirs in De Aar: one solely for sheep with a capacity of 1000 carcasses per day, supplying meat to all the provinces. The second abattoir has a capacity for 550 sheep carcasses and, in addition to beef, supplies meat far beyond our region, even as far a field as Durban. The third abattoir specialises in venison for export. Another abattoir for pigs and ostriches aimed at the export market has also recently been commissioned.

An area surrounding the Smartt Syndicate dam was developed into smaller agricultural plots below the dam wall. This area is however not utilized to its fullest potential due to droughts and the invasion of the Prosopis tree.

3. SPATIAL ANALYSIS

3.1 SPATIAL DEVELOPMENT FRAMEWORK – 2004

Emthanjeni planned their first SDF during 2004, but this SDF comprised only of several maps indicating the different areas for future development. The Municipality therefore decided to update the existing documentation and maps in order to obtain a clearer picture for future development of the Municipality. This is thus the second review of the said plans, but the first documentation.

3.2 VACANT LAND FOR DEVELOPMENT

The Emthanjeni Municipality is fortunate to have access to enough vacant land that will be identified within this SDF for future development. The different areas for development will be discussed in the section below:

3.2.1 DE AAR

Throughout the town small sections of vacant land was identified that will be utilized for integration and development. The largest portion of vacant land however lies to the south of De Aar west, north of the N10 route that runs through this section of the town. Several areas have also been identified to the east of town which can also be developed and utilized for different land uses. The current situation in De Aar with the location of the railway lines is prohibiting the town to integrate 100%. This will however be dealt with by the shifting of the focus of development to the N10 route and thus giving the community as a whole the opportunity to obtain land.

3.2.2 BRITSTOWN

In Britstown a smaller section of vacant land are to be found and vacant land for development is available in most directions around the town, except to the south-east where storm-water could cause problems. The integration of Mziwabantu with Proteaville and Britstown (town) will remain a problem due to the location of the railway lines in the area. The rest of the town is in the process of integration.

3.2.3 HANOVER

Hanover has a section of vacant land between the eastern and western sections of town that could be utilized for future development of the town. This will also give direction for the integration of the town and optimizing of land use.

3.3 SPATIAL TRENDS

The spatial trends for each of the towns will be discussed.

3.3.1 DE AAR

The current spatial trend for development in De Aar is a new focus on the planned new Hospital and development opportunities that will come with that. It is also clear that there is a spatial trend for the development of smaller housing units with the focus on townhouse complexes.

3.3.2 BRITSTOWN

The current spatial trend in the town is for the development of the tourism component alongside the main road (Mark Street) of Britstown. This can clearly be seen in the manifestation thereof in the number of guesthouses that opened their doors over the past few years. Another spatial trend is for people living in the city to buy a house in the area, to upgrade it and visit it during holidays or to rent it out as guesthouses.

3.3.3 HANOVER

The location of the N1 route in close proximity to the town has led to the spatial trend of business opening directly alongside this route, as well as guesthouses catering for the tourist.

Due to the beautiful architecture of buildings that are to be found in Hanover, the renovation thereof and the utilization thereof during holidays, or as guesthouses is common.

3.3.4 RURAL AREA

The farms alongside the N1, the N10 and the N12 have all started to open guesthouses in the farms for tourists in order to provide a sleepover location for people traveling from the north to the south and visa versa. The opening of abattoirs on the farms and the distribution of meat from the said farms, have also developed over the past few years and can definitely

be seen as a spatial trend.

4 . INTERACTION

4.1 NATIONAL SPATIAL DEVELOPMENT POLICY / PERSPECTIVE

4.2 PROVINCIAL SPATIAL DEVELOPMENT POLICY / PERSPECTIVE

4.3 REGIONAL SPATIAL DEVELOPMENT POLICY / PERSPECTIVE

4.4 VERTICAL ALIGNMENT WITH OTHER SDF=s

4.5 ADDRESSING AND ACHIEVING

It is very important that the Municipality keep in touch with the planning division of the Province in order to obtain a clear picture of exactly what is going on in the surrounding areas, as well as on a provincial and national level.

5 . DEVELOPMENT CONSTRAINTS AND OPPORTUNITIES

5.1 DEVELOPMENT CONSTRAINTS

Throughout the area, some definite development constraints can be identified which will be discussed in more detail in this section

5.1.1 DE AAR

The development constraints are as follow:

- Ⓢ The town is split in two by the major railway junction that are to be found in the centre of town and this prohibits integration of the town.
- Ⓢ To the west of the town lies a local koppie which hampers normal

development in this direction.

- Ⓢ There are several smaller storm water furrows running through the town which causes problems during severe thunderstorms and especially the area to the east of the railway line, can cause problems in severe circumstances.

5.1.2 BRITSTOWN

The development constraints are as follow:

- Ⓢ The northern section of the town is separated in two by the railway line that is situated in this section of the town.
- Ⓢ The dam that is located to the south-east of the town hampers development in this direction.
- Ⓢ The area to the south-west of the town also has problems with storm water draining.

6.1.3 HANOVER

The development constraints are as follow:

- Ⓢ The N1 route hampers development in close proximity of the road and access to the said road is very difficult.
- Ⓢ Storm water furrows are located to the north of the town which must be taken into consideration with future expansions.

5.1.4 RURAL AREA

The development constraints are as follow:

- Ⓢ The periodic droughts are hampering development of the rural areas and have a negative impact on the economy of the area.

6. STRATEGIES AND PRIORITIES

Within the IDP, the following aspects were identified as land use needs for the residents.

- Ⓢ Creation of a sustainable Environment in Emthanjeni
- Ⓢ Basic Infrastructure for all
- Ⓢ Primary Health Services for All
- Ⓢ Effective Health Services in Emthanjeni
- Ⓢ Effective Education for the community
- Ⓢ Effective Spatial Planning
- Ⓢ Effective Administration of Municipal Area
- Ⓢ Effective Public Transport Services
- Ⓢ Effective Service to the Community
- Ⓢ General Safety of Community
- Ⓢ Economic Development

Ⓢ Roads maintenance in the Municipal area

Chapter 3 of the IDP lists all the current projects and proposals that form part of the future planning of the community.

7. STRUCTURING ELEMENTS OF A VIBRANT COMMUNITY

7.1 NODES

Urban nodes are pockets of concentration of human settlement and activity at a specific locality at the regional scale and offer a spectrum of supporting infrastructure and services needed to maintain and develop new services and infrastructure within these urban nodes.

7.2 CORRIDORS

Development corridors are characterized by higher order ribbon-like development along routes that would otherwise be classified as movement corridors. These occur on various levels, from local development corridors along the main streets of the towns or even along rivers to regional and provincial corridors. Different types of corridors can be distinguished such as development corridors, movement corridors and activity corridors.

7.3 BARRIERS

Any natural or man-made structure (e.g. rivers and railways), which serves as a barrier to further development, or separates areas of development.

7.4 AREAS (ZONES OR UNITS)

These areas are usually naturally formed due to certain economic, geographical and/or historic reason for certain land uses to be situated in certain areas. For the SDF the location of different zones in close proximity to one another is of great importance.

7.5 FOCAL POINTS

Focal points are specific areas where development are currently focused and will keep growing in the future.

8. DESIRED SPATIAL GROWTH PATTERNS

8.1 DEVELOPMENT OF FUTURE ROAD INFRASTRUCTURE

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
<p>Existing roads: -----</p> <p>Future Roads: - - - - -</p>	
<p>De Aar: Existing Road network The existing road network that is available in De Aar is of a high standard and most of the roads are tar roads. The N10 road is located to the south of the town and links Britstown from the north-west with Hanover in the south-east. The main road in De Aar is Voortrekker Street. (See Figure 8.1 a)</p>	<p>De Aar: Future Road Network Future extensions of the road infrastructure were identified and the focus will be on integration and expansion in all directions. Smaller ring networks are planned for every residential area and the proposed extension thereof.</p>
<p>Britstown: Existing Road Network The town links via the N10 with De Aar and Hanover to the south-east and via the N12 with Victoria West and Strydenburg. Within the town the existing road network consists of good tarred roads and several gravel roads in a relatively good condition. (See Figure 8.1 b)</p>	<p>Britstown: Future Road Network Future extensions of the road infrastructure has been identified and includes several small internal networks in order to provide ample access and vehicle circulation for future development areas.</p>
<p>Hanover: Existing Road Network The N1 main road runs through the southern section of the town and links Hanover with Colesberg in the north-east and Richmond in the south-west. The N10 road links Hanover with De Aar in the north-west and Middelburg in the south-east. Within the town the existing road network consists of good tarred roads and several gravel roads in a relatively good condition. (See Figure 8.1 c)</p>	<p>Hanover: Future Road Network Future extensions of the road infrastructure has been identified and includes several small internal networks in order to provide ample access and vehicle circulation for future development areas.</p>



Figure 8.1 a): The existing and future road network for De Aar.



Figure 8.1 b): The existing and future road network for Britstown.
Planning for the Future

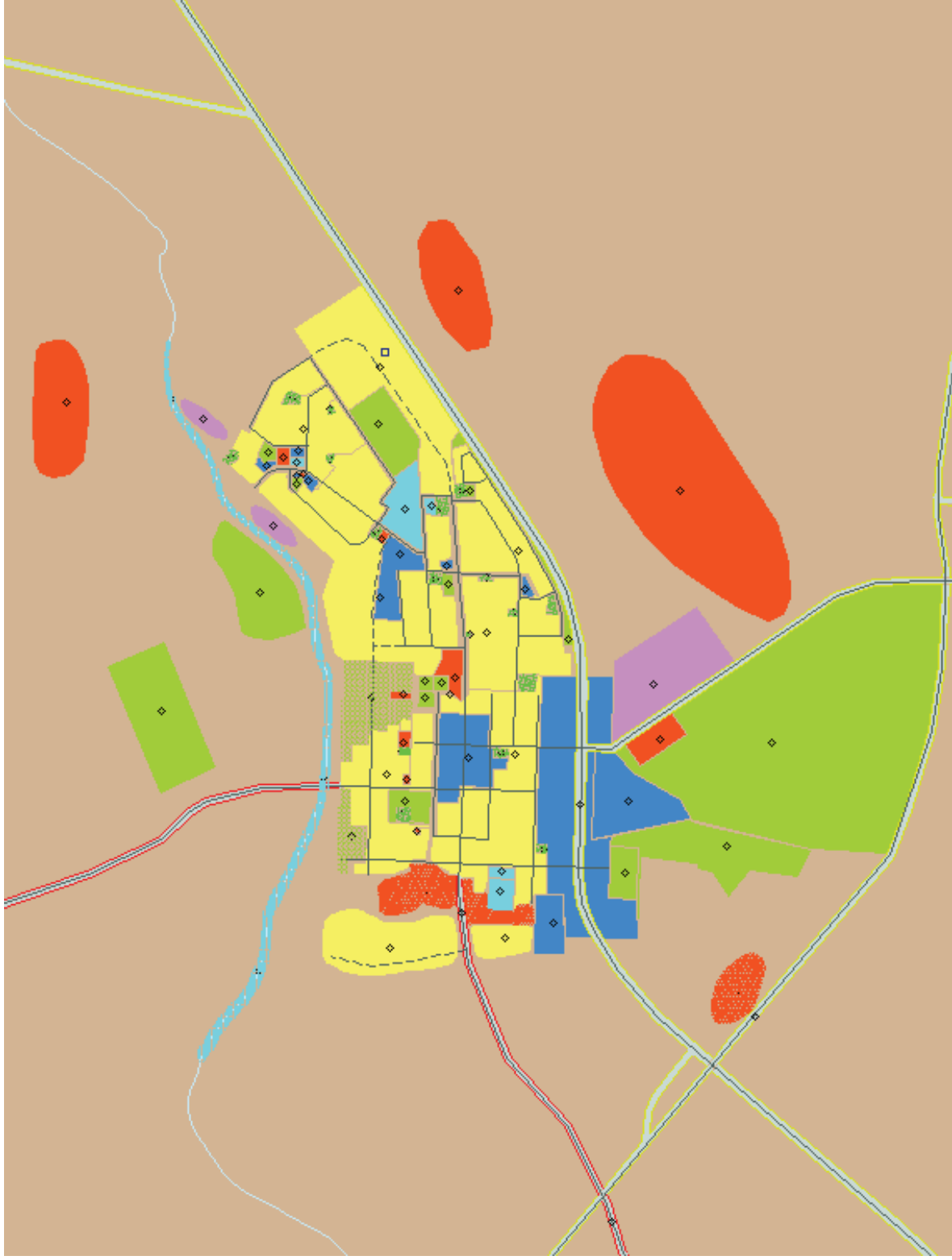


Figure 8.1 c): The existing and future road network for Hanover.
Planning for the Future

8.2 DEVELOPMENT OF FUTURE RESIDENTIAL AREAS

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK <i>(Please refer to the attached relevant maps)</i>
Low Density Housing:	Yellow
Townhouses/ Flats/ High Density Housing:	Orange
<p>De Aar: Existing Residential Areas De Aar has several residential areas, which includes De Aar West, De Aar east, Sunrise, Barcelona and Nonzwakazi. The Higher density residential areas are located to the east of the railway lines, which splits the town in two segments.</p>	<p>De Aar: Future Residential Areas Normal residential development is planned for most of the areas surrounding the town, which includes the northwestern, the eastern and southwestern sides of town. Several areas have been indicated for higher density residential development, with a few worth mentioning. The following erven are indicated for a certain development proposal: Erf 3062: A Portion (1.8ha) thereof must be developed for a townhouse complex/ higher density residential development. Erven 7705 – 7715: These erven (combined 1.5ha) are ideal for the development of a higher density residential development of town house complex. Erven 7750, 7751 and 7753: These erven (combined 1.5ha) are ideal for the development of a townhouse complex. Erf 7741: This erf could be used for a townhouse complex and is 0.4ha in size. Erf 366: This erf is ideal for a townhouse complex and is 1ha in size. Erf 4377: This erf is ideal for a townhouse complex and is 1.8ha in size. Erf 4156: This erf is also ideal for a townhouse complex and is 1.2ha in size. Erven 5512, 4498, 4499, 4148 – 4152: Combined these erven is 1.2ha in size and are ideal for a townhouse complex. Erf 1422: This erf is 1.1ha in size and ideal for a townhouse complex. Erf 310: This erf is 6ha in size and must be utilized for high density residential development. Portion of commonage, east of the new hospital: This portion is about 24ha in size and can be utilized for a combination of residential developments, which could include medium to high density residential areas, as well as townhouse complexes.</p> <p>(See Figure 8.2 a)</p>

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK <i>(Please refer to the attached relevant maps)</i>
<p>Britstown: Existing Residential Areas The town has a lower residential segment that is to be found south of the railway line and a higher density residential area to the north of the railway line. (See Figure 8.2 b)</p>	<p>Britstown: Future Residential Areas The largest residential developmental areas are indicated to the north-east of town, to the north-west, west and south-west. Small sections of integration, infilling can be found in the central northern portion of the town, directly south of the railway line.</p>
<p>Hanover: Existing Residential Areas The residential areas of Hanover lie directly north of the N1 main route that runs through the town. The western section has a lower density residential character with beautiful architecture that depicts the Karoo character. This is definitely worth conserving. The eastern residential area has a high density residential character, but still has some beautiful Karoo architecture. (See Figure 8.2 c)</p>	<p>Hanover: Future Residential Areas The layout of the town makes it possible for integration to take place and the future residential development of the town is focused in the central areas in order to obtain integration. Extension of the residential areas has also been identified to the south-east of town, as well as to the west. The conservation of the architectural character of Hanover is very important and it is necessary for the development of a policy for the future conservation thereof.</p>



Figure 8.2 a): The current and future residential development of De Aar.
Planning for the Future

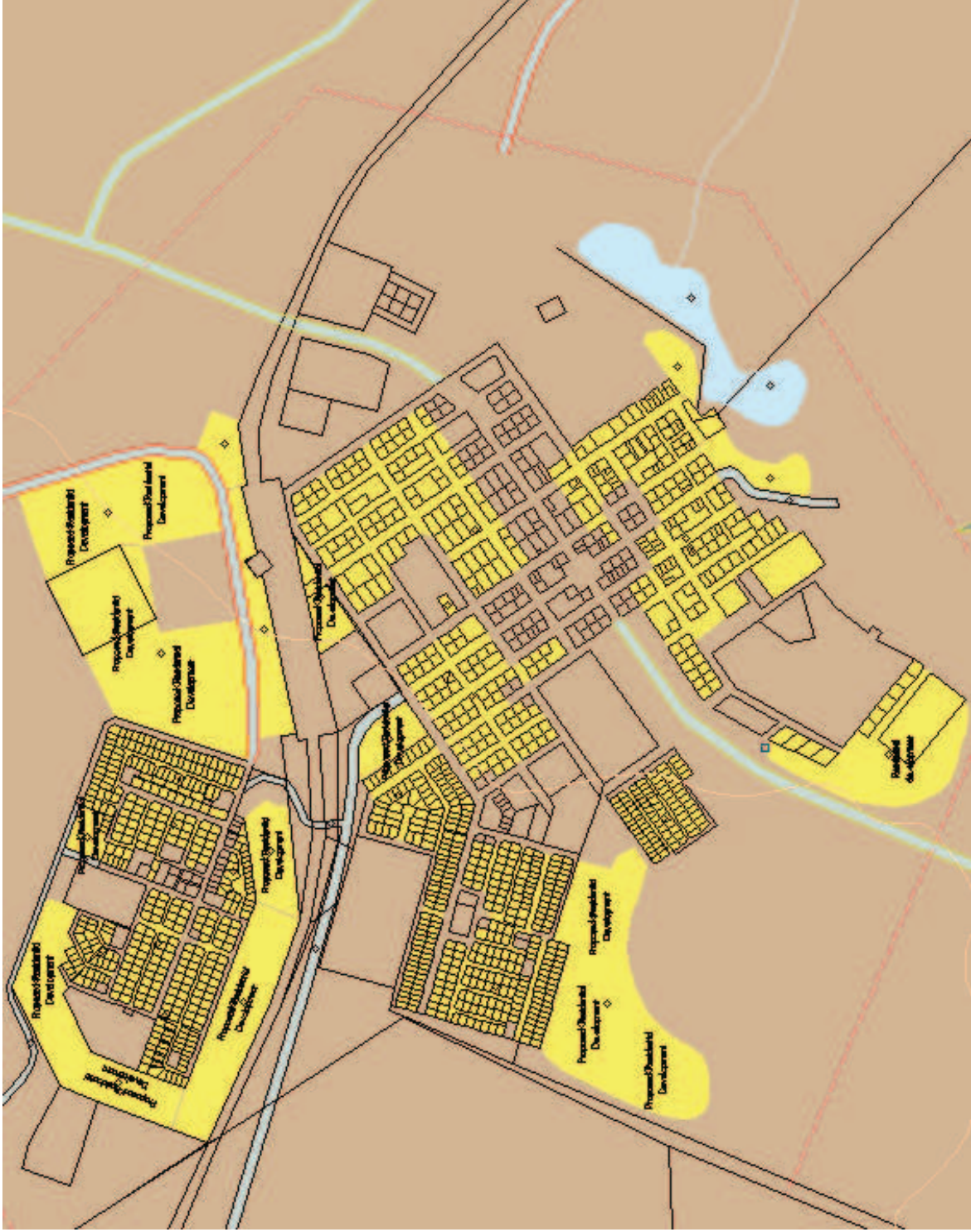


Figure 8.2 b): The current and future residential development of Britstown.
Planning for the Future

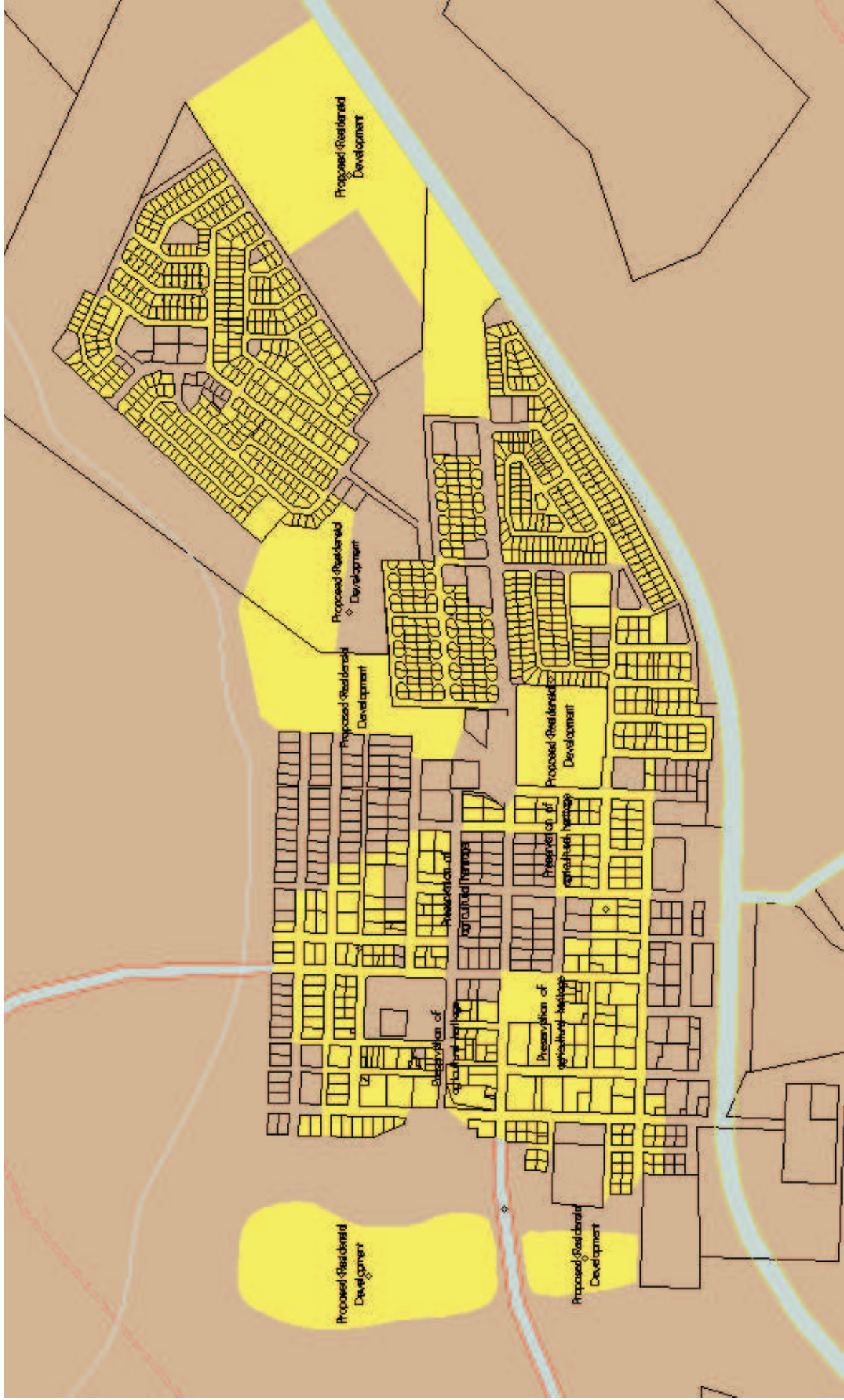


Figure 8.2 c): The current and future residential development of Hanover.
Planning for the Future

8.3 DEVELOPMENT OF FUTURE BUSINESS AREAS

The identification of the desired direction or location for the future expansion of the business area is just as essential for the decision making process, especially regarding the approving of rezoning and subdivisions for business purposes. This is also important to initiate investment in certain areas. The identified areas are as follow:

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
Business indication on maps:	
<p>De Aar: Existing Central Business District (CBD) The existing CBD of De Aar is mainly situated directly alongside Voortrekker road, the main road in De Aar. Most of the business activities are to be found on the axis of Main to Theron and Voortrekker Streets. (See Figure 8.3 a)</p>	<p>De Aar: Future Central Business District (CBD) It is proposed that the existing CBD be expanded alongside Voortrekker Street in both a northern and southern direction, as well as in a westerly direction as far as Rossouw Street. It is proposed that business development will link with Nonzwakazi through development of the CBD sector in a southeasterly direction.</p>
<p>De Aar: Existing Small Business Nodes (SBN) Several smaller business nodes are to be found throughout the town in every community, with relative large nodes to be found in Sunrise and Nonzwakazi. (See Figure 8.3 a)</p>	<p>De Aar: Future Small Business Nodes (SBN) It is proposed that all the existing nodes be expanded to the direct adjacent erven in the immediate vicinity of the nodes. The largest node developments are proposed to the west of Nonzwakazi, directly adjacent to the bridge that gives access from west to east.</p>
<p>De Aar: Existing Nodal and Corridor development At present no nodal or corridor development are to be found in De Aar (See Figure 8.3 b)</p>	<p>De Aar: Future Nodal and Corridor Development The development of the N10 road as a corridor for development between Britstown, De Aar and Hanover has been identified. A nodal development has been identified alongside the N10 route where it runs through the town. The nodal development has been triggered by the development of the new Hospital to the south of the town on Erf 1138. It is thus further proposed that the area alongside the N10 route be developed as a nodal business development area. It is also proposed that the whole area alongside Van der Merwe Street, that links with the N10 road, be developed as a business sector in future</p>
<p>Britstown: Existing Business Sector The existing CBD of Britstown is located alongside the main road, Mark Street that forms part of the N12 road that runs through town. Smaller business</p>	<p>Britstown: Future Business sector It is proposed that the CBD be developed alongside the N12 throughout town up to the intersection of the N12 with the corridor development identified as</p>

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
<p>nodes are to be found in Main and corner of Aster and Van Jaarsveld Streets.</p> <p>(See Figure 8.3 c)</p>	<p>part of the N10 route development. As part of the development alongside the N12 route, a new truck stop has been identified on the western periphery of town. The CBD is planned to develop alongside Long Street. The existing small business node in Mziwabantu is planned to develop alongside Main road, as well as the small node found on the corner of Aster and Van Jaarsveld Streets</p>
<p>Hanover: Existing Business Sector</p> <p>The existing CBD is to be found in two segments, one directly alongside the N1 route and the other in the northern section alongside Mark and Queen Streets. Smaller business nodes are to be found in Tornadoville and Nonpumelelo.</p> <p>(See Figure 8.3 d)</p>	<p>Hanover: Future Business sector</p> <p>A corridor development is planned alongside the N1 route on both sides of said route. An extension of the CBD alongside Mark and Queen Streets are also planned, as well as a new business node alongside Neptune Street. The existing smaller business nodes in Nonpumelelo are also planned to expand to the erven in the direct vicinity of said nodes.</p>



Figure 8.3 a): The existing and future expansion of the CBD and smaller business nodes of De Aar.



Figure 8.3 b): The corridor and nodal development alongside the N10 route in De Aar.

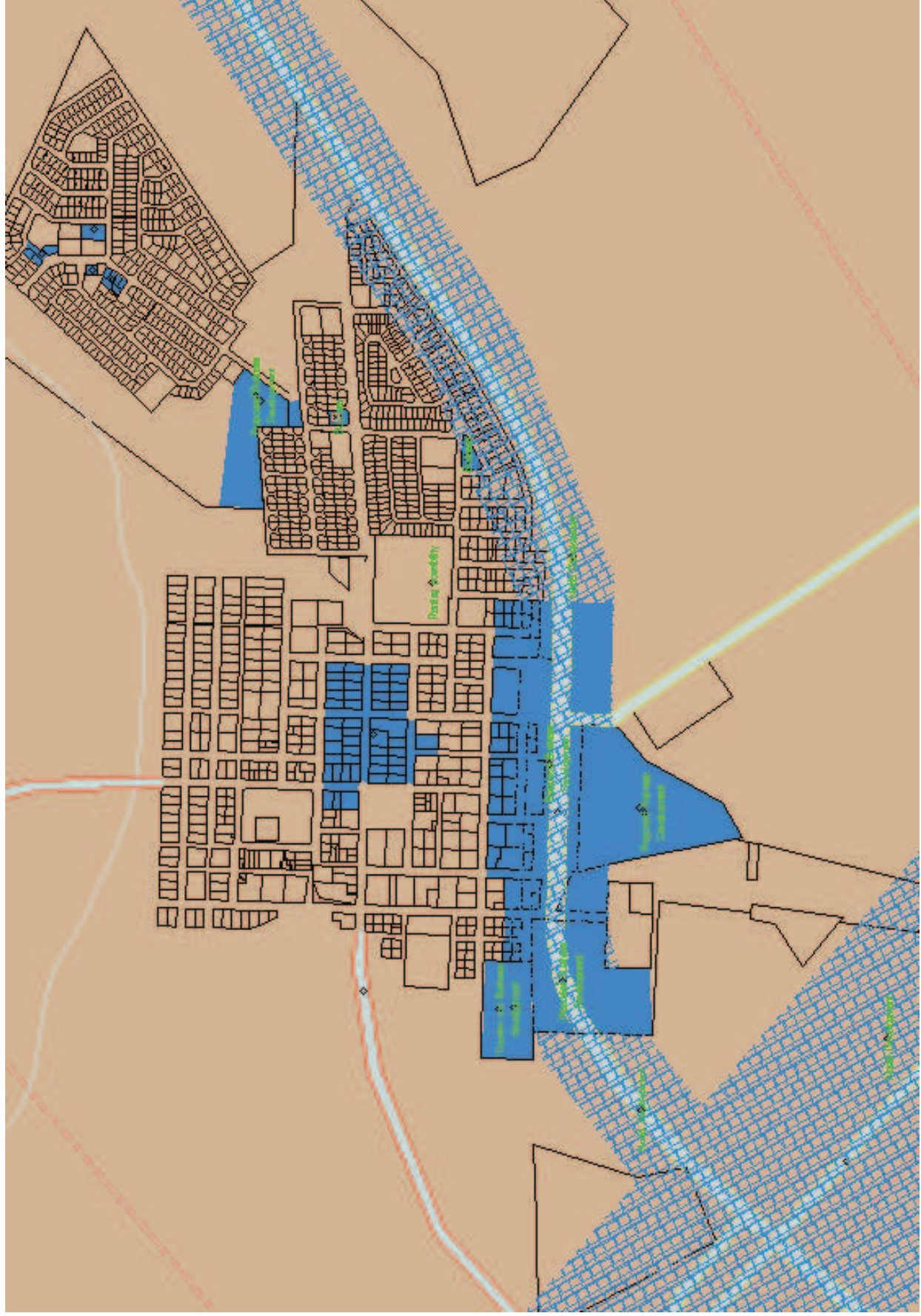


Figure 8.3 d): The existing and future expansion of the business sectors of Hanover.

8.4 DEVELOPMENT OF FUTURE INDUSTRIAL AREAS

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
<i>Industrial terrain:</i>	<i>Pink</i>
<p>De Aar: Existing Areas The existing industrial area of De Aar is located to the north of the town, directly west of the Philipstown road. (See Figure 8.4 a)</p>	<p>De Aar: Future Areas It is proposed that the industrial development must continue in a northerly direction, alongside the railway lines. It is also proposed that the brick making project shift to the north-east of the town.</p>
<p>Britstown: Existing Areas Britstown does not have a clearly defined industrial area and it is only the area alongside the abattoir to the east of town. (See Figure 8.4 b)</p>	<p>Britstown: Future Areas It is proposed that the area directly east of Raath Street be developed to house industrial development.</p>
<p>Hanover: Existing Areas As in Britstown, no clearly defined industrial area is to be found in Hanover. (See Figure 8.4 c)</p>	<p>Hanover: Future Areas It is proposed that a new area be developed to the south of the N1, to the east of the golf course.</p>

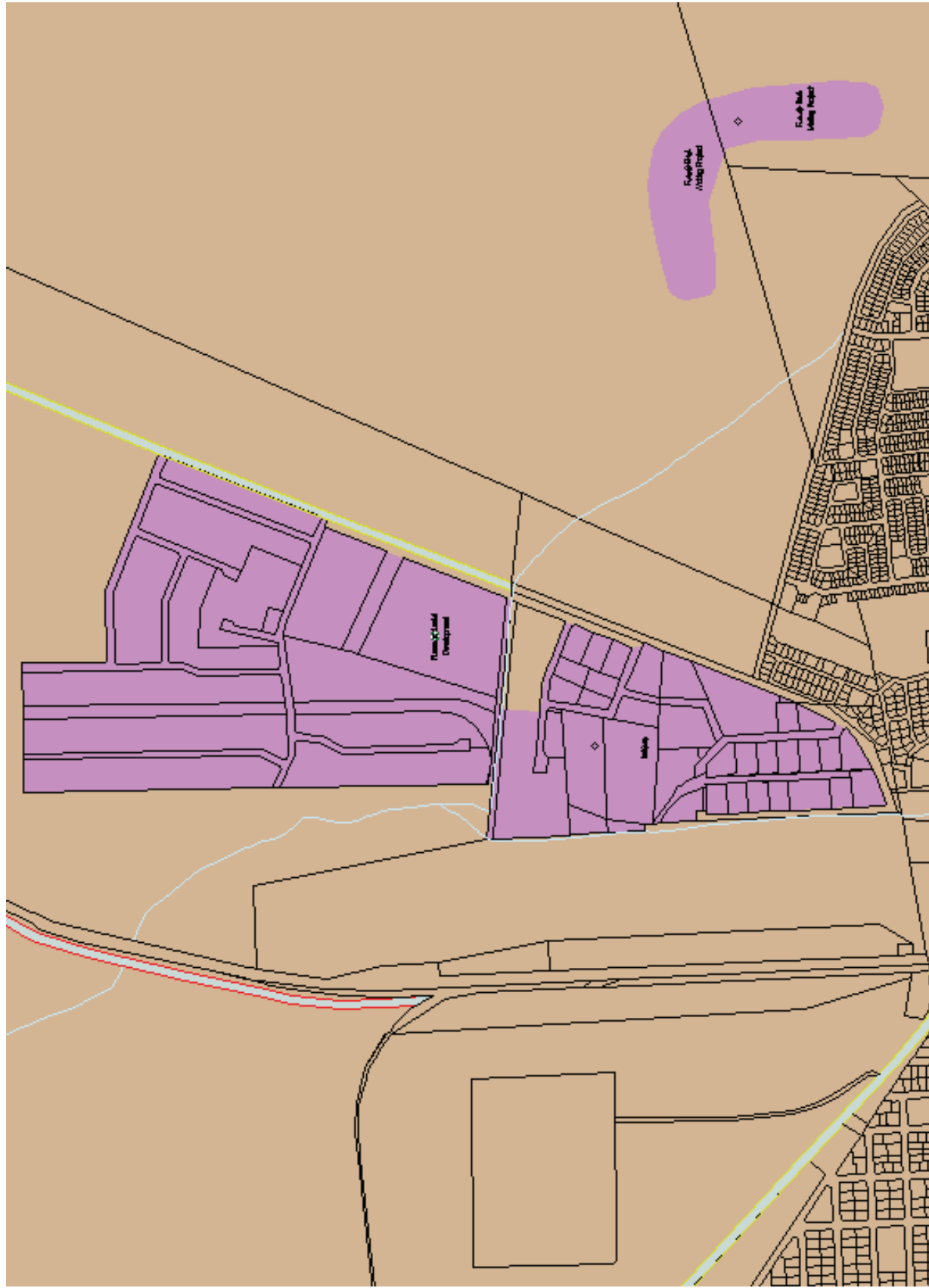


Figure 8.4 a): The existing and future extension of the Industrial area of De Aar.

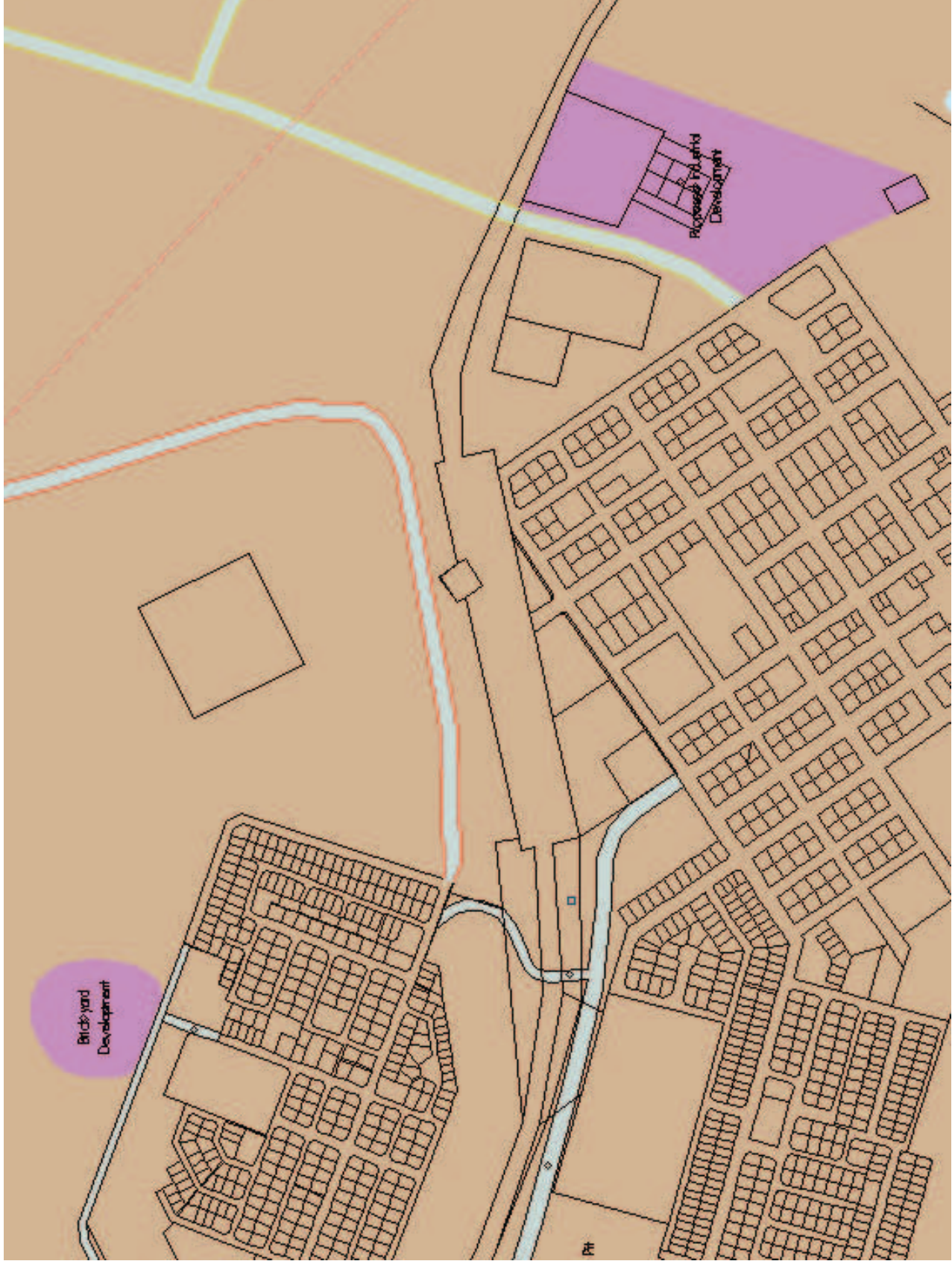


Figure 8.4 b): The existing and future extension of the Industrial area of Britstown.

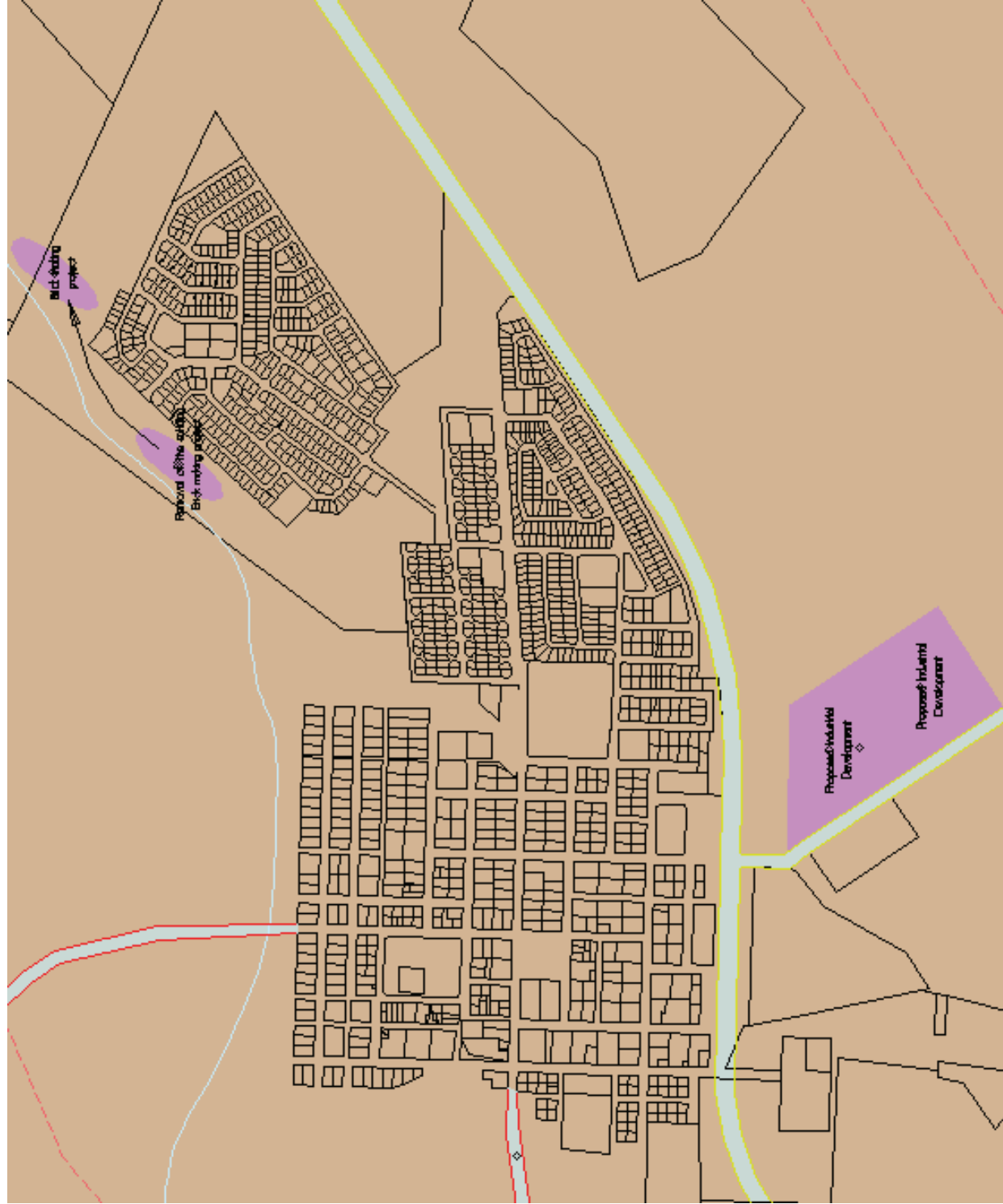


Figure 8.4 c): The existing and future extension of the Industrial area of Hanover.

8.5 DEVELOPMENT OF FUTURE SPORT, OPEN SPACES, RECREATIONAL AREAS AND CEMETERIES

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
<p>Sport, Recreational, open spaces and cemeteries :</p>	<p>Green</p>
<p>De Aar: Existing Areas Throughout De Aar and in every residential area, a large number of sport grounds, recreational activities, natural open spaces and cemeteries are to be found. At present the existing golf course are located to the south of the N12 route. (See Figure 8.5 a)</p>	<p>De Aar: Future Areas It is proposed that the two existing cemeteries that are located to the north (east of the Philipstown road) and the south-east of Nonzwakazi be extended. It is also proposed that a new cemetery be developed to the east of Barcelona. The existing sport grounds must be upgraded and developed, but no new areas have been identified. A new golf course with camping and braai facilities has been identified north of town, where ample water from the sewerage works is available.</p>
<p>Britstown: Existing Areas Several open spaces are to be found throughout Britstown with 3 sport grounds to be found. Cemeteries and recreational spaces are also to be found throughout town. (See Figure 8.5 b)</p>	<p>Britstown: Future Areas It is proposed that the existing sport grounds be upgraded and developed, with special emphasis on the southern sport field. The existing open spaces must be upgraded and developed. A new cemetery is proposed to the south alongside the Victoria-West road (N12). It is also proposed that a golf course be developed alongside the dam, directly south of the town.</p>
<p>Hanover: Existing Areas Hanover also has several open and recreational spaces that are to be found throughout town. Sport grounds are to be found in the southern and eastern sections of town, with a golf course found to the south of the N1 route. (See Figure 8.5 c)</p>	<p>Hanover: Future Areas It is proposed that the existing sport grounds be upgraded and that a new sport ground be developed to the west of Nonpumelelo. The existing cemetery that is located north of the town must be expanded in a easterly direction.</p>

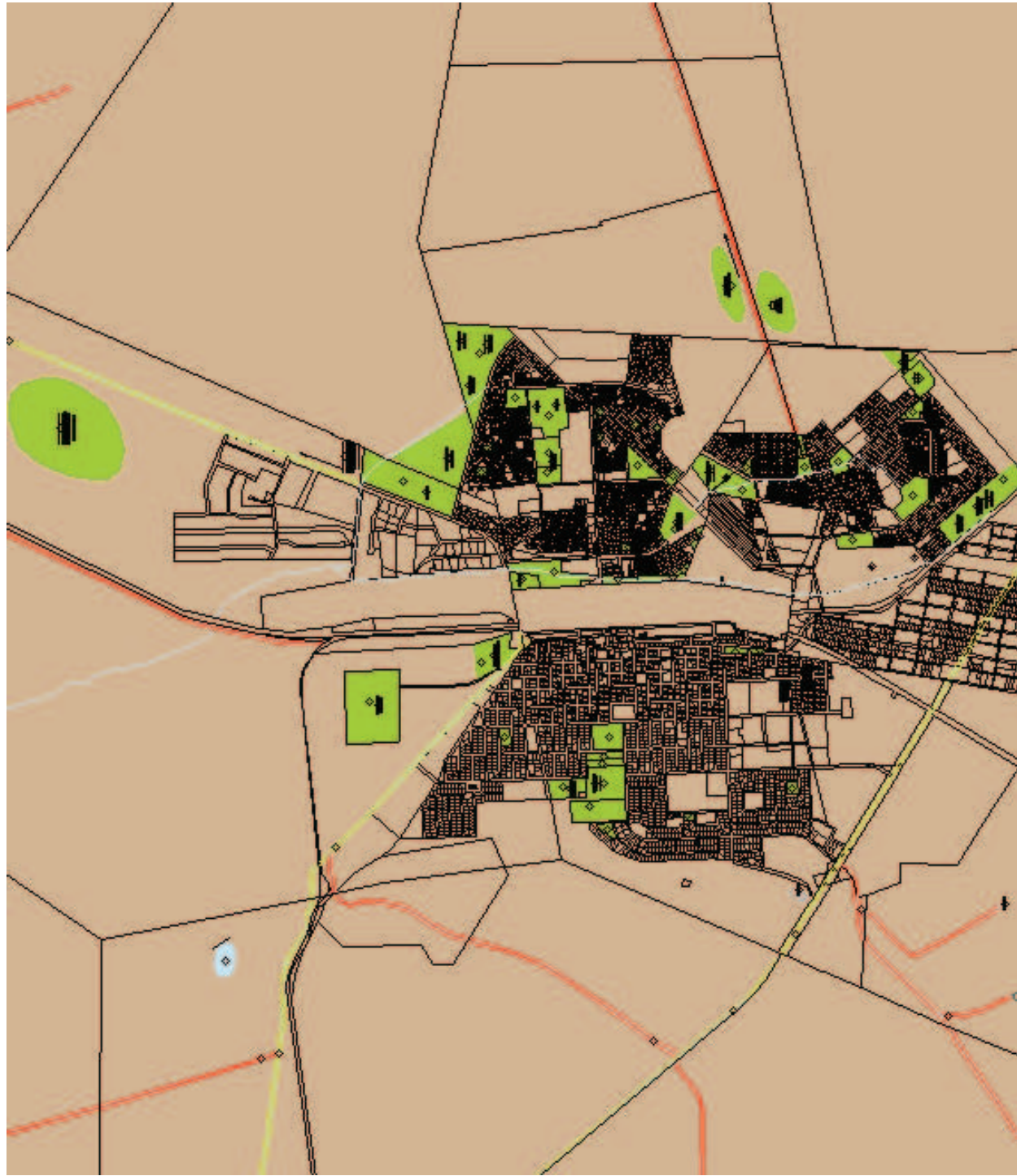


Figure 8.5 a): The existing and future open spaces, sport ground, recreational activities and cemeteries of De Aar.



Figure 8.5 b): The existing and future open spaces, sport ground, recreational activities and cemeteries of Britstown.

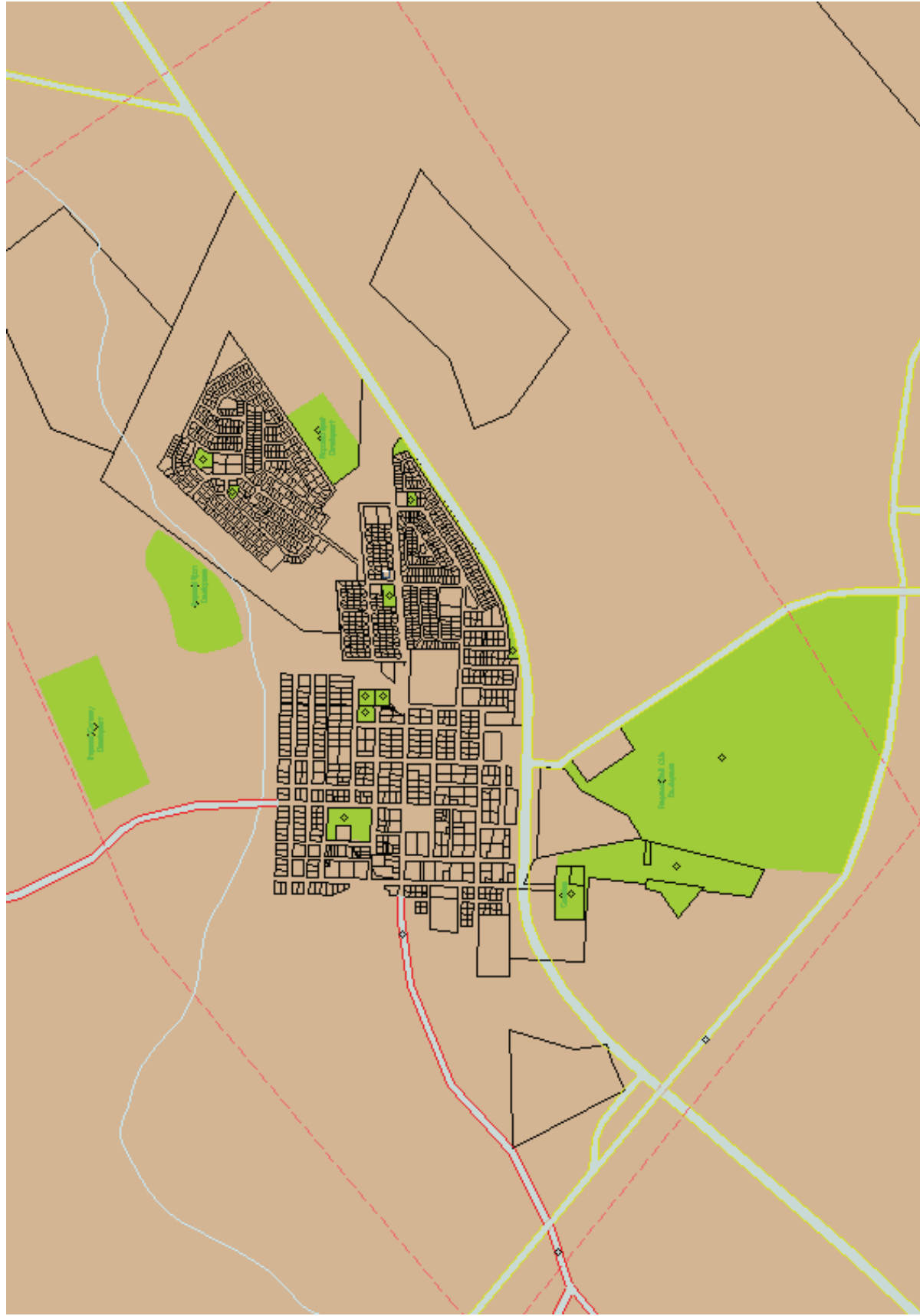


Figure 8.5 c): The existing and future open spaces, sport ground, recreational activities and cemeteries of Hanover.

8.6 DEVELOPMENT OF FUTURE ACADEMIC UTILIZATION

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
<p style="text-align: center;">Academic utilization :</p> <p>De Aar: Existing Areas Throughout De Aar and in every residential area, schools and academic land uses are to be found. (See Figure 8.6 a)</p> <p>Britstown: Existing Areas The town has its own academic land uses which can be found throughout town and which are easily accessible. (See Figure 8.6 b)</p> <p>Hanover: Existing Areas The town has its own academic land uses which can be found throughout town and are relatively easily accessible. (See Figure 8.6 c)</p>	<p style="text-align: center;">Light blue</p> <p>De Aar: Future Areas It is proposed that the area surrounding the new hospital, adjacent to the N10 route, directly east of Van der Merwe Street, be the focus point of future academic activities, which would include the nurses training facilities. At this stage no new school erven are planned, due to the fact that the existing facilities are adequate.</p> <p>Britstown: Future Areas It is proposed that one of the schools be extended in a westerly direction.</p> <p>Hanover: Future Areas At this stage no future academic land uses are planned, due to the fact that the existing land uses are adequate to accommodate the normal growth of town.</p>

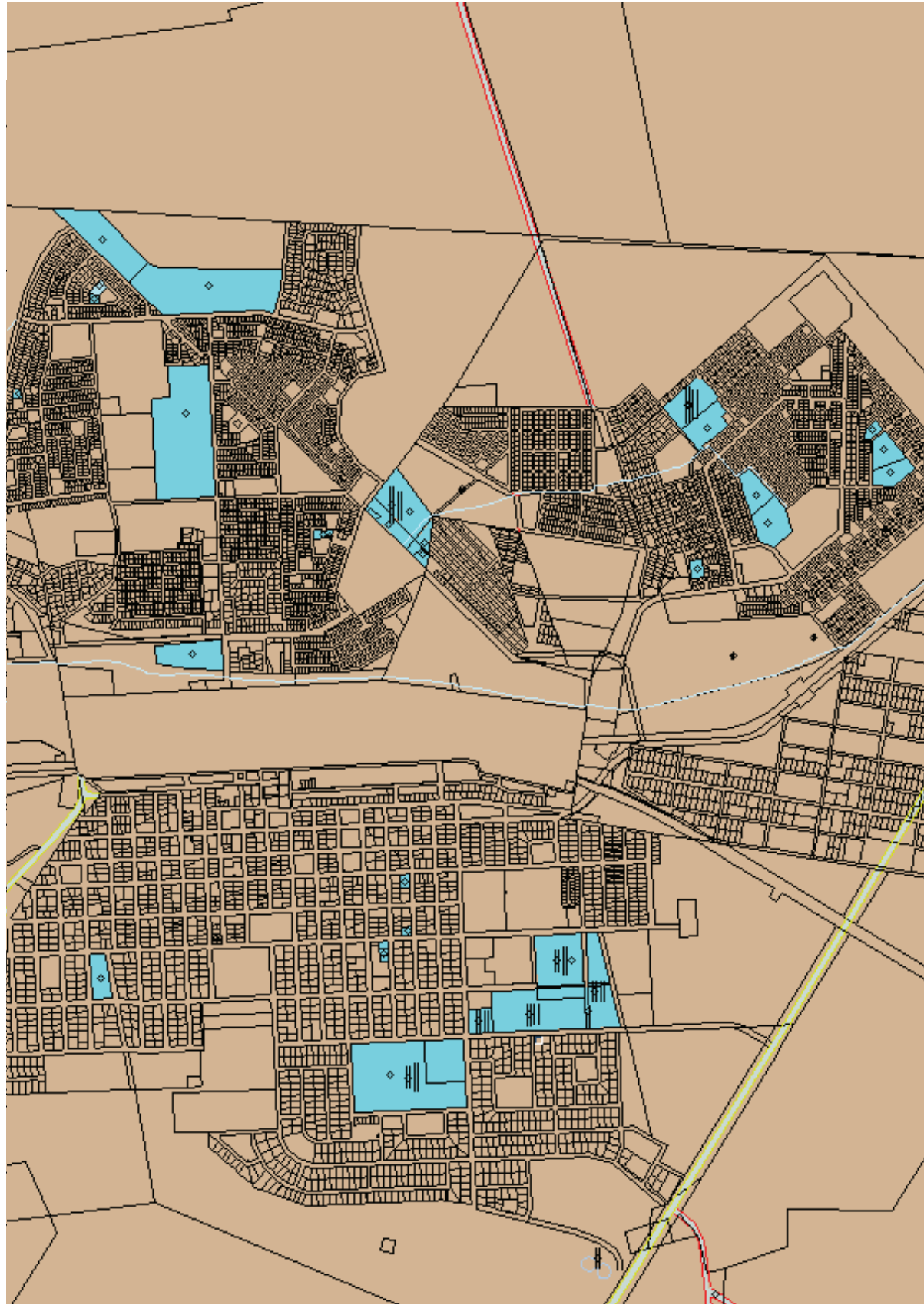


Figure 8.6 a): The existing and future academic facilities of De Aar.

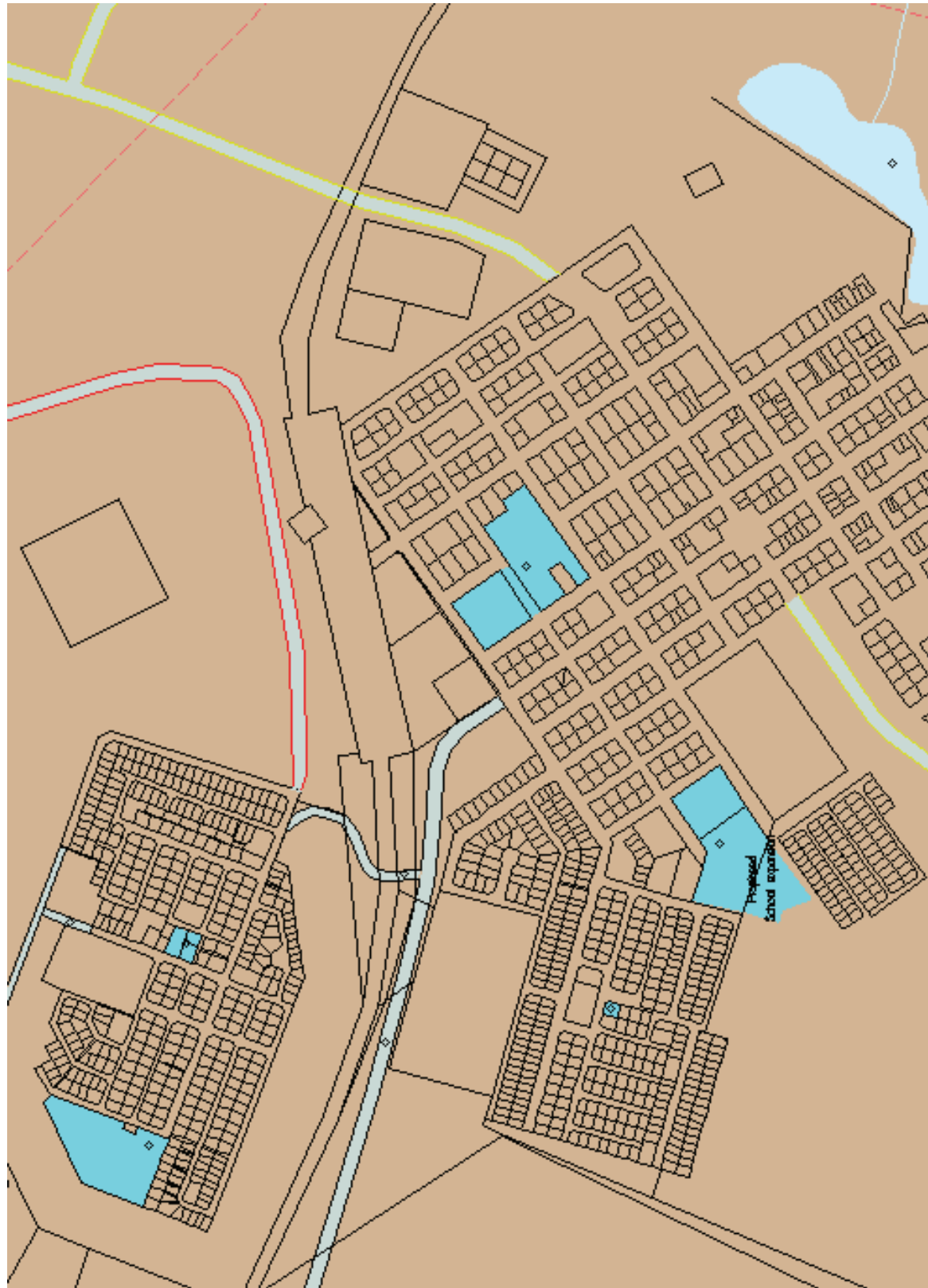


Figure 8.6 b): The existing and future academic facilities of Britstown.

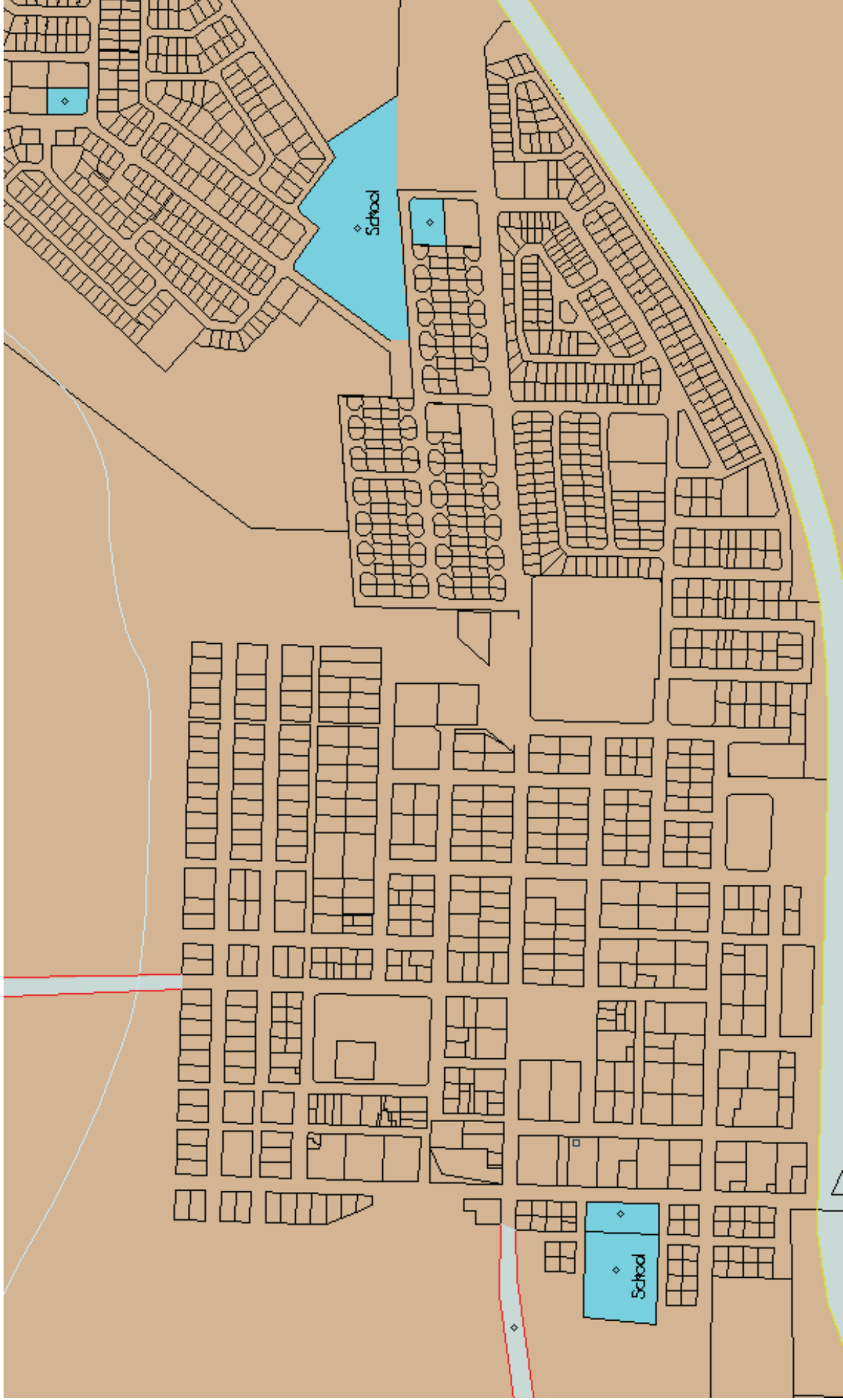


Figure 8.6 c): The existing and future academic facilities of Hanover.

8.7 DEVELOPMENT OF FUTURE CENTRAL AUTHORITY FACILITIES

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
<p style="text-align: center;">Central Authority Functions:</p> <p style="text-align: center;">Red</p>	
<p>De Aar: Existing Areas The town houses a large variety of central authority functions, which includes several Police Stations, Magistrates Offices, clinics, Municipal Offices. The largest concentration of these facilities can be found on the western side of the Railway lines. (See Figure 8.7 a)</p>	<p>De Aar: Future Areas Throughout De Aar several areas have been identified for central function development, which include the new hospital to the south-west of the town, the planned place of safety north-east of town, west of the Philipstown road, the HIV centre and the Multi Purpose centre in the area of the day Hospital, the SAP Offices in Sunrise and several other smaller functions throughout town. It is also planned that the existing refuse dump south-west of town, be moved further in a westerly direction.</p>
<p>Britstown: Existing Areas The town houses several central functions, which includes the Municipal Office, police Station, clinic, etc. These activities can be found throughout town. (See Figure 8.7 b)</p>	<p>Britstown: Future Areas It is proposed that an area to the east of town be utilized for tourism development and that an area surrounding the clinic, can in future be developed for other central functions. The area surrounding the existing Municipal workshop (east of town) has also been indicated to be utilized for central function development. To the north and north-west of town, the development of the sewerage works and the refuse dump are planned. The airfield is also indicated for upgrading and development, directly south of the town.</p>
<p>Hanover: Existing Areas The town houses several central functions, which includes the Municipal Office, police Station, clinic, etc. These activities can be found throughout town. (See Figure 8.7 c)</p>	<p>Hanover: Future Areas It is proposed that that an area central to town, north of Mark Street be utilized for central function activities. It is also proposed that an area directly north-east of town be utilized for refuse removal. The area south of the N1 route is also indicated for the development of the airfield. An area in the northwestern section of town has also been identified for the development of the Wintersnight Old Age Home.</p>

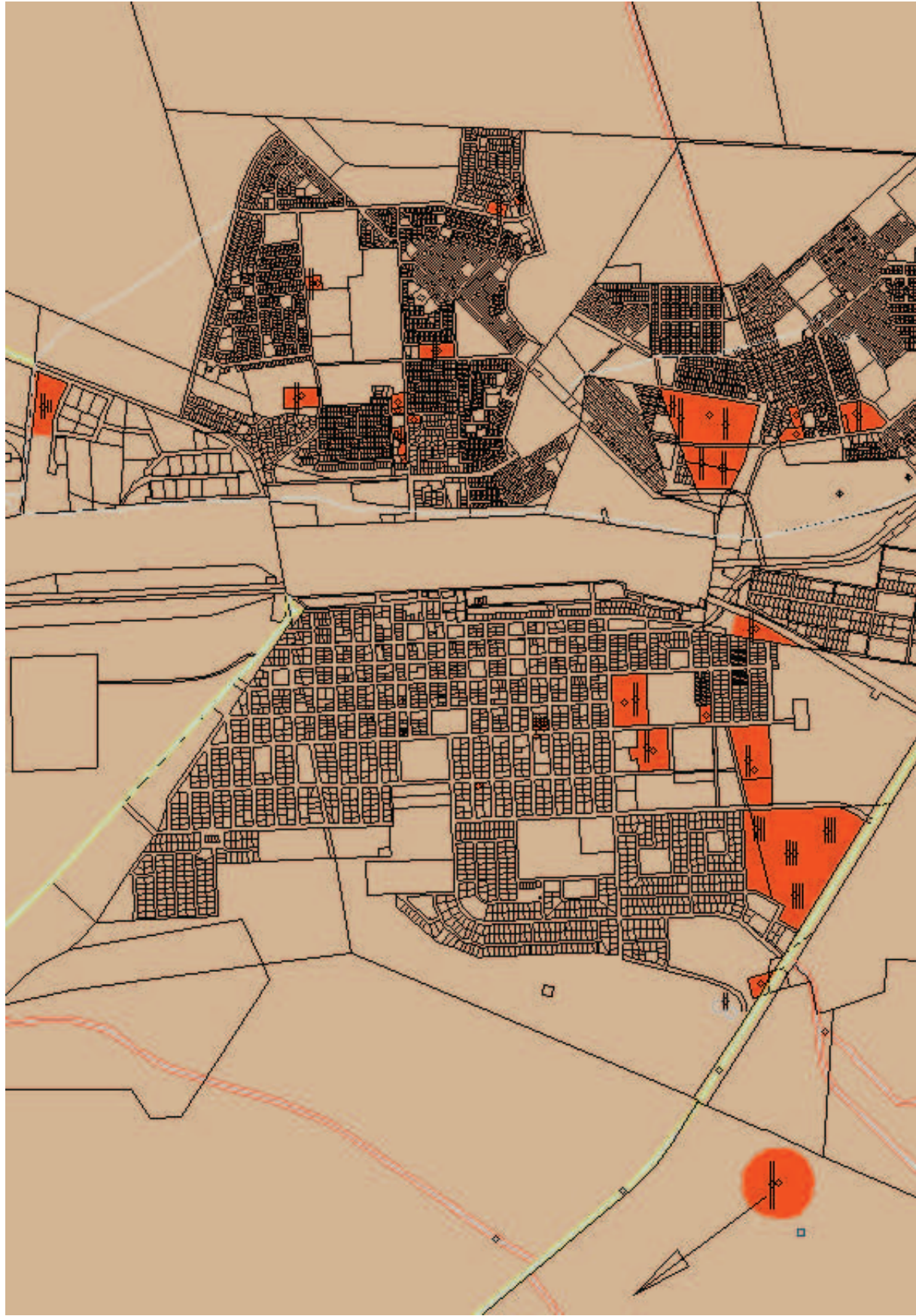


Figure 8.7 a): The existing and future central functions of De Aar.



Figure 8.7 b): The existing and future central functions of Britstown.

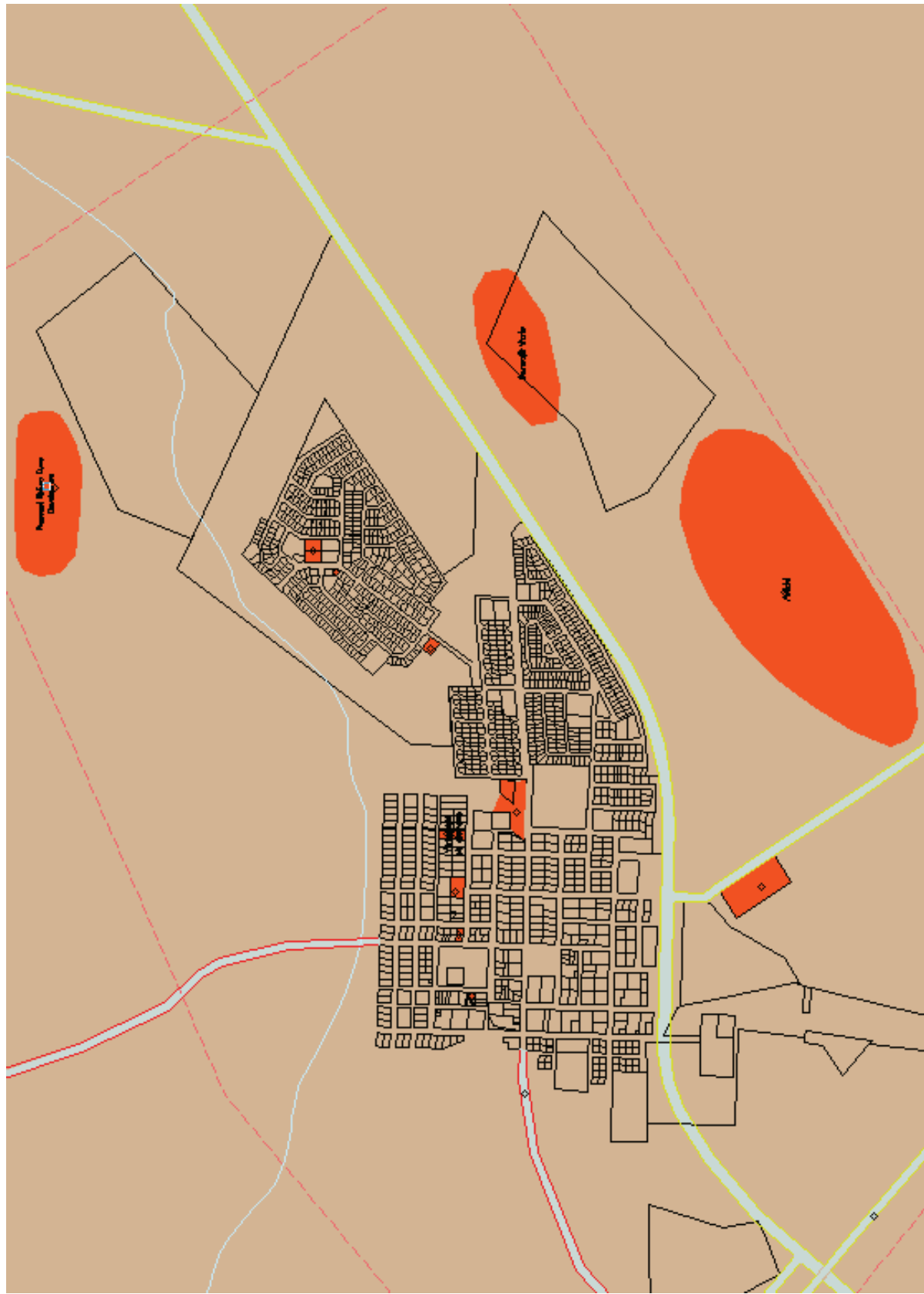


Figure 8.7 c): The existing and future central functions of Hanover.

8.8 DEVELOPMENT OF FUTURE AGRICULTURAL UTILIZATION

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK (Please refer to the attached relevant maps)
<p style="text-align: center;">Agricultural Functions: Green Dots</p> <p>De Aar: Existing Areas The town has a large number of agricultural plots to the south of the N10 route, which is called Waterdal, but also a smaller section directly north of the route. (See Figure 8.8 a)</p> <p>Britstown: Existing Areas The town houses several central functions, which includes the Municipal Office, police Station, clinic, etc. These activities can be found throughout town. (See Figure 8.8 b)</p> <p>Hanover: Existing Areas The northwestern section of the town is the only section that houses agricultural plots. These plots are to be found north of Grace and Church Streets. (See Figure 8.8 c)</p> <p>Emthanjeni Farm lands: Existing Areas Emthanjeni is characterized by a large number of extensive farms that are to be found surrounding Britstown, De Aar and Hanover. The most of these farms specialize with extensive sheep farming.</p>	<p>De Aar: Future Areas It is proposed that the area north of the N10 route be used for residential development, but that the area south of the N10 route still keeps its agricultural character.</p> <p>Britstown: Future Areas It is proposed that an area to the east of town be utilized for tourism development and that an area surrounding the clinic can in future be developed for other central functions. The area surrounding the existing Municipal workshop (east of town) has also been indicated to be utilized for central function development. To the north and north-west of town, the development of the sewerage works and the refuse dump are planned. The airfield is also indicated for upgrading and development, directly south of the town.</p> <p>Hanover: Future Areas It is proposed that the existing area retain its agricultural character, due to the fact that it contributes to the Karoo character of Hanover and has tourism value.</p> <p>Emthanjeni Farm lands: Future Areas It is proposed that the agricultural sector be retained as it is at present to ensure that it still plays an economic part in the future of the Municipal area. Tourism possibilities must be explored and developed to broaden the economic base of these areas.</p>



Figure 8.8 a) The existing and future agricultural activities of De Aar (Waterdal).

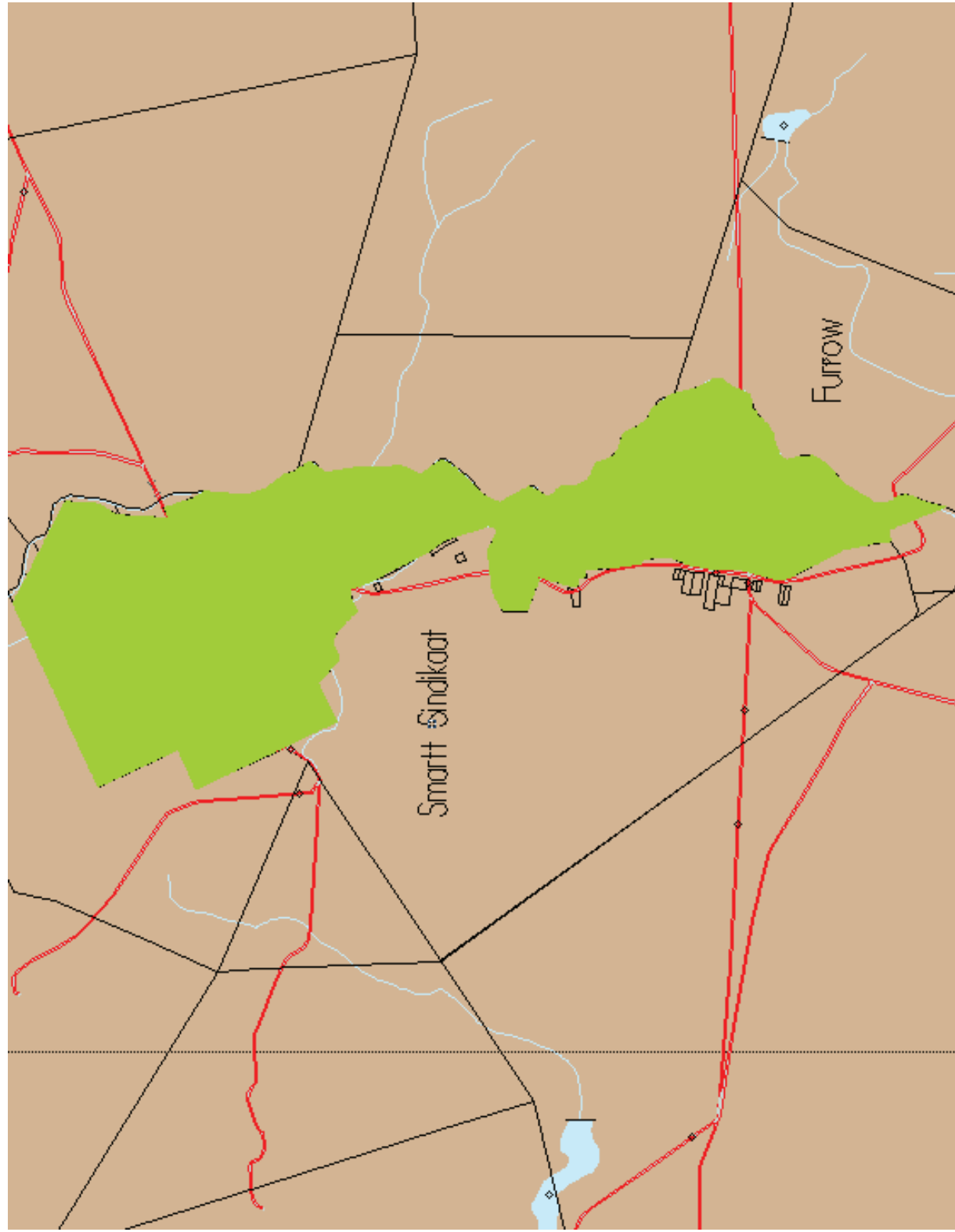


Figure 8.8 b) The existing and future agricultural activities in the Britstown area.

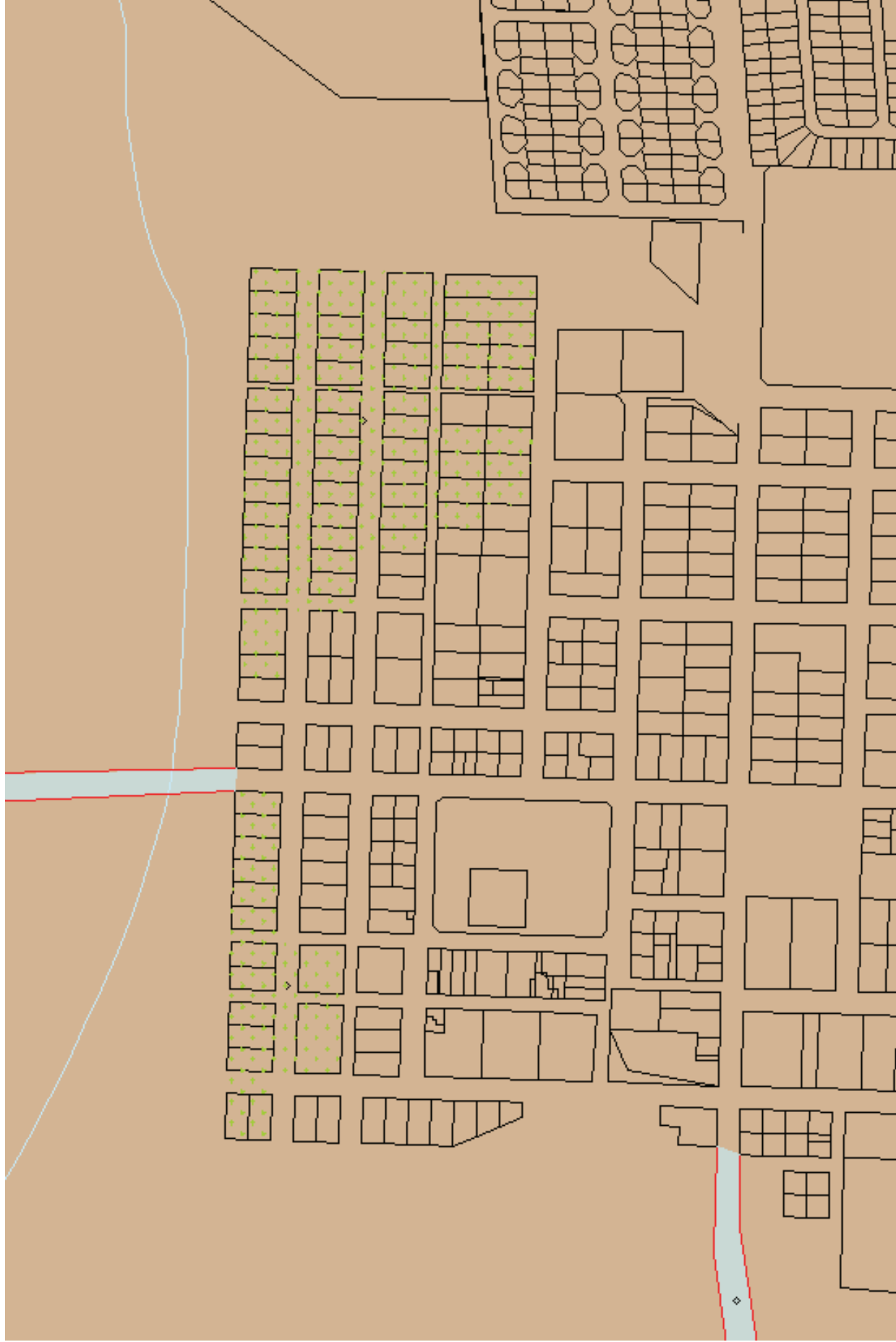


Figure 8.8 c) The existing and future agricultural activities in the Hanover.

8.9 DEVELOPMENT OF RAILWAY LINES

CURRENT SPATIAL ANALYSIS	FUTURE DEVELOPMENT FRAMEWORK <i>(Please refer to the attached relevant maps)</i>
<p>Railway development: <i>Blue hatch</i></p> <p>De Aar: Existing Areas The existing railway lines have been the economic focus point of the past, but have since then lost its importance. The railway lines links the town with all the major economic sectors within South Africa. (See Figure 8.9 a)</p> <p>Britstown: Existing Areas The existing railway line runs through the central and northern sections of the town and is currently under utilized. (See Figure 8.8 b)</p>	<p>De Aar: Future Areas The redevelopment of the railway lines in De Aar is of great importance for the future economic development of Municipality as a whole. The linking of the eastern and western sections of town with development within the railway station buildings, beehive development and the upgrading of existing buildings and infrastructure, have all been identified as part of the SDF.</p> <p>Britstown: Future Areas The development of the railway line project is very important for the community of Emthanjeni and it is proposed that the existing railway station buildings and lines, be upgraded to ensure the economic development of the town, as an integral part of the development of De Aar.</p>



Figure 8.9 a) The existing and future railway line development in De Aar.

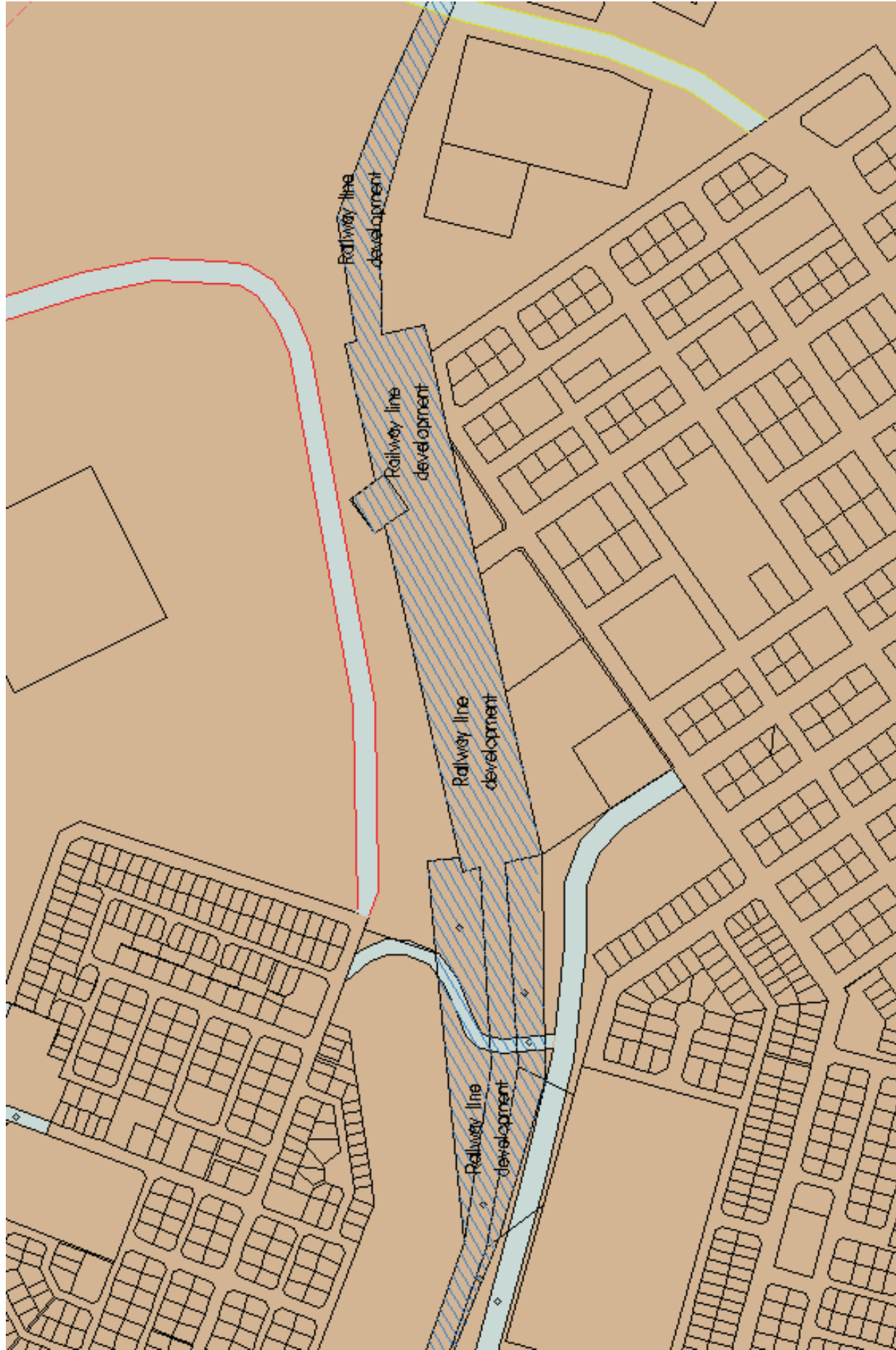


Figure 8.9 a) The existing and future railway line development in Britstown.

9. OTHER PLANNING AND PROJECT PROPOSALS

Chapter 3 of the IDP document refers to all the planned projects within the Municipality and must be closely linked with the SDF at all times.

10. MONITORING, EVALUATION AND REVIEW

The monitoring of the SDF is going to be an ongoing process as development takes place and certain spatial aspects thereof have been achieved. The areas that have been identified as development corridors and nodes must especially be monitored to ensure that development takes place as it has been set out within the SDF. The monitoring of the SDF must not only be against the objectives set out in Chapter 8, but also against environmental, social and economic impacts that is part of the spatial development process. The development of spatial aspects must also be linked with the land use management scheme and monitored accordingly.

11. CONCLUSION

The SDF is a vital planning document for the development of the community of Emthanjeni and the integration and development of the different economic activities within town. It is important for the community to ensure that the economic viability of the different towns strengthens and that Emthanjeni develops an economy based growth pattern.

ANNEXURE A: STATUS QUO OF EMTHANJENI MUNICIPALITY

**ANNEXURE B:
SPATIAL DEVELOPMENT PROPOSALS FOR
EMTHANJENI MUNICIPALITY**

EMTHANJENI MUNICIPALITY



ANNEXURE "C"

ORGANISATIONAL STRUCTURE

Emthanjeni Municipality

Review and Amendment of Organisational Structure Report

Prepared by



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STRUCTURE**

6. CONCEPTUAL FRAMEWORK

7. CURRENT MACRO ORGANISATIONAL STRUCTURE

8. PROPOSED ORGANISATIONAL STRUCTURE

9. LIST WITH NEW POSITIONS

Emthanjeni Municipality
Review and Amendment of the Organisational Structure
Framework Report

1. Background

It was decided during October 2006 that the organisational structure needs revision; the current structure did not address the needs and challenges of the municipality. The service provider were elected and appointed in December 2006 to start with the process of addressing the organisational structure. The first draft will be ready for discussion with management by the end of March 2007.

2. Process Followed

To ensure that the organisational structure is reviewed in a methodical manner considering all aspects the following process was followed:

Step Nr	Key Steps
Step 1	Analysis and understanding of the current structure
Step 2	Analysis of Strategic Plan, IDP and SDBIP
Step 3	Determine legislative requirements
Step 4	Determine and assess required functions and services
Step 5	Determine functions and activities performed by all departments
Step 6	Determine gaps between actual and required functions and competencies.
Step 7	Determine resource requirements
Step 8	Assessment of key management and institutional system and processes
Step 9	Formulate skeleton organisational structure
Step 10	Ensure consultation with: <ul style="list-style-type: none"> • Councillors • Staff • Unions
Step 11	Final Report

The process framework allowed a system approval to ensure the last possible result.

3. Findings on the Organisational Analysis

In analysing the organisational structure it become evident that the structure was due for an overall and that the organisation needs to be restructured to achieve its strategic and IDP objectives. The analysis highlighted the following differences.

- The current structure did not reflect the strategic and IDP priorities of the Municipality. The structure also did not support the implementation of the IDP and SDBIP and therefore made the implementation of this IDP and spending of the budget difficult.
- The structure did not make provision for the implementation of Powers and Functions in terms of Section 84 of the Municipal Structure Act. An example

thereof is the implementation of Disaster Management, Municipal Roads, and Municipal Health functions.

- Because of the above the organisational structure was more geared towards the implementation of institutional and organisational needs than external services delivery.
- The current organisational structure did not reflect all the organisational changes and staff movements that took place over the past couple of years.
- The structure stifled cross-departmental communication and cooperation and as an example the IDP and Development are all in different departments with different line reporting structures.
- Functions are wrongly placed within departments, not allowing optimum and effective organisational functioning.
- Not reflecting latest government policies and expectations.

It is clear from the analysis that the organisational structure needs to be transformed to improve organisational and service delivery performances.

4. Key Aspects for Consideration

In considering the new functional organisational structure for the Municipality the following aspects had to be considered

Strategic Planning and IDP

Key Objective	Key Issues
Financial Management	<ul style="list-style-type: none"> • To manage expenditure and income in accordance with approved budget and provision of MFMA • To improve the financial viability of the municipality and improve revenue collection
Social and Economic Development	<ul style="list-style-type: none"> • Maintenance of a database of SMME contractors in Emthanjeni municipal area • Promote the involvement of SMME's in construction and related projects • Participation in the PKSDGDS process • Promotion of local economic development and tourism • To coordinate/ manage the effective utilisation of commonage
Institutional Transformation	<ul style="list-style-type: none"> • To deliver a support services to Council and Committees of the Council • To ensure that the municipality has comprehensive human resources management policies (excluding national negotiated policies) • To enhance morale and commitment of employees
Democracy and Governance	<ul style="list-style-type: none"> • Programme for Public Participation • To enhance stakeholder communication
Infrastructure and Services	<ul style="list-style-type: none"> • To deliver Essential Services. • To ensure a clean and healthy municipal area • Active participation in the Municipality's IDP process • To manage the housing needs of the Municipality and address the backlogs • To improve customer care and services delivery

	<ul style="list-style-type: none"> • To decrease water & electricity distribution losses • To reduce the infrastructural backlogs in accordance with equity and sustainable principles • Maintenance and Management of Infrastructure
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Service Delivery Budget Implementation Plan (SDBIP)

KPA	Objectives
Basic Services Delivery and Infrastructure Development	<ul style="list-style-type: none"> • To deliver Essential Services. • To Ensure a clean and healthy municipal area • Active participation in the Municipality's IDP process • To manage the housing needs of the Municipality and address the backlogs • To improve customer care and services delivery • To decrease water & electricity distribution losses • To reduce the infrastructural backlogs in accordance with equity and sustainable principles • Maintenance and Management of Infrastructure
Local Economic Development	<ul style="list-style-type: none"> • Maintenance of a database of SMME contractors in Emthanjeni municipal area • Promote the involvement of SMME's in construction and related projects • Participation in the PKSDGDS process • Promotion of local economic development and tourism • To coordinate/ manage the effective utilisation of commonage
Municipal Financial Viability	<ul style="list-style-type: none"> • To manage expenditure and income in accordance with approved budget and provision of MFMA • To improve the financial viability of the municipality and improve revenue collection
Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> • To deliver a support services to Council and Committees of the Council • To ensure that the municipality has comprehensive human resources management policies (excluding national negotiated policies) • To enhance morale and commitment of employees
Good Governance	<ul style="list-style-type: none"> • Programme for Public Participation • To enhance stakeholder communication

5. Key Principles in Formulating the Organisational Structure

In formulating and considering a new structure it is optional to consider the principles that will guide the review process and is able to steer the thinking towards cost effective solutions and that will enable the effective functioning of the organisation. The following principles are considered:-

1. Informed by Strategic direction of Municipality.

2. Cost effectiveness and affordability.
3. No duplication of functions.
4. Clear communication lines.
5. Clear accountabilities and responsibilities.
6. Clear segregation of duties for audit purposes
7. In alignment with government policies and directives.
8. Give meaning and substance to positions at management level.
9. Manageable span of control

The following aspects were considered in drafting the organisational structure:

- The powers and functions of the Municipality
- The strategic priorities, IDP and SDBIP.
- Legislative requirements especially Local Government Legislation.
- Functional needs expressed by Departments.
- Current realities of the Municipality

6. Conceptual Framework

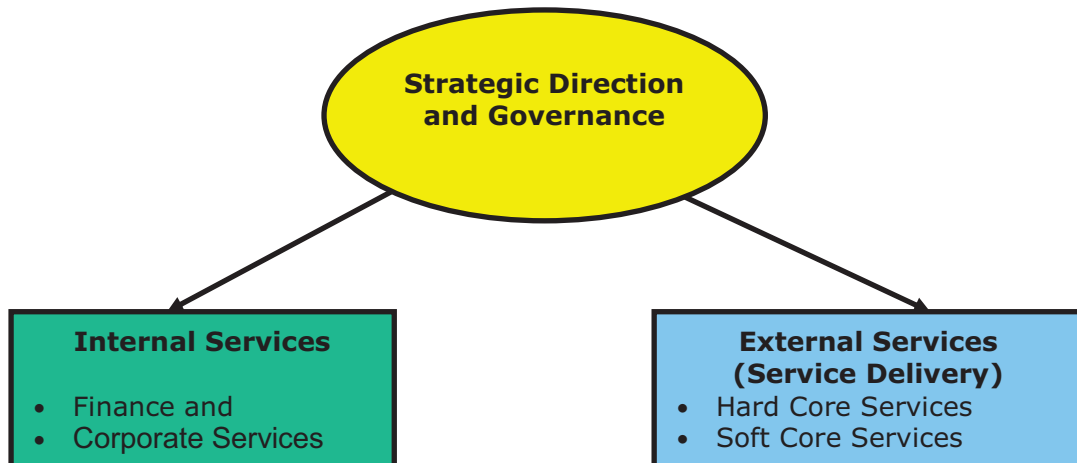
In drafting a conceptual framework for the organisational structure the two most important aspects that we had to consider was the following:

- The strategic direction of the Municipality. The popular say is that “structure follows strategy” as a strategy can only be implemented if the organisation structure and the allocation of resources allow this to happen.
- To change the mindset of the organisation from being an institutional structure to a service delivery institution. The sustainable future of Municipality lies in its ability to transform itself to a service delivery orientated institution of excellence.

This is critical if one considers how new local municipalities are struggling to implement the new system of local government i.e.:

- The implementation of the IDP.
- The implementation of the PMS
- The implementation of Ward Committees
- The implementation of the budget reform process.
- Sound financial management
- Proper maintenance and operation of infrastructure services.
- Formulation of by-laws and policies etc.

With the service delivery perspective as a point of departure it is critical to transform the organisational structure of the Municipality to allow it to provide effective services. In considering sound organisational principles and clustering functions together that will enhance teamwork and the achievement of a common vision and goals it will be important to separate internal services and functions from the service delivery functions. The following diagram demonstrates this perspective.



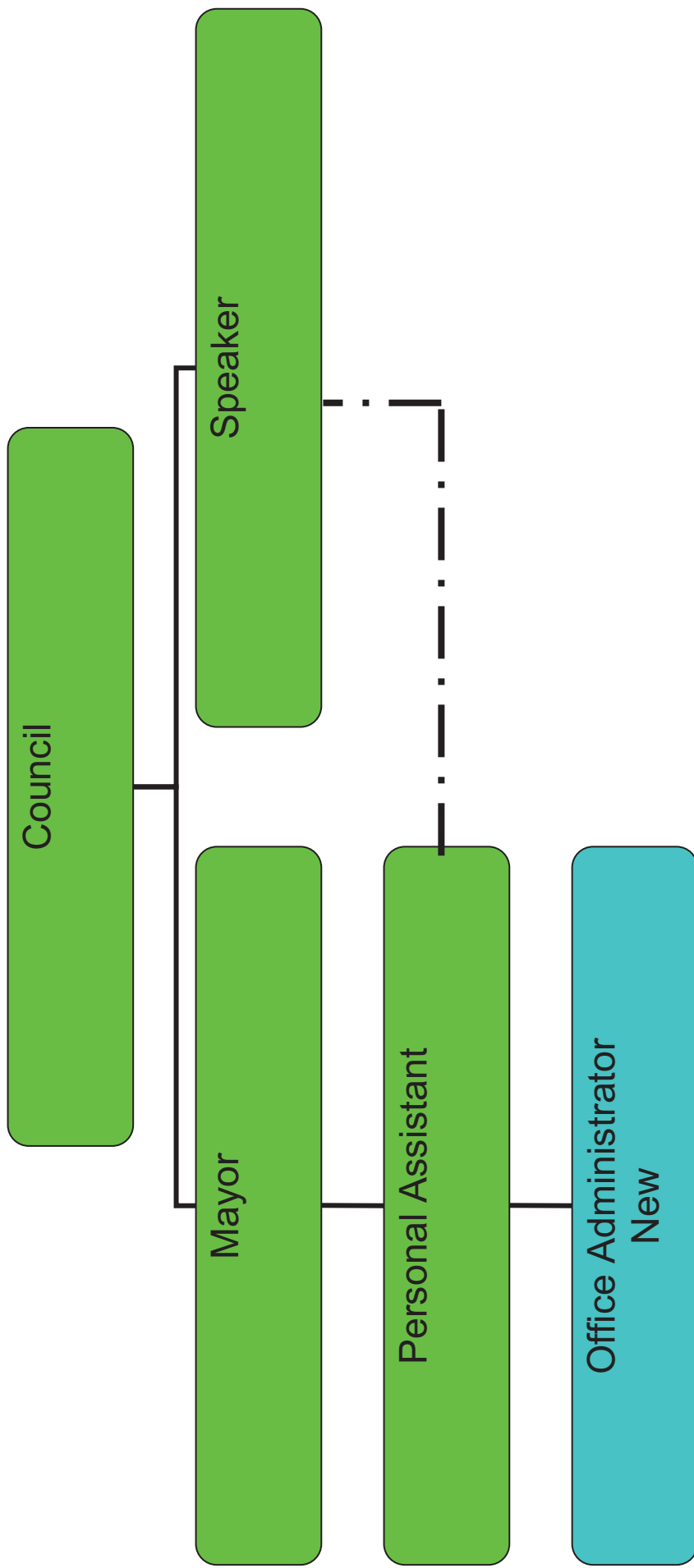
If one accepts the above model as the best mechanism to transform the organisation to be a service delivery orientated institution it will be important to keep focus within the key segments by keeping functions together that is closely associated and that will enhance communication and cooperation. Based on the above model the following conceptual framework is proposed

We believe the proposed model is the best option in transforming the Municipality for the following reasons:

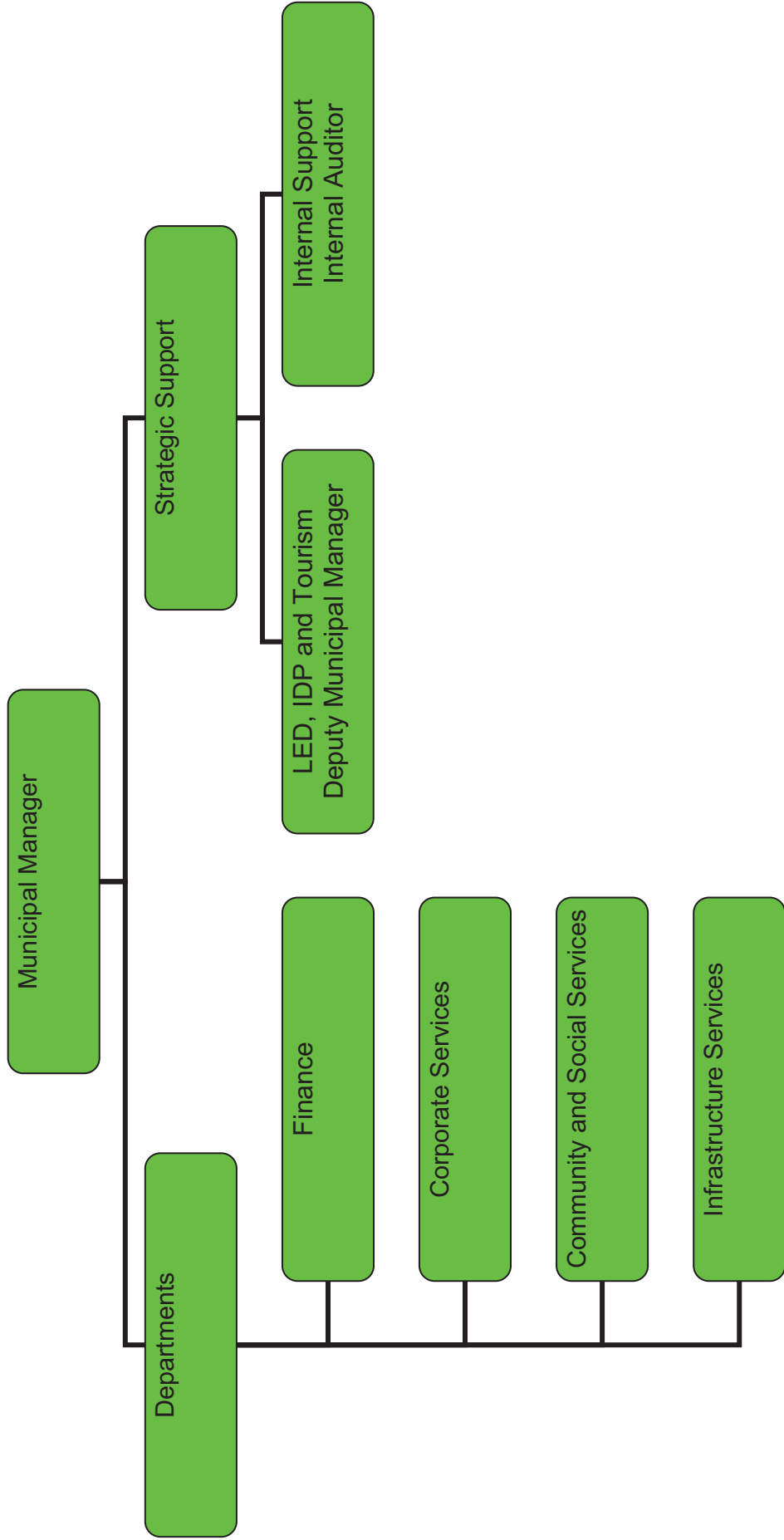
- Not increasing the top structure of the municipality.
- Improving communication by keeping functions together that is closely associated.
- Creating mechanisms for implementing the service delivery mandate of the organisation.
- Keeping focus within Departments on its key functions.

In the following paragraphs the current macro structure and the proposed structure per department will be discussed.

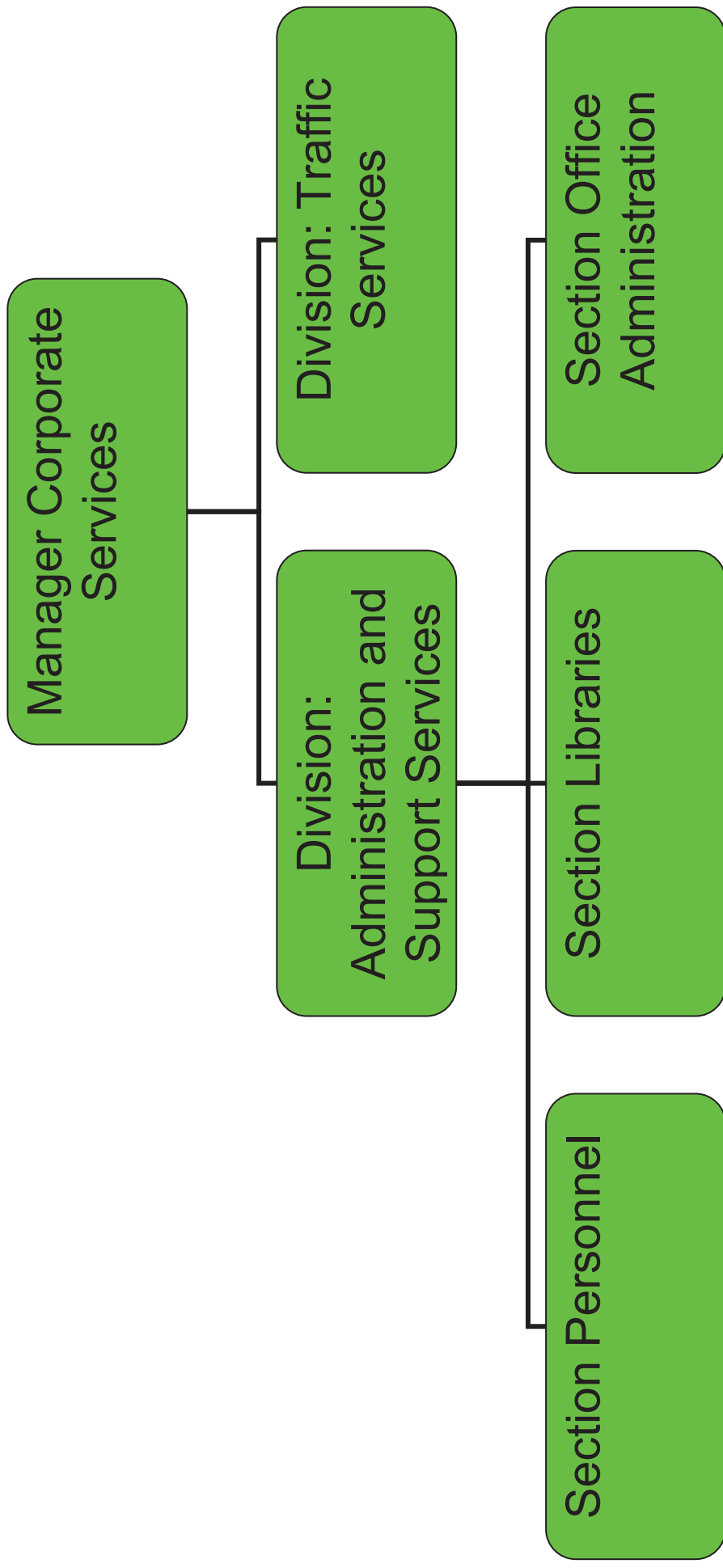
7. Current Macro Organisational Structure Office of the Mayor



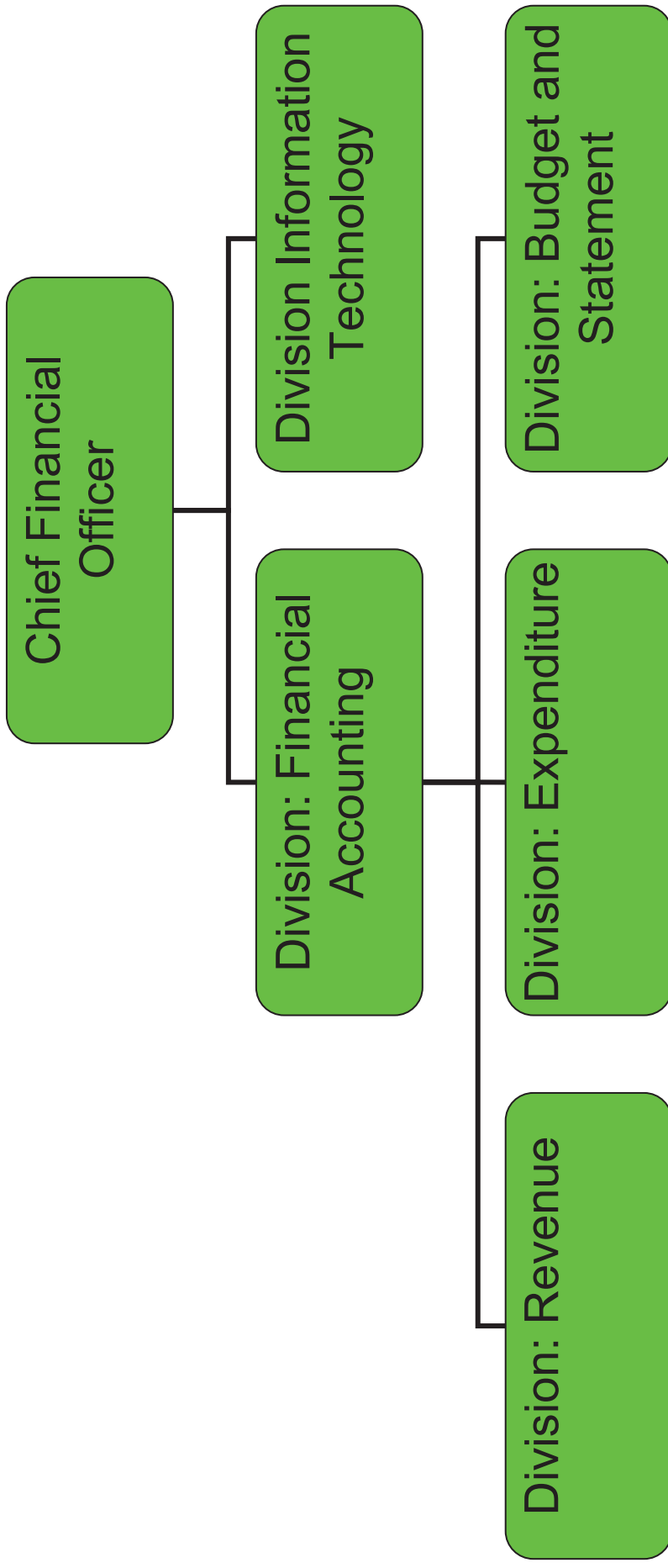
Office of the Municipal Manager



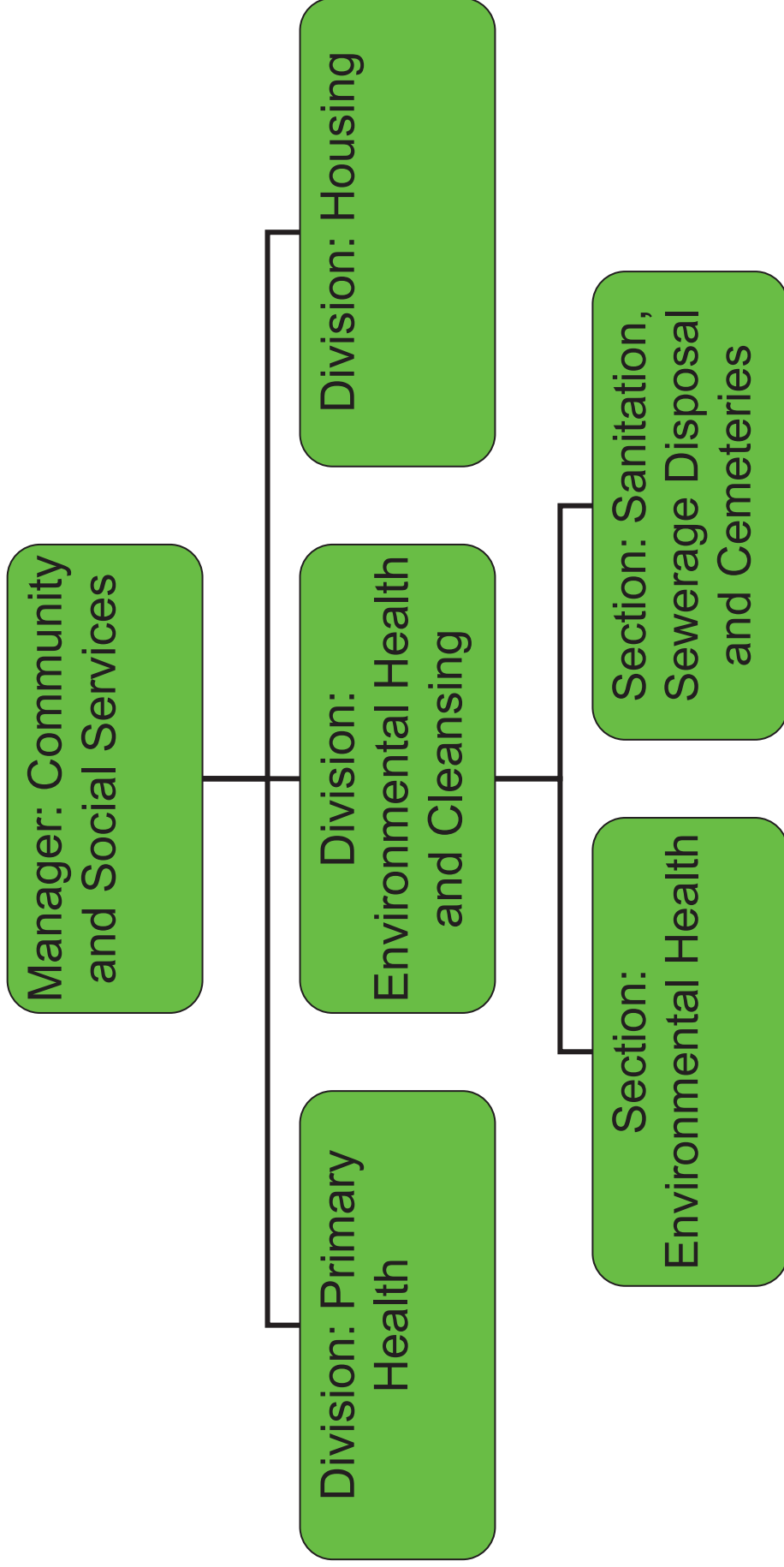
Department Corporate Services:



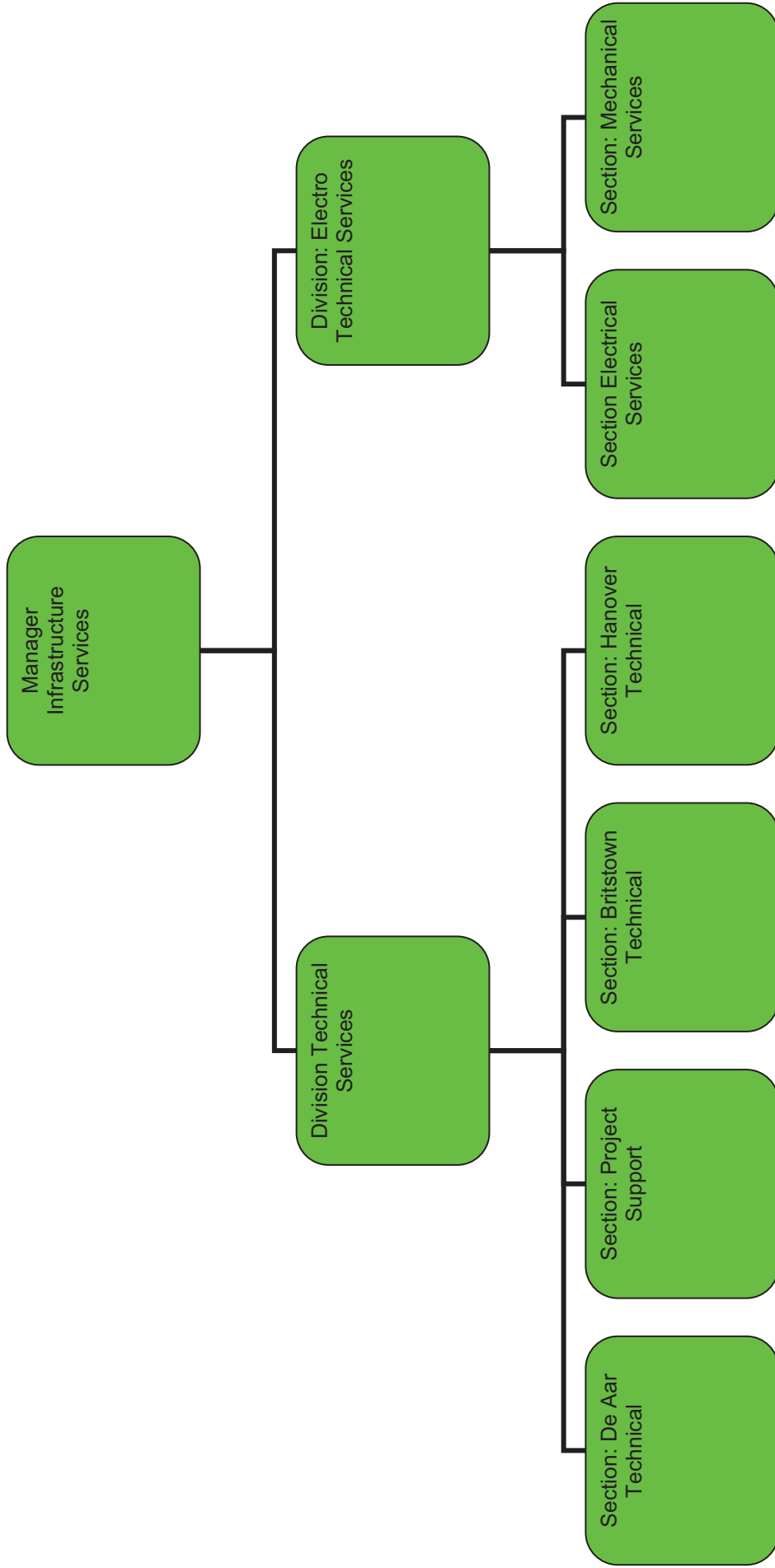
Department of Finance



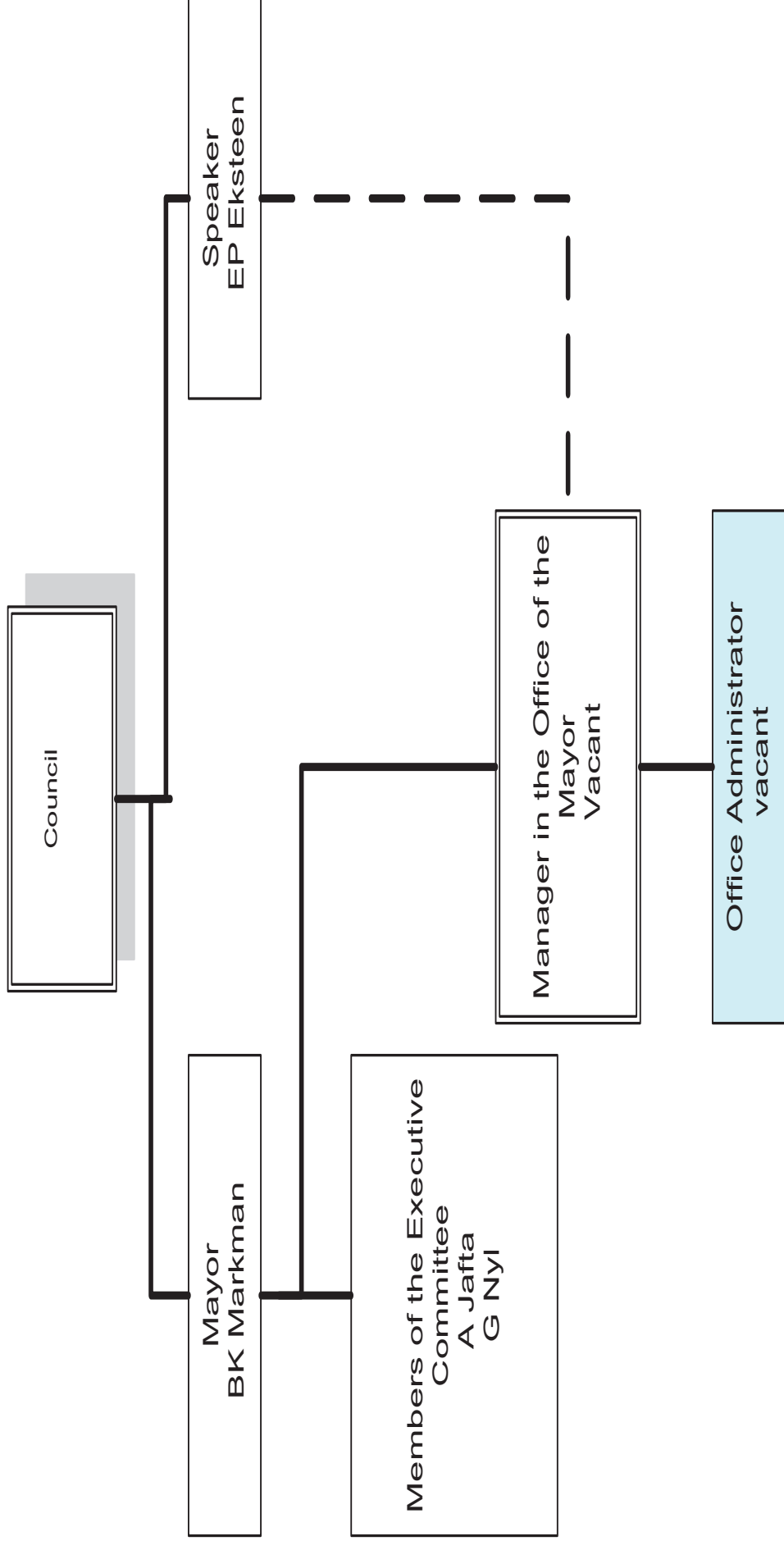
Department Community and Social Services



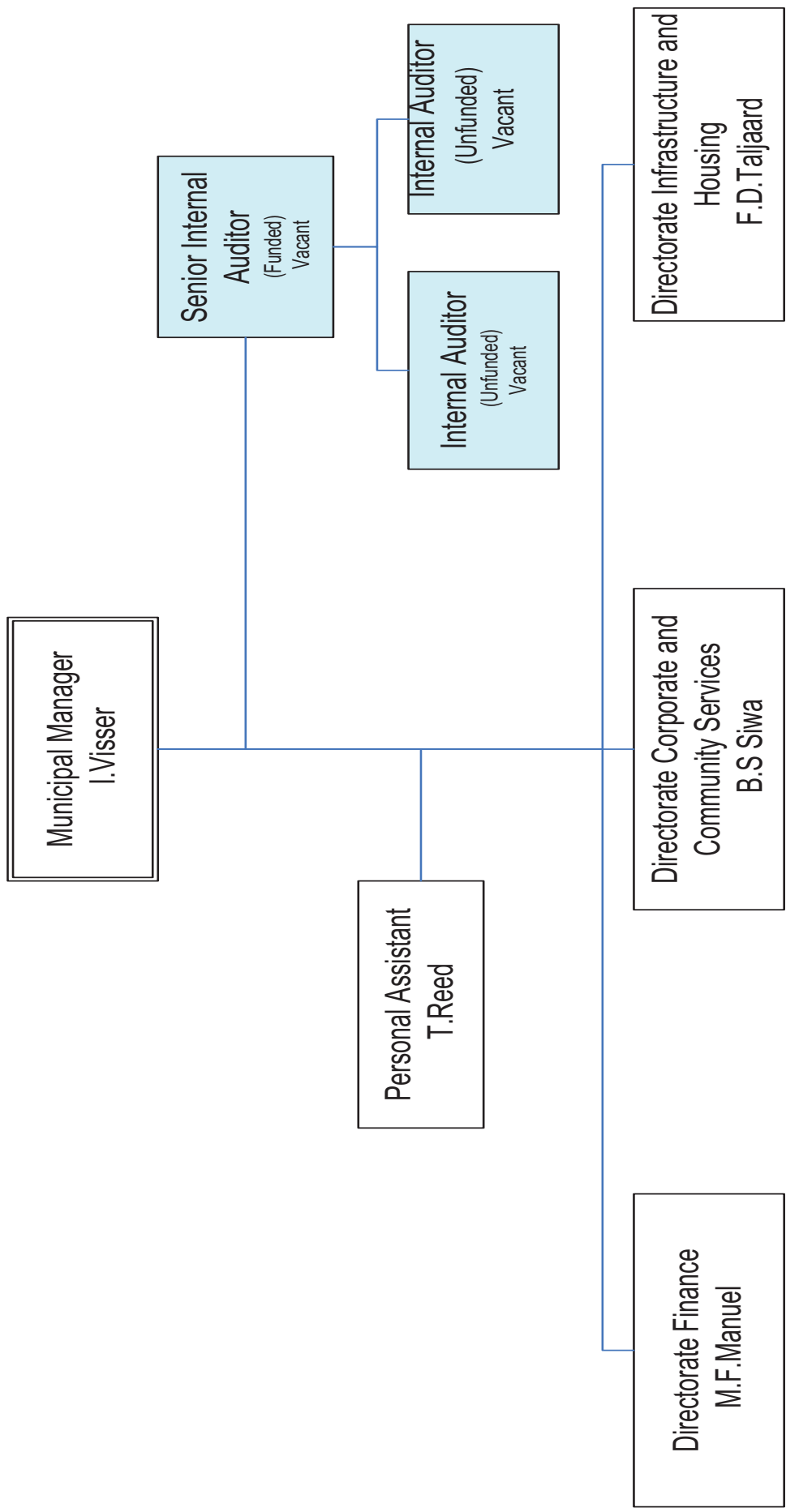
Department Infrastructure Services



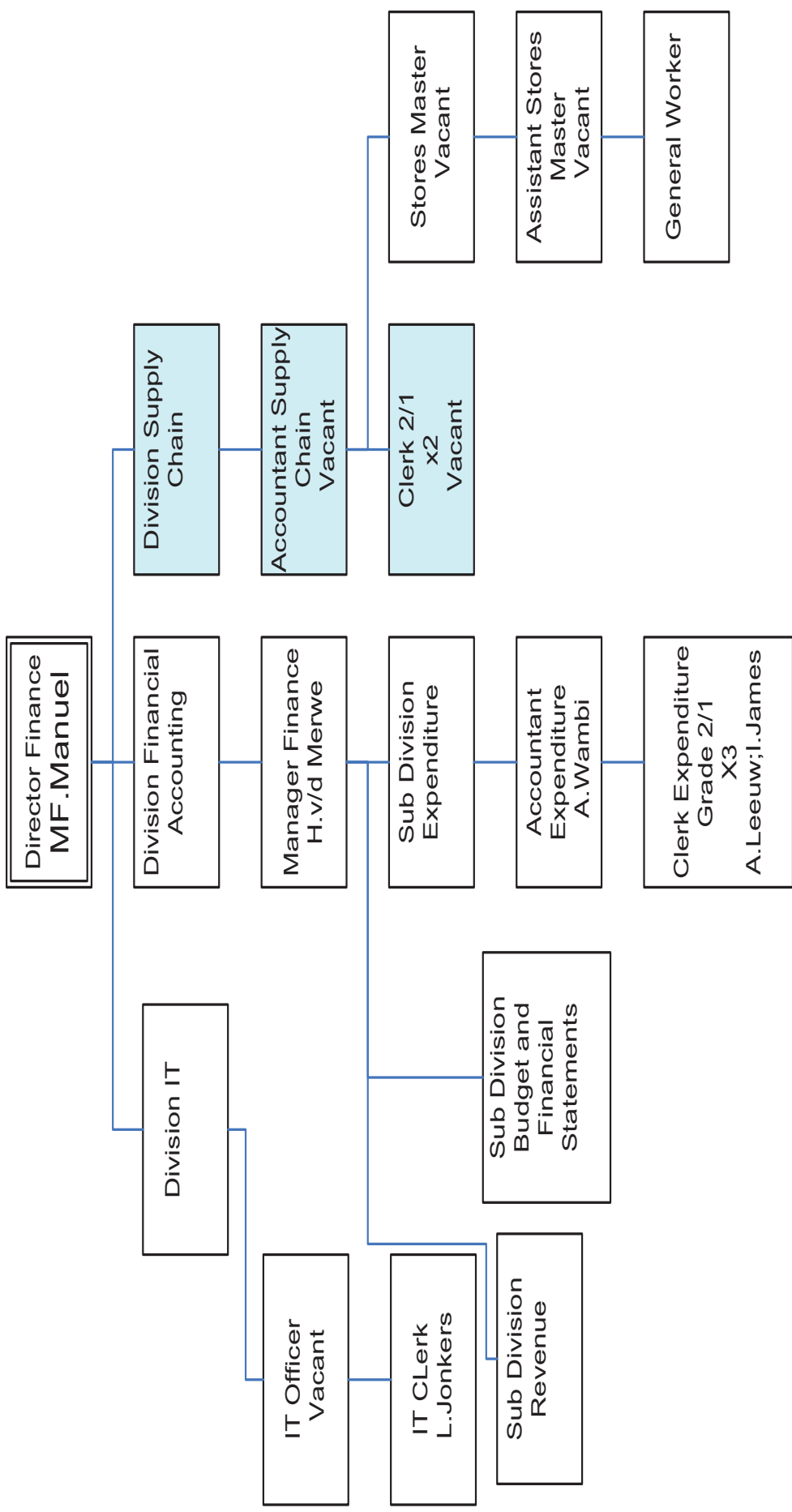
8. Proposed Organisational Structure: **Office of the Mayor and Speaker:**



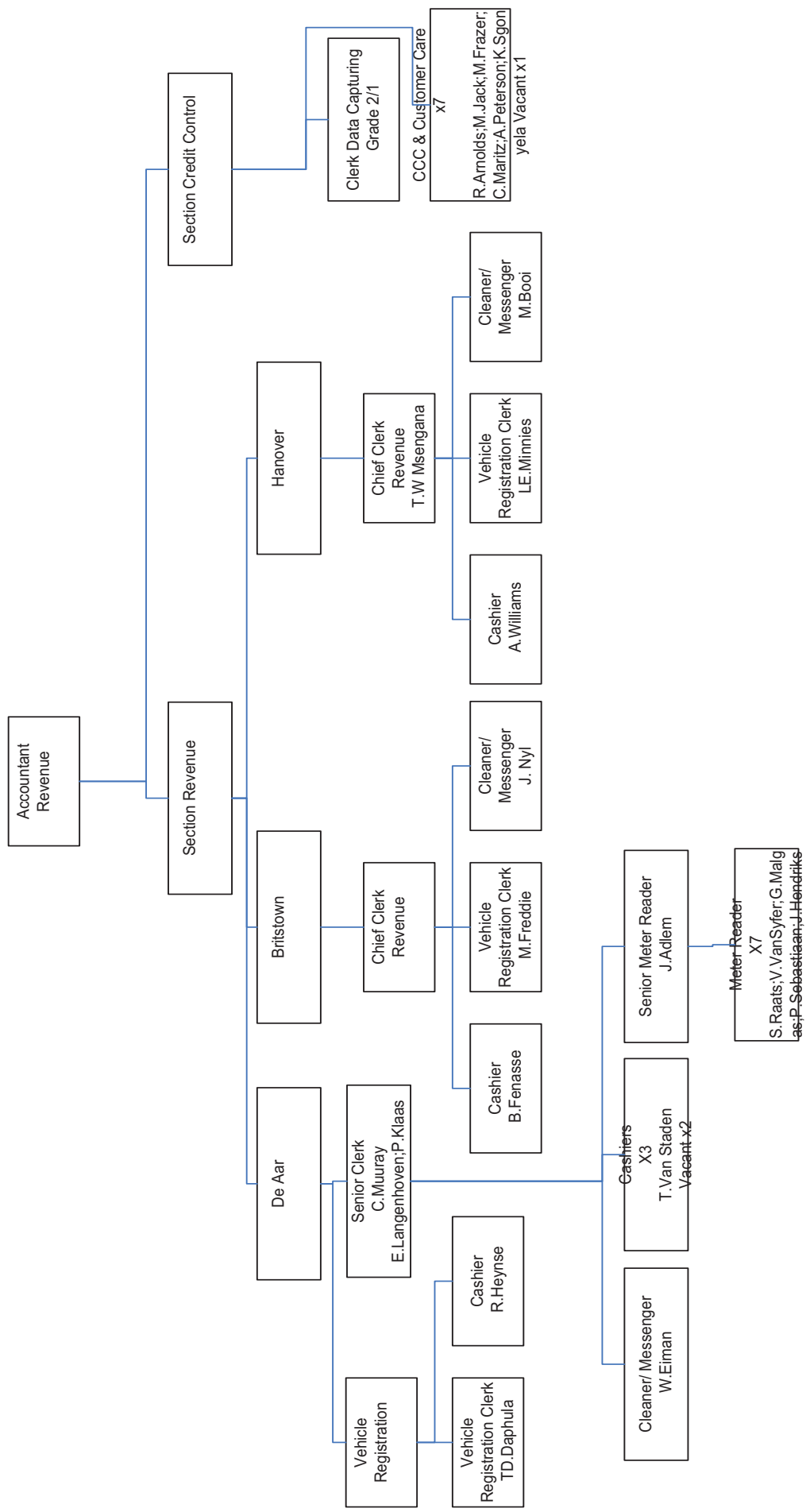
Office of the Municipal Manager:



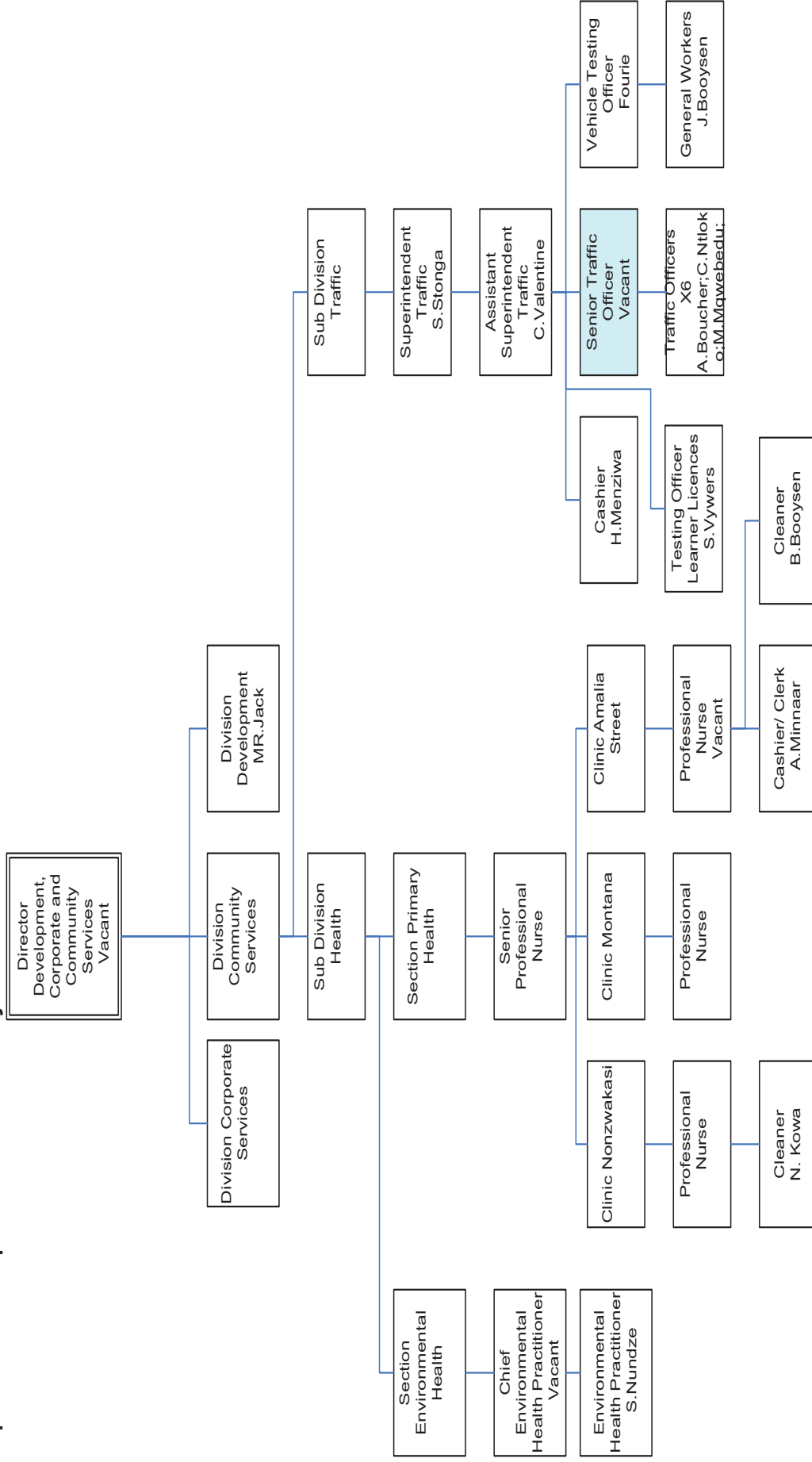
Department of Finance:



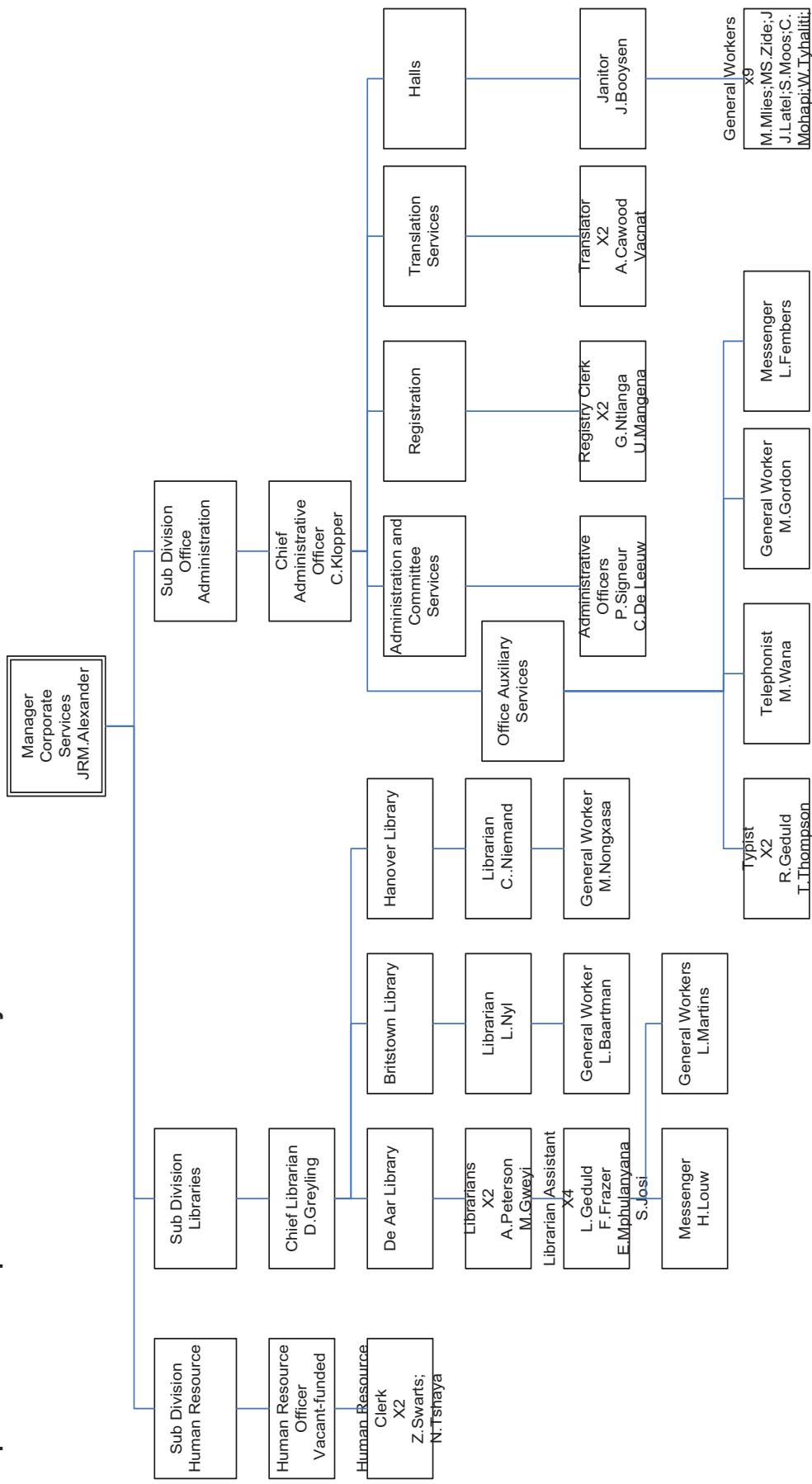
Department Finance:



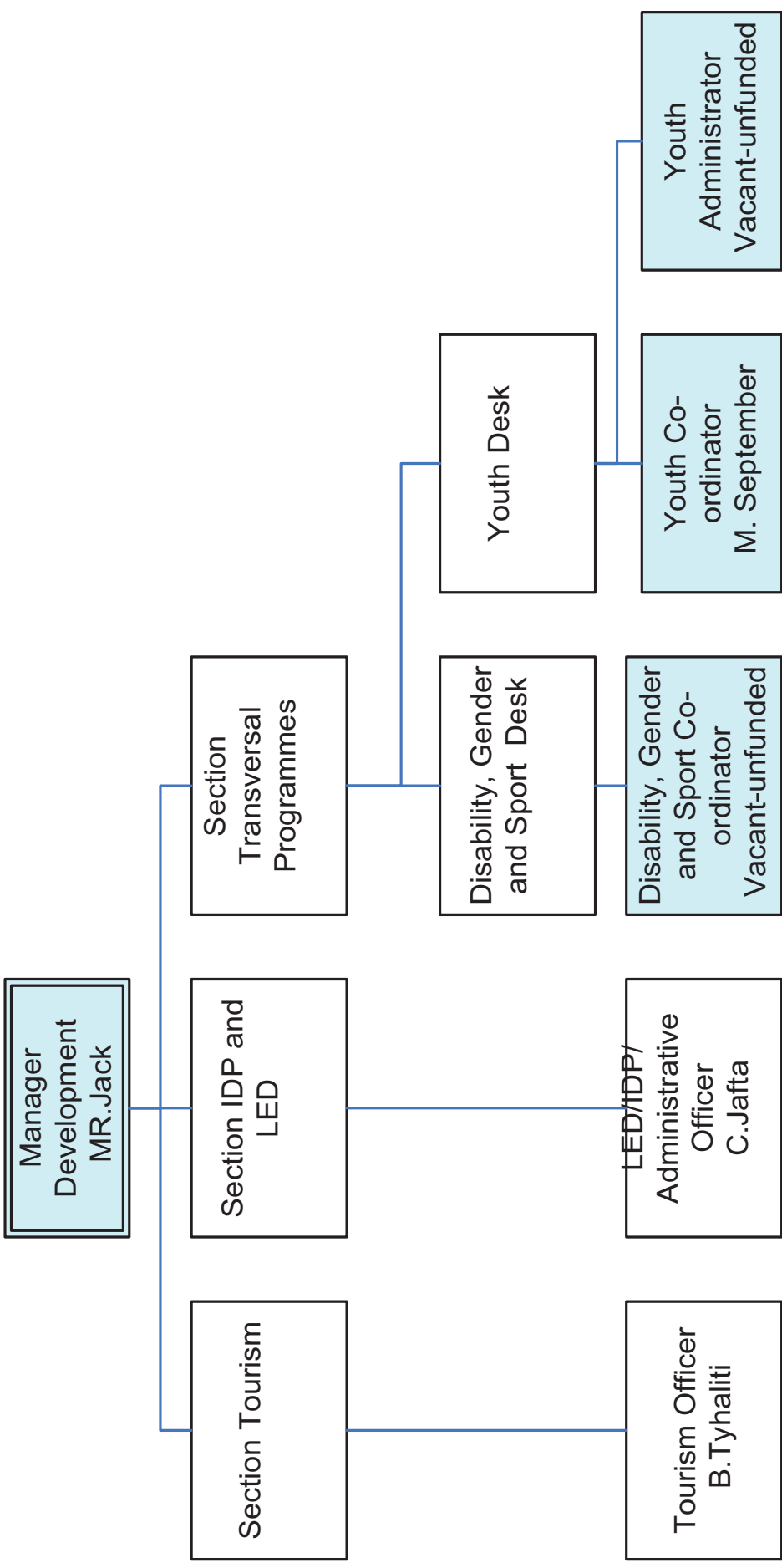
Department of Corporate and Community Services:



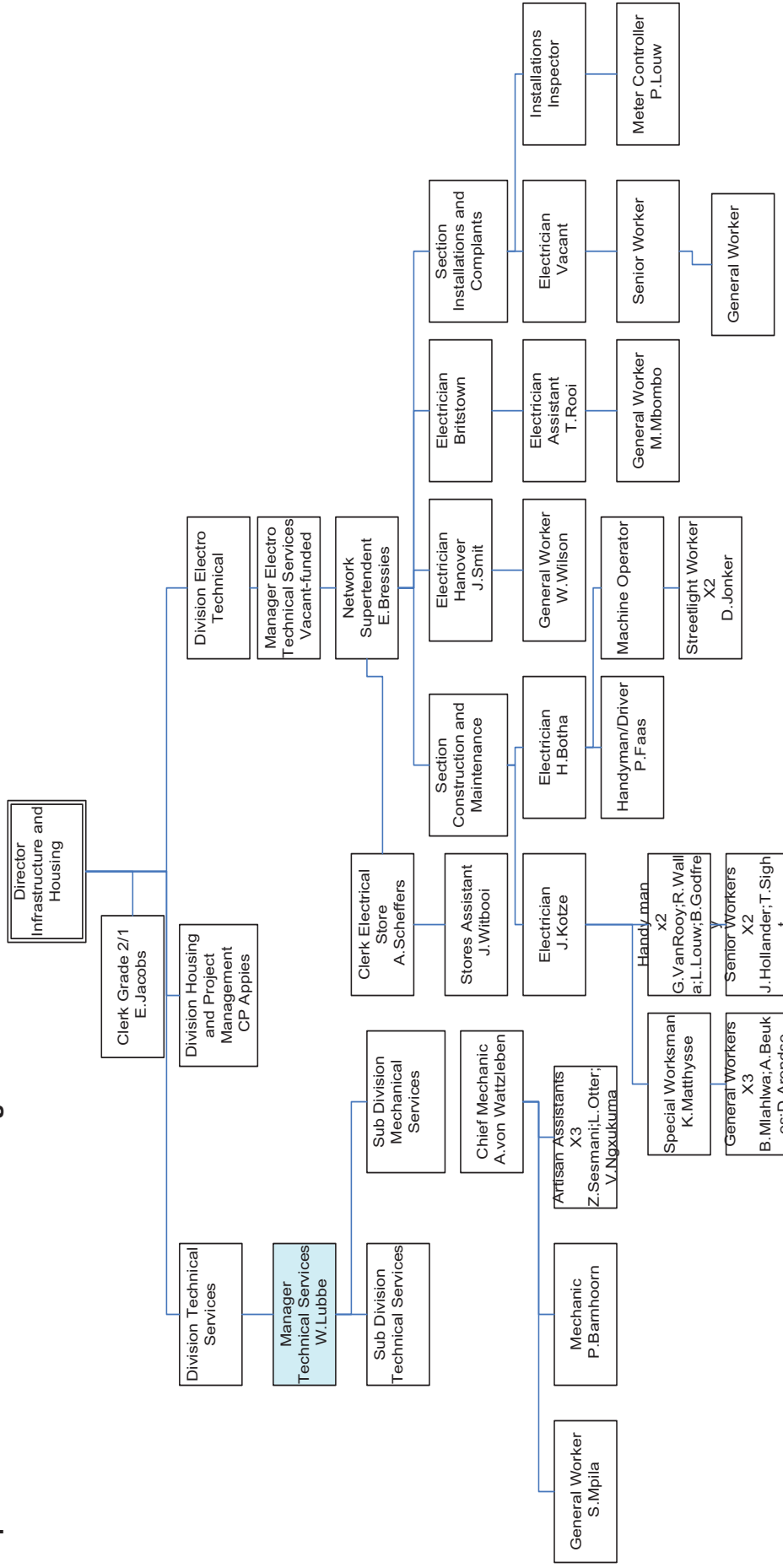
Department of Corporate and Community Services:



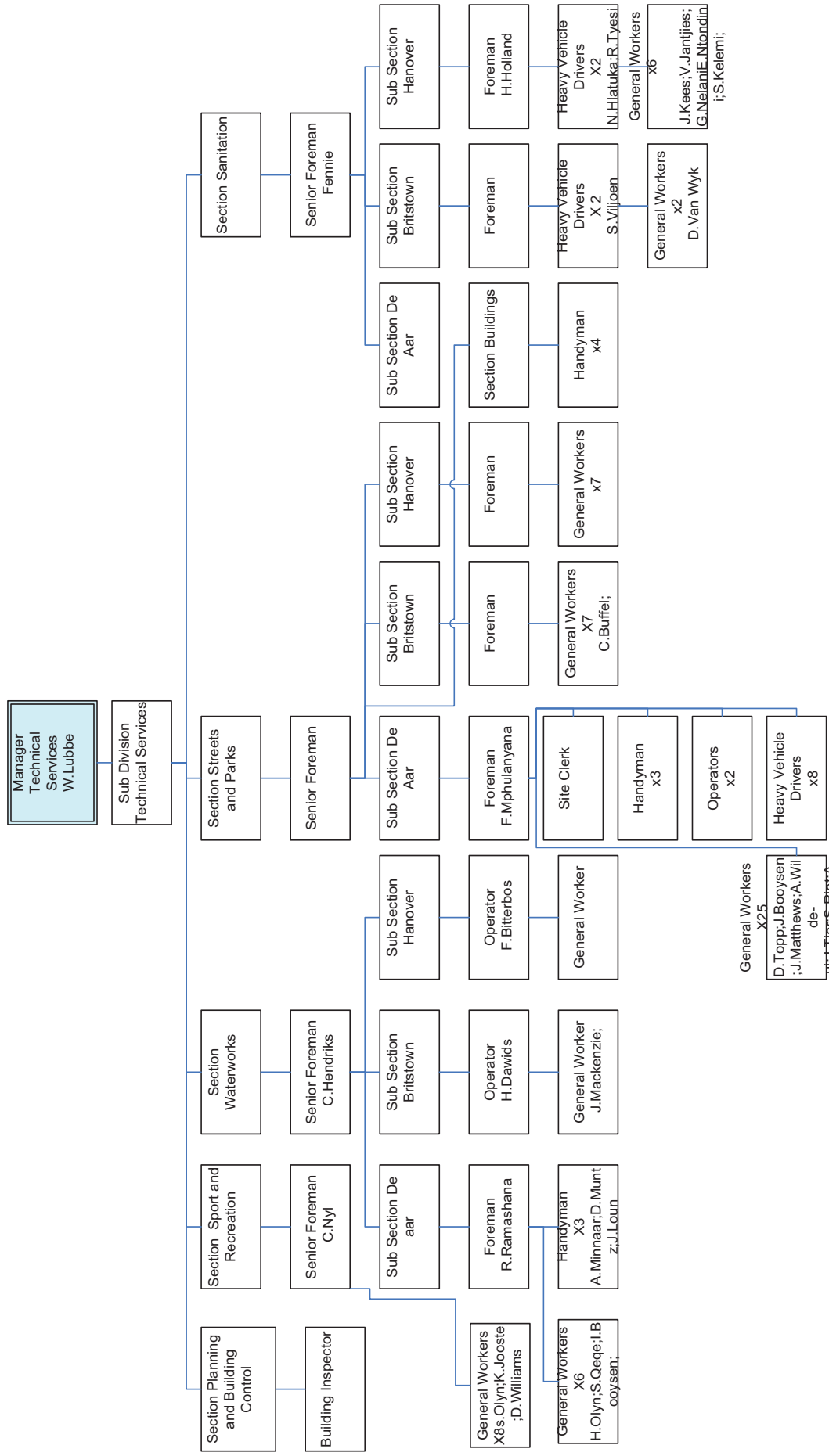
Department of Corporate and Community Services:



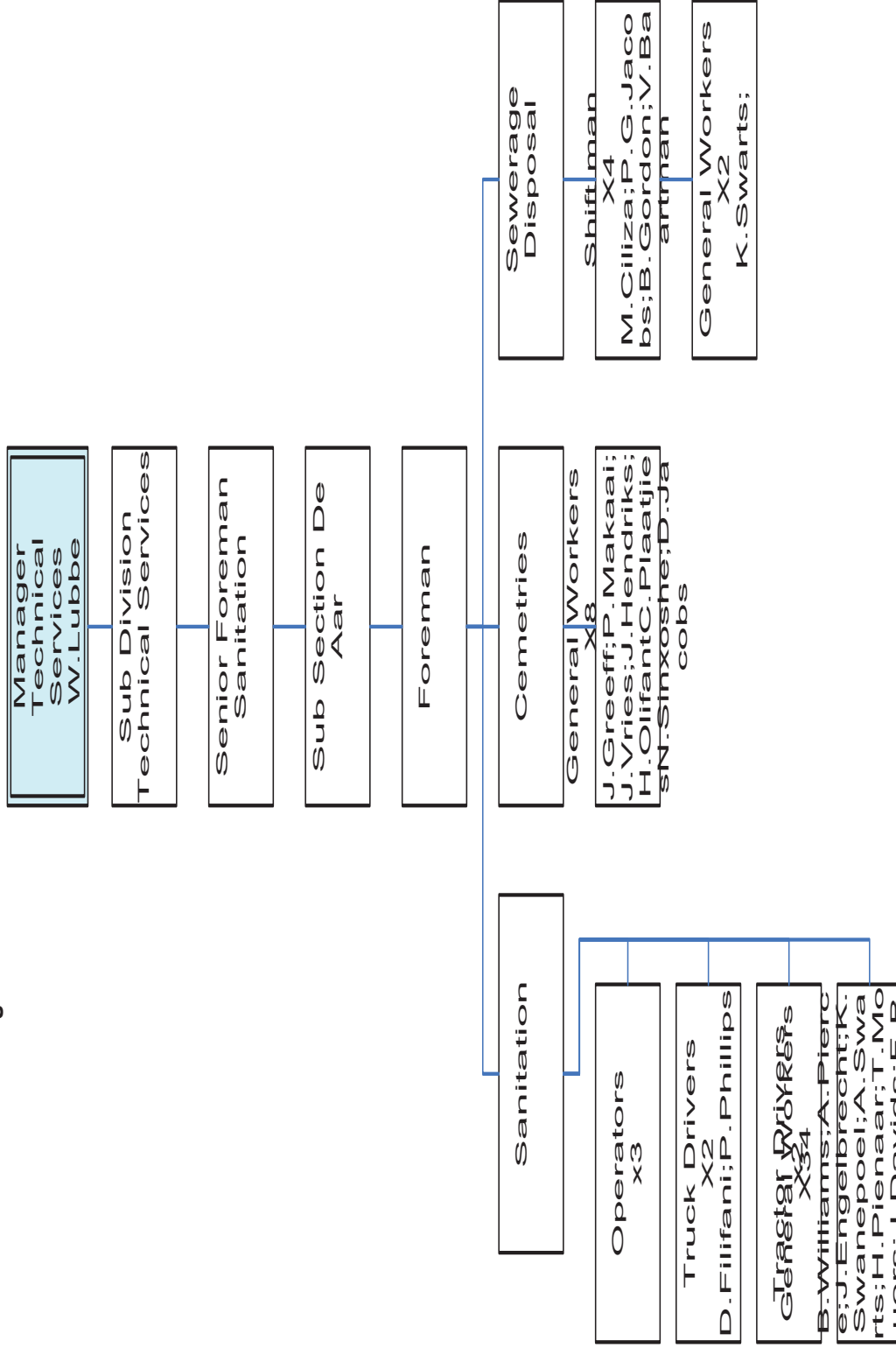
Department Infrastructure and Housing



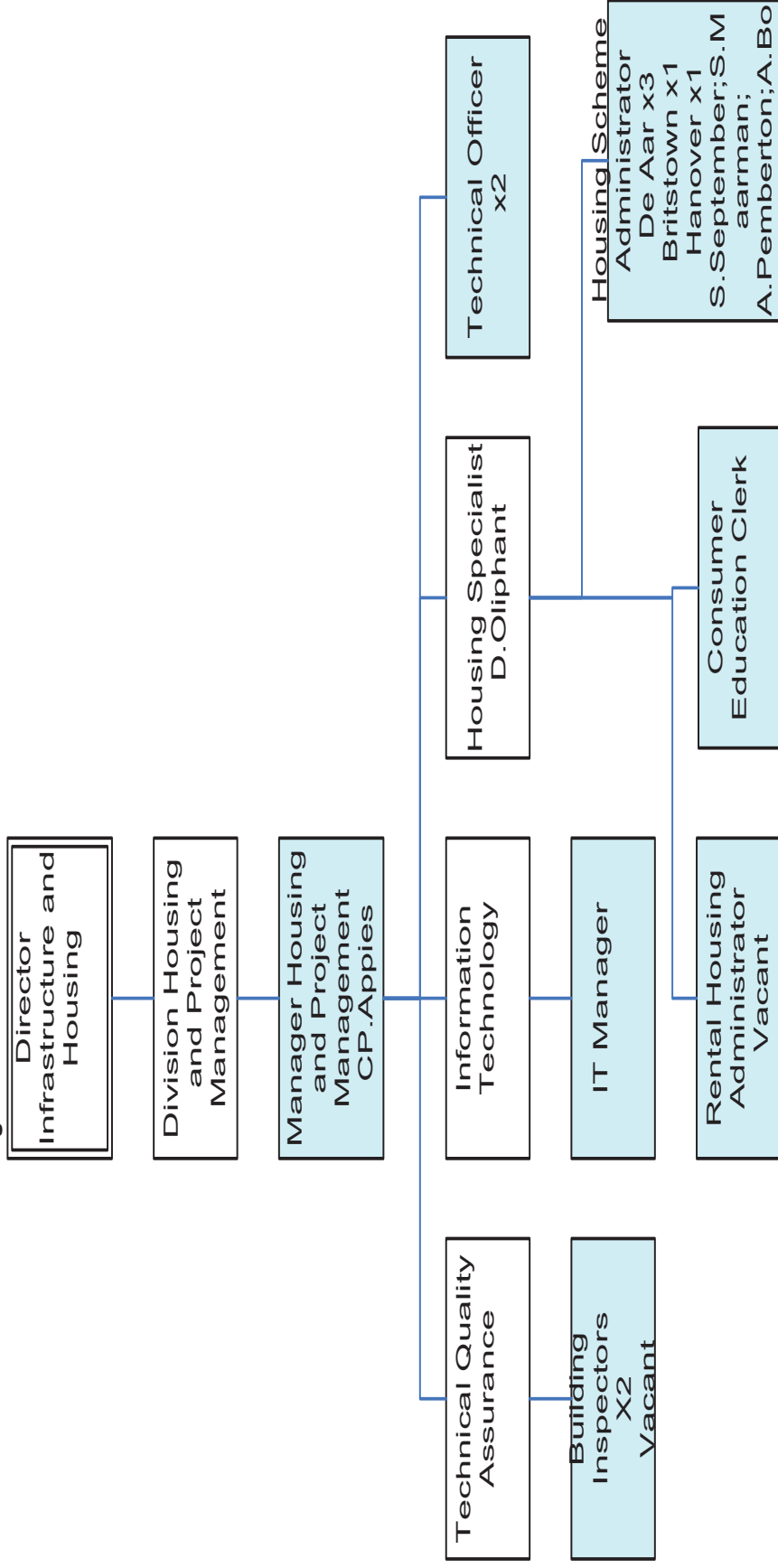
Department Infrastructure and Housing:



Department Infrastructure and Housing:



Department Infrastructure and Housing:



9. List of New Posts in the Proposed Organisational Structure

Department	New Post
Office of Mayor & Speaker	
Office of the Municipal Manager	Senior Internal Auditor
	Internal Auditors x2
Department of Finance	Procurement: Accountant
Department of Corporate Services	Senior Traffic Officer
	Traffic Officer
	Technical Officer x2
	Manager Development
	Disability, Gender and Co-ordinator
	Youth Administrator
	Youth Co-ordinator
Department Infrastructure and Technical Services	Manager: Technical Services
	Manager: Housing and Project Management
	Technical Officer x2
	Housing Scheme Administrator x5
	Building Inspectors x2
	IT Manager
	Consumer Education Clerk
	Rental Housing Administrator

EMTHANJENI MUNICIPALITY

ANNEXURE "D"

HIV/AIDS POLICY

EMTHANJENI MUNICIPALITY

HIV / AIDS POLICY

HIV/AIDS POLICY

Preamble

The Emthanjeni Municipality HIV/Aids policy addresses the impact of the HIV/Aids pandemic on Emthanjeni Municipality and its employees. With this policy, we indicate our commitment:

- To reduce the impact of HIV/Aids on our employees and business,
- To build partnerships within communities and their stakeholders in order to integrate and promote workplace and community HIV/Aids programmes.

Purpose

The purpose of this policy is to:

- Protect the rights of employees living with HIV/Aids;
- Confirm Emthanjeni Municipality's commitment in managing and reducing the impact of HIV/Aids on our employees and business;
- Communicate expected behavior to workplace stakeholders; and
- Ensure consistency and alignment of workplace policies, protocols, procedures, practices and work instructions relating to HIV/Aids.

Application & Scope

- Applies to all Emthanjeni Municipality's employees
- Complies with relevant laws and regulations regarding HIV/Aids;
- Focuses primarily on the provision of workplace HIV/Aids programmes; and
- Endeavors to facilitate access to HIV/Aids-related programmes to identified vulnerable groups connected with the workplace

Definitions

- Aids (acquired immune deficiency syndrome): A combination of different illnesses resulting from infection with human immunodeficiency virus (HIV) that is characterized by signs and symptoms of severe immune deficiency.
- Community: The employees and beneficiaries of Emthanjeni Municipality, as well as the people living in areas around Emthanjeni Municipality sites or any recognized vulnerable group such as woman and children.
- Employee: Any person permanently employed by Emthanjeni Municipality.
- HIV (human immunodeficiency virus): A retrovirus that attacks the body's immune system.
- HIV/Aids programmes: Programmes designed to reduce the impact of the HIV/Aids pandemic and through which appropriate information, counseling, testing and/or healthcare are offered.
- HIV-positive: A person who has tested positive for HIV is called "HIV positive" (that is, the person is infected with HIV).
- HIV testing: Any form of testing designed to identify the HIV status of the individual, including blood and saliva tests or medical questionnaires.
- Immune system: The body's system for protecting itself from infections and diseases.
- Impact: The effect on productivity, wellness and profitability.
- Informed consent: Agreement or permission from a person once they have had the necessary information/counseling they need to make a decision.
- Operational response: The process of reducing on-the-job productivity losses and absenteeism, particularly of critical path employees.
- Partnerships: Relationships built with other organizations to support existing initiatives within the workplace and community.
- Protocol: The codes of good practice established to guide implementation issued in terms of this policy.
- Stakeholder: An individual or a group of people that has an interest or influence on the execution of this policy.
- Universal safety precautions: Steps that can be taken to prevent being infected with bacteria or viruses such as HIV.
- VCT: Voluntary counseling and testing.
- Workplace: Any environment in which official work is conducted.

Policy Principles

Components of Policy

Unfair discrimination

There cannot be any unfair discrimination shown towards any employee infected with, or affected by, HIV or Aids with regard to all relevant employment policies and practices within Emthanjeni Municipality;

HIV-positive employees have equal access to employee benefits and are to be protected from unfair discrimination in employee benefits; and

Prejudicial or discriminatory behaviour among employees is not to be tolerated and all acts of discrimination are to be dealt with according to the Emthanjeni Municipality's disciplinary procedure.

Confidentiality

No employee is required to disclose his or her HIV status;

Any employee disclosing his or her HIV status in the workplace cannot have his or her HIV status reflected on any personnel records and his or her status cannot be disclosed without the written informed consent of the employee; and

All or any information disclosed in an HIV-related dispute must remain confidential.

Testing

No employee or job applicant is required to undergo an HIV test.

Testing

Voluntary counseling and testing services (VCT) will be offered to employees. The employee needs to give informed consent for the test. Where relevant, pre-test and post-test counseling will be provided and the test result must remain confidential.

Reasonable accommodation

An HIV-positive employee has a right to reasonable accommodation to work for as long as he or she is able to; and

An HIV-positive employee can continue to be employed until he or she is deemed to be medically unfit according to Emthanjeni Municipality's rules governing medical disability.

Safe working environment

As far as is reasonably practicable, Emthanjeni Municipality must provide:

- A workplace that is safe and without risk to the health of its employees;

- The necessary protective equipment; and
 - Training on occupational health and safety, as well as universal safety precautions.
- Occupational exposure and compensation
- All employees need to adhere to universal safety precautions in order to prevent occupational exposure to HIV/Aids;
 - In the event of occupational exposure to risk, Emthanjeni Municipality must provide post-exposure prophylaxis (that is, treatment or action aimed at preventing disease); and
 - Emthanjeni Municipality must ensure procedures are in place to assist employees to claim compensation in the case of occupational exposure to, and infection with, HIV.

Termination of services

The employment relationship is to be terminated when an employee is unable to fulfill his or her job requirements in accordance with Emthanjeni Municipality's rules governing medical disability (and the Code of Good Practice regarding dismissals for incapacity due to ill-health, which is attached to the Labour Relations Act).

Grievance procedure

Emthanjeni Municipality must ensure that:

- HIV-related rights and responsibilities are integrated into existing grievance and disciplinary procedures;
- measures are in place to ensure confidentiality; and
- the relevant personnel are trained to handle HIV-related disputes.

Monitoring and evaluation

- Ongoing monitoring and evaluation of the HIV/Aids policy, as well as the Emthanjeni Municipality HIV/Aids Response Programme, must be conducted to ensure the policy and programme meet their stated purpose; and
- Emthanjeni Municipality will review HIV/Aids-related services upon reasonable proof of insufficient impact or non-adherence to prescribed criteria as set out in the relevant protocol(s).

Workplace programme

Emthanjeni Municipality aims to address and reduce the risk of HIV/Aids in the workplace. It will have the following five main focus areas and services:

1. Prevention

Employees will have access to the following services in the workplace:

- Appropriate and sensitively presented information on all aspects of preventing infection and coping with HIV/Aids;
- Education that examines the relevance of HIV/Aids in their own lives;
- Free condoms;
- Voluntary counseling and testing; and

- Peer support and education programmes.

2. Care and support

The aim of the care provided is to improve quality of life by prolonging health through holistic health management:

- All employees and their beneficiaries will have access to confidential counseling through referral to the employee wellness service providers;
- All salaried and monthly salaried employees are eligible to join the Emthanjeni Municipality Medical Aid Scheme (LA HEALTH), and have access to chronic disease management.

3. Operational management

The operational management focuses on reducing on-the-job productivity losses and absenteeism, particularly of critical-path employees.

4. Community response

The prevention and care services need to support beyond the workplace. Support to community, will be provided through:

- Cooperating with multiple stakeholders;
- Enlisting community support; and
- Forming integral partnerships with other role players such as government bodies, non-governmental organizations (NGOs) and donors.

5. Communications

A communication strategy must be maintained to provide ongoing information and education on HIV/Aids issues within the group, taking into account the diverse needs of employees.

The Emthanjeni Municipality HIV/Aids policy is founded on four key principles:

- Protecting the human rights and the dignity of employees infected and affected by HIV and Aids by promoting equality and preventing unfair discrimination;
- Providing reasonable accommodation in that Emthanjeni Municipality will endeavour to create a supportive working environment;
- Allowing HIV-positive employees to continue working until they are medically unfit to do so; and
- Promoting consultation with and participation from, key stakeholders in the Emthanjeni Municipality HIV/Aids Response Programme.

Policy Review

- This policy was developed in conjunction with all recognized trade unions; and
- This policy and its protocols will be reviewed annually.

EMTHANJENI MUNICIPALITY



ANNEXURE "E"

LIST OF MUNICIPAL VEHICLES

STATE OF COUNCIL VEHICLES: March 2010

REG NO:	AFDELING:	MODEL:	JARE	KM/URE	TOESTAND:	OPMERKINGS:
BGP511NC	Swembad / <i>Swimming Bath</i>	Mazda 1400,88	20	143743	swak	Parte nie meer op mark nie./ <i>Parts no longer available.</i>
BKJ801NC	Werkswinkel / <i>Workshop</i>	Toyota 1600,82	26	217315	swak / <i>poor</i>	Bakwerk deur geroes en onder die vloerbord R20 000 nie ekonomies./ <i>Body rusted and under floor board. R 20 000 not economical.</i>
BSN208NC	Geboue / <i>Buildings</i>	Isuzu 2.5 2005	3	41291	goed / <i>good</i>	
BST317NC	Parke / <i>Parks</i>	Toyota 2.5 2005	3	60398	goed/ <i>good</i>	
	Parke sleepwa / <i>Parks trailer</i>	2006			goed/ <i>good</i>	
BSX732NC	Groente tonnells / <i>Vegetable Tunnels</i>	Nissan 2.7 2005	3	13107	goed/ <i>good</i>	
BSN638NC	M.B	Toyota Corolla 2005	3	65180	goed/ <i>good</i>	
BHK856NC	Finansies / <i>Finance</i>	Nissan 1400,94	14	158092	redelik / <i>reasonable</i>	Masjien moet oorgedoen word, bakwerk regmaak R12 000 / <i>Engine to be reconditioned. Body repaired R 12 000</i>
BGT049NC	Finansies / <i>Finance</i>	Nissan 1400, 93	15	92302	redelik / <i>reasonable</i>	
BGY667NC	Water	Nissan 2.4, 97	11	23497	redelik / <i>reasonable</i>	
BGT050NC	Water (Brits)	Nissan 2.4, 93	15	320716	swak / <i>poor</i>	Bakwerk swak meganie swak, hoë kilos R25 000 nie ekonomies. / <i>Body Poor, mechanically poor high kw R 25 000 not economical.</i>
BSS233NC	Water	Toyota 2.5 2005	3	48705	goed / <i>good</i>	
BGK488NC	Elek / <i>Elec</i>	Venter sleepwa			goed / <i>good</i>	
BKL771NC	Elek / <i>Elec</i>	Kabel sleepwa			goed / <i>good</i>	
BGY664NC	Elek / <i>Elec</i>	Ford 1600,94	14	184232	redelik / <i>reasonable</i>	
BGK493NC	Elek / <i>Elec</i>	Nissan 1800,87	21	217223	swak / <i>poor</i>	Bakwerk swak R20 000 nie ekonomies / <i>Body Poor R 20</i>

BHB324NC	Elek/ Elec	Nissan 2.7,98	10	133484	redelik/ <i>reasonable</i>	000 not economical.
BJP824NC	Elek/ Elec	Ford Triton,92	16	144021	redelik/ <i>reasonable</i>	Parte onbekombaar / <i>Parts unavailable</i>
BJP825NC	Elek/ Elec	Mitsubishi ,95	13	131227	goed / <i>good</i>	
BJP826NC	Elek/ Elec	Toyota Dyna,85	23	231143	redelik/ <i>reasonable</i>	
BHG038NC	Elek/ Elec	Compressor, 94	14	1982	redelik / <i>reasonable</i>	Enjin moet oorgedoen word R75 000 / <i>Engine to be reconditioned R 75 000</i>
CM3939	Strate / Streets	Sleepwa / <i>Trailer</i>			swak/ <i>poor</i>	afskryf / <i>write off</i>
BHG044NC	Strate / Streets	Ford 1 ton ,94	14	244740	redelik/ <i>reasonable</i>	
BKV535NC	Strate / Streets	Nissan Tipper,96	12	170552	redelik/ <i>reasonable</i>	
BHR542NC	Strate / Streets	Nissan Tipper,75	33	253959	swak/ <i>poor</i>	Moet afgeskryf word parte onbekombaar nie ekonomies / <i>Should be written off. Parts unavailable not economical.</i>
BHR543NC	Strate / Streets	Nissan W/tenk,81	27	237578	redelik/ <i>reasonable</i>	Parte moeilik bekombaar, tenk moet vervang word R30 000 / <i>Parts not ready available. Tank to be replaced R 30 000</i>
BJP832NC	Strate / Streets	Nissan W/tenk,84	24	115921	redelik/ <i>reasonable</i>	Masjien gebruik olie oordoen, vervang tenk R65 000 / <i>Engine uses oil, recondition, replace tank R 65 000</i>
	Strate / Streets	Compressor kriek, 78 Holms	30	Staan	swak/ <i>poor</i>	Afskryf. Masjien oordoen koste R26 000, nie ekonomies nie/ <i>Write off Reconditioning engine costs R 26 000 not economical.</i>
BGK490NC	Strate / Streets	Case laaigraaf / <i>Front-end loader</i> , 88	20	Staan	swak/ <i>poor</i>	Masjien koste R50 000 moet vervang word, bakwerk swak / <i>Engine to be replaced R 50 000. Body poor.</i>
BGK491NC	Strate / Streets	Sleepwa / <i>Trailer</i> , Hended Teer			redelik/ <i>reasonable</i>	
BHR537NC	Strate / Streets	Watertenker , sleepwa / <i>Water tanked - trailer</i>			goed/ <i>good</i>	
BHG043NC	Strate / Streets	Sleepwa / <i>Trailer</i> , Hended Blou			redelik / <i>reasonable</i>	
CM2186	Strate / Streets	Lowbed , Hended			swak/ <i>poor</i>	Regmaak van Lowbed R20 000 / <i>Repair lowbed R 20 000</i>
	Strate / Streets	Chip sprayer			goed/ <i>good</i>	
	Strate / Streets	Teer masjien (handspuit) /			goed/ <i>good</i>	

			Tarring machine (hand spray)							
	Strate / Streets		Bomax teerroller / tar roller						redelik/ <i>reasonable</i>	
BGT048NC	Strate / Streets	22	Nissan W/tenk,86	144046					redelik/ <i>reasonable</i>	Bakwerk moet reggemaak word , tenk vervang R45 000 / <i>Body to be repaired, replaced tank R 45 000</i>
BHR538NC	Strate / Streets	37	Komatsu, 71 Bulldozer						swak/ <i>poor</i>	Afskryf, nie ekonomies. Clutch en steering kos R100 000 / <i>Write off. Not economical: Clutch & Steering costs R 100 000</i>
BGP510NC	Strate / Streets	25	Ford Trekker,83						redelik/ <i>reasonable</i>	
BJG345NC	Strate / Streets	14	Dresser skraaper,94	8825ure					redelik/ <i>reasonable</i>	
BGY663NC	Strate / Streets	15	MF Trekker,93	2639					goed/ <i>good</i>	
BKW846NC	Strate / Streets (Brits)	28	Gallion Grater, 80						swak/ <i>poor</i>	Ratkas R45 000. Parte moeilik bekombaar. Afskryf nie ekonomies / <i>Gearbox R 45 000. Parts not readily available.</i> <i>Write off. Not economical.</i>
	Strate / Streets	2	Handroller AR65						goed/ <i>good</i>	
BST329NC	Strate / Streets	3	Toyota 2.5 2005	40000					goed/ <i>good</i>	
BSN212NC	Strate / Streets	3	Isuzu 2.5 2005	40000					goed/ <i>good</i>	
BST988NC	Strate / Streets (Brits)	3	Toyota LDV 2.5 2005	60000					goed/ <i>good</i>	
BSM776NC	Strate / Streets	3	Komatsu laaigraaf / front- end load2005	2476					goed/ <i>good</i>	
BSW586NC	Strate / Streets	3	Nissan Tipper 2005	35785					goed/ <i>good</i>	
BJM650NC	Saniteit / <i>Sanitation</i>		Sleepwa / Trailer						redelik/ <i>reasonable</i>	
BLJ211NC	Saniteit/ <i>Sanitation</i>	13	Mazda LDV,95	378356					redelik/ <i>reasonable</i>	Kilos baie hoog / <i>Km's very high</i>
BGT052NC	Saniteit/ <i>Sanitation</i>	15	Ford Lazer,93	67121					goed/ <i>good</i>	
BJG342NC	Saniteit/ <i>Sanitation</i>	24	Nissan Nagtruk,84	282903					swak / <i>poor</i>	Afskryf masjien moet oorgeoien word R40 000 nie ekonomies / <i>Write off Engine to be reconditioned not economical</i>

BHG041NC	Saniteit/ Sanitation	Nissan Suigtenk / Night truck Vacuum Tanker,90	18	245514	redelik/ reasonable	
BGT051NC	Saniteit/ Sanitation	Nissan Suigtenk/ Night truck Vacuum Tanke,86	22	336171	redelik/ reasonable	Baie hoë kilos / Km 's very high
BHG042NC	Saniteit/ Sanitation	Nissan Astrok / Refuse,94	14	121328	redelik/ reasonable	
BKJ799NC	Saniteit/ Sanitation	Nissan Astrok / Refuse, 82	26	173428	swak/ poor	Parte moeilik bekombaar / Parts not readily available. Compactor hidrolic system to be reconditioned R100 000
BJP829NC	Saniteit/ Sanitation	Ford Trekker / Tractor,88	20	2053	redelik/ reasonable	
BMP271NC	Saniteit/ Sanitation	Mercedes Tipper / Tractor,80	28	371916	redelik/ reasonable	
BJG343NC	Saniteit / Sanitation (Brits)	Ford Trekker / Tractor,84	24		redelik/ reasonable	
BGT047NC	Saniteit/ Sanitation	CAT Laaigraaf/ Front-end Loader,81	27	9359ure	redelik/ reasonable	Baie oud word baie geld gespandeer kort 4 bande koste R36 000 / Very oold a lot of money spent. Needs 4 tyres cost
BLJ121NC	Saniteit / Sanitation (Han)	Nissan Suigtenk / Vacuum Tanker,92	16	194516	swak/ poor	Enjin moet oorgedoen word koste R36 000 en ratkas R15 000.00 / Engine to be reconditioned R 36 000 gearbox R 15 000
BJM656NC	Saniteit/ Sanitation (Brits)	Nissan Suigtenk/ Vacuum Tanker,92	16	223960	redelik/ reasonable	Tenk moet vervang word koste R50 000 / Tank to be replaced R 50 000
BJM651NC	Saniteit / Sanitation (Han)	Fiat Trekker / Tractor,80	28		swak/ poor	Afskryf parte onbekombaar is baie oud. Nie ekonomies / Write off. Parts unavailable. Very old. Not economical.
BJG344NC	Saniteit/ Sanitation	Sleepwa, Henderd Blou			redelik/ reasonable	
BJP830NC	Saniteit/ Sanitation	Sleepwa ,Henderd			redelik/ reasonable	
BSM564NC	Saniteit/ Sanitation	Ford Bantam LDV18 2005	3	46758	goed / good	
BSY895NC	Saniteit/ Sanitation	Nissan 2.7 LDV 2005	3	43375	goed/ good	

BSW184NC	(Han) Saniteit / Sanitation (Han)	Nissan UD35 Cabstar 2005	3	14136	goed/ good	
BSW185NC	Saniteit/ Sanitation (Han)	Nissan UD80Suigtenk/ Vacuum Tanker 2005	3	28165	goed/ good	
BSW181NC	Saniteit/ Sanitation (Brits)	NissanUD80Suigtenk/ Vacuum Tanker 2005	3	49510	goed/ good	
BSW175NC	Saniteit / Sanitation (Brits)	Nissan UD35 Cabstar 2005	3	15595	goed/ good	
BGT053NC	Saniteit/ Sanitation	Nissan 14LDV 1993	15	154887	redelik/ reasonable	
BHK855NC	Saniteit/ Sanitation	Nissan 1400,92	16	108788	redelik/ reasonable	Bakwerk moet reggemaak word R8 000 / Body to be repaired R 8 000
CM982	Verkeer / Traffic	Willis jeep			redelik/ reasonable	
CM11790	Verkeer / Traffic	Sleepwa / Trailer			redelik/ reasonable	
BGK487NC	Verkeer/ Traffic	Nissan 1400,88	20		swak / poor	Afskryf. Masjien en bakwerk in swak toestand. Koste vir herstel R30 000. nie ekonomies nie./ Write off. Engine and body in poor condition. Repair costs R 30 000 not economical.
BGK486NC	Verkeer/ Traffic	Mercedes ,83 (Brandweer / Firebrigade)	25	18275	redelik/ reasonable	
BSM562NC	Verkeer/ Traffic	Ford Bantam LDV 18 2005	3	77358	goed/ good	
BSS236NC	Verkeer/ Traffic	Nissan Almera 2005	3	87052	goed/ good	

EMTHANJENI MUNICIPALITY

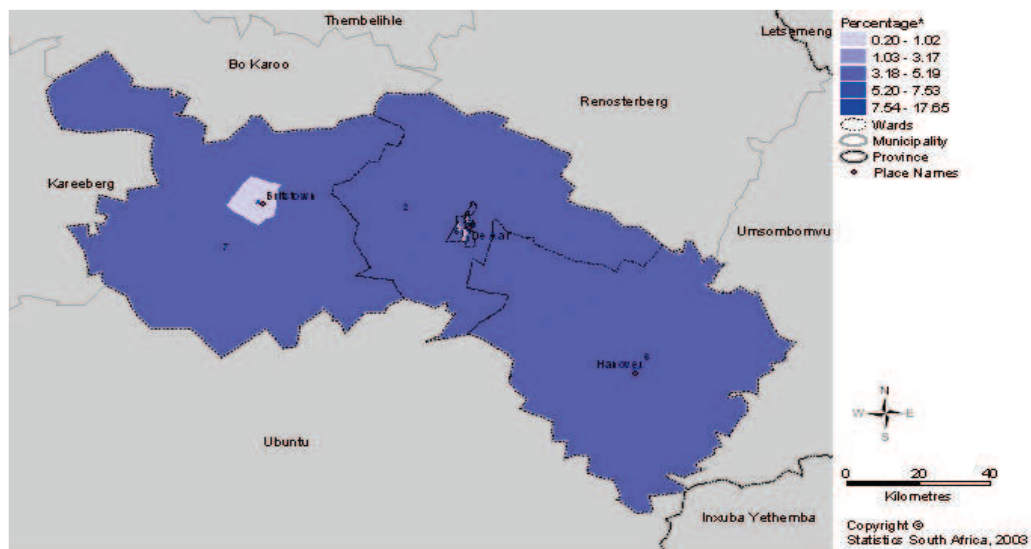


ANNEXURE "F"

ECONOMIC STRATEGIC PROFILE

EMTHANJENI MUNICIPALITY

ECONOMIC PROFILE



Emthanjani Municipality

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Emthanjeni Municipality

Economic Profile – 2006

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EMTHANJENI MUNICIPALITY

PIXLEY KA SEME DISTRICT

ECONOMIC PROFILE



1. Executive Summary

The municipality derives its mandate from the Constitution of the Republic of South Africa and receives its framework from the Municipal Structures Act (33/2000) and Municipal Systems Act (32/2000). Local Government is tasked with the responsibility to ensure development of local areas and human resources which is critical for achieving acceptable economic growth in Emthanjeni Municipality.

One of the objects of Local Government enunciated in the Constitution of the Republic of SA is the “promotion of social and economic development”. The White Paper on Local Government supports this objective by introducing the concept of “developmental local government”. This is defined 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 and improve the quality of their lives”.

Municipalities, according to the Department of Provincial and Local Government, can promote Local Economic Development in their areas in a number of different ways and, in most cases, through the following combination of mechanisms:

- a) Coordinating LED functions and initiatives within the IDP (Integrated Development Plan) and all municipal programmes, as well as linking it to provincial and national initiatives.
- b) Facilitating investment by improving the economic development process or improving planning procedures and regulations.
- c) Stimulating local business creation and/or expansion by improving particular themes or activities, brochures or the provision of specific incentives.
- d) Acting as developer or entrepreneur by taking full or joint venture responsibility for operating a business enterprise.

Vision of Municipality

A humane and caring society living in a healthy and secure environment, conducive to sustainable Economic Development.

Mission of Municipality

To deliver quality services and promote development in our municipal area in a non-sexist, non-racial and non-discriminating manner. We do this by creating a climate of co-operative governance with meaningful partnerships with all the stakeholders in the municipal area, especially the members of the general public.

Corporate Culture and Value System of Municipality

- Driven by the aspirations of our people, we will respect and uphold the constitution of the Republic of South Africa and , to this end, observe human rights and participate in co-operative governance
- We subscribe to the principles of Batho Pele and total quality management
- We commit ourselves to the Codes of Conduct for councillors and officials in the Municipal Systems Act and to the principles of sound financial management
- We believe in integrity in the relations with all our stakeholders
- We commit ourselves to a corruption free and transparent municipality
- We endorse a “people-driven” approach and, to this end, commit ourselves to ensuring public participation in local government
- We commit ourselves to promote racial, gender and all other forms of equality and to empower all people in the municipality
- We regard the personnel of our municipality as our most important resource
- We will respect the views and inputs of all stakeholders

1.1 Overview

In the year 2000 we saw the disestablishment of three Transitional Local Municipalities (De Aar, Britstown, Hanover), this then allowed for the establishment of Emthanjeni Municipality. The three mentioned not were brought together with all the different attributions of the areas in regards to all sectors of the economy.

1.1.1 Location

Emthanjeni Municipality (specifically De Aar), is renowned for its central location on the main railway line between Johannesburg, Cape Town, Port Elizabeth and Namibia. Regional roads link the different towns in our jurisdiction which allows access to the seat (De Aar) of the municipality. De Aar is also the headquarters of Pixley ka Seme District Municipality and Regional Government Departments are also situated in the area.

De Aar is situated in the Northern Cape Province, approximately 300km south west of Kimberley, 440km south east of Upington, 300km north east of Beaufort-West and 315km south west of Bloemfontein. The towns of Emthanjeni Municipality lie in an extensive stock farming area with the emphasis on sheep, mutton and wool (especially Merinos). Hanover lies approximately 65km east of De Aar on the N1 (national road), Britstown is situated about 55km west of De Aar on the N12 (national road). Both these main routes link Johannesburg and Cape Town.

Distances from major centers in South Africa:

Johannesburg	750km
Pretoria	810km
Cape Town	748km

Bloemfontein 315km
 Port Elizabeth 502km

1.1.2 Emthanjeni Municipal Council Structure

The Municipality is politically managed by a Council of 14 councillors of which 7 are ward councillors and 7 are proportionally appointed. The Council further has an Executive Committee System as per the Municipal Structures Act (33/2000) – this means that the Municipality functions with an Executive Committee (Meeting monthly), Council (Meeting quarterly) and Special Council Meetings are convened for urgent matters.

The following table reflects the composition of Council:

No	Councillor	Position	Party
1	Boy K Markman	Mayor - Proportional	ANC
2	Emmerentia P Eksteen	Speaker - Proportional	ANC
3	Patrick H van Staden	Ward (1) Councillor	ANC
4	Nomvuyo S Thomas	Ward (2) Councillor	ANC
5	Gladwell L Nkumbi	Ward (3) Councillor	ANC
6	Cornelius Koopman	Ward (4) Councillor	ANC
7	Maureen Malherbe	Ward (5) Councillor	DA
8	Sipho T Sthonga	Ward (6) Councillor	ANC
9	Godfrey I Nyl	Ward (7) Councillor	ANC
10	Sarah Max	Proportional	ANC
11	Bennie Swanepoel	Proportional	ID
12	Auburn F Jaftha	Proportional	ID
13	Jessica Louw	Proportional	DA
14	Jacobus J Oberholzer	Proportional	DA

The following Council Committees have been established:

Committees	Chairperson	Committee Members
Executive Committee	BK Markman - Mayor	GL Nyl AF Jaftha
Social Services	S Max	C Koopman JJ Oberholzer
Local Labour Forum	ST Sthonga	GL Nyl, C Koopman S Max, NS Thomas B Swanepoel
Infrastructure and Economic Development	ST Sthonga	GL Nyl M Malherbe
Youth Matters	NS Thomas	GL Nkumbi J Louw
Sports, Arts, Culture & Recreation	GL Nkumbi	GL Nyl B Swanepoel
Rules	BK Markman - Mayor	GL Nyl, C Koopman

2. Socio – Economic Profile

According to the National Population Unit of the Department of Social Development, 2000, strategic interventions to combat the prevalence of HIV/AIDS in South Africa are the eradication of poverty and accelerated socio-economic development. This implies that LED should be sustainable and successfully implemented by a committed Municipality and relevant stakeholders so as to create job opportunities within the local economy and to start uplifting the livelihoods of poor and marginalized communities which will in turn help eradicate the prevalence of AIDS. It then requires that the main sectors of the economy of Emthanjeni should be developed properly.

2.1 District Wide Population

It is always correct to consider the situation from the perspective of the district; this should allow us to look at the potential of a particular municipality in the right context.

Based on information sourced from the Municipal Profiles 2002 as contained in the IDP review:

- Estimated total population of the District is 176 297 (Census 2001).
- The average household size is 4.52%
- Emthanjeni Municipality's population is 24.6% of the district, which is the largest.
- The population density is 2.1 persons per square kilometer even though Emthanjeni and Umsobomvu municipalities have a population density of 4 persons per square kilometer.
- 46.3% of the district population is of pre-school age and high school age while 48.5% are within the economic active age category of 19-64 years.

2.2 Population of Municipality

	Black	Coloured	Indian/Asian	White	Total
De Aar					
Male	3543	7181	21	1637	12384
Female	4014	7766	12	1841	13635
Total	7556	14946	33	3478	26019
Britstown					
Male	400	1306	1	138	1846
Female	398	1617	2	160	2178
Total	797	2922	3	298	4024
Hanover					
Male	756	421	1	95	1274
Female	866	453	1	100	1421
Total	1621	873	2	195	2695
Emthanjeni Farms					
Male	252	971	0	249	1473

Female	184		947		0		206		1338
Total	435		1917		0		455		2811
Emthanjeni Total									
Male	4951		9897		23		2119		16977
Female	5462		10783		15		2307		18572
Total	10413		20662		38		4426		35549

(STATS SA – CENSUS 2001)

We have a total population of 35549 in Emthanjeni which constitutes 22% of the district population. The population of Emthanjeni has increased by 11% up to 2002.

Comparative Analysis of Population (Stats SA Census)

1996 - 38985

2001 - 35549

2002 - 41304

2.3 Age Categorization:

An average of 15% of the population is between 0-6 years old while 8% are 60 years old or older. A further 31% are in the school going age group of 7 to 19 years.

Categorization by Age grouping	Population Size		Total Population
	Female	Male	
0 – 19	7735	7508	15243
20 – 34	3913	3908	7821
35 – 64	5612	4754	10366
65 and above	1312	797	2109
	18572	16967	35549

Census – 2001

2.4 Employment - Category

It can be seen from the table below that approximately 56% of the total eligible workforce is unemployed. This figure does include homemakers and housewives who choose not to work and persons who cannot work due to disability or illness. If those categories are excluded the unemployment figure reduces to approximately 42% of the eligible workforce.

The economically active age group of 20 to 59 years old accounts for almost half the population (47%).

Area	Eligible workforce	Permanent Unemployed residents	Seasonal Farm workers	Domestic workers	Permanent Farm workers	Permanent Industry workers	Professional Workers
De Aar	13251	7544	63	763	105	4034	1085
Britstown	1891	1306	9	96	69	392	123
Hanover	1277	829	-	30	9	235	79
Farms	1745	435	15	352	862	1148	51
Emthanjeni Total	18164	10114	87	1241	1045	5809	1338

Employment Demographics – Census 2001

2.5 Indigents and Household Income

Household income is an important statistic, not only for the purposes of the indigent policy, but it indicates the large number of families who depend on the equitable share subsidy.

Although Emthanjeni has an unemployment rate of only 36%, household income levels are low.

Income Demographics – Census 2001 (Adapted to total HH)

Area	<400	R401-R800	R801-R1600	R1601-R3000	>R3200	Total
De Aar	1347	999	960	884	1261	5452
Britstown	259	252	255	125	97	988
Hanover	275	253	146	121	92	887
Farms	147	295	308	84	131	965
Emthanjeni total	2027	1799	1670	1214	1581	8292

3. Major Economic Sectors

Emthanjeni Municipality is one of the major contributors to the District economy, in 2000 contributing just over 25% of the GGP of the District. The following are major economic sectors of the municipality:

Community Services	36%
Transport	24%
Finance	13%
Trade	11%
Agriculture	7%
Electricity	4%
Manufacturing	3%
Construction	2%
Mining	0%

The municipality has a comparative advantage in construction, trade, transport, finance and community services with the highest comparative advantage in finance apparently

because of the concentration of banks in De Aar. Potential exists with the planned revitalization of railway junction and water canal from the Orange River.

3.1 Tourism

Tourism has become critical in boosting the economic strength of an area. The municipality also concluded that we need to explore opportunities in the municipal area and expand the existing attractions. The province has also developed and adopted a Tourism blueprint for further venture into tourism opportunities in the province and its municipalities.

Annexure A reflects the existing attractions of the municipality.

4. SWOT Analysis

4.1 Strengths

- Provincial and National Government involvement in the municipal Area
- District Municipality headquarters situated in De Aar
- Regional Government Departments located in De Aar
- National Roads/routes run through Emthanjeni municipal area
- Private sector willing to become involved
- Main railways routes run through Emthanjeni
- Existing LED projects
- District Growth and Development Strategy

4.2 Weaknesses

- IDP not fully implemented
- Limited capacity to introduce large scale projects
- Limited local funds to sustain local economic development
- High transportation costs
- Economy is not diversified
- Declining local economy
- Limited water resource
- Limited skills base
- Narrow manufacturing base

4.3 Opportunities

- Existing transport facilities
- Large labour force
- Eco- and adventure tourism
- Alternative agricultural products
- Availability of commonage land (Emerging farmer utilization)
- Revitalization of railway junction
- NIO Development Corridor
- Housing Development Projects

- Expansion of existing businesses and development of new (including SMME development)
- Development of N10 Corridor (Tourism)
- Upgrading/overhauling of Airfield
- Upgrading of Nature School
- Development of industrial sites
- Renewal of Townships – tarring of roads and kerbing
- New Hospital erection
- Lucerne project
- Chemical manufacturing warehouse (Toilet paper)
- Egg farming projects
- Expanding of existing paragliding venture
- Water purification plant (WATAKA)
- Ostrich farming meat processing plant
- Expanding of existing hydroponics project (cherry farm)
- DAKAR Rally – host for 3 years

4.4 Threats

- Unfavourable climatic conditions
- HIV/AIDS figures increasing
- Rising unemployment
- Unsustainable farming techniques
- Limited agricultural diversification

Care should be taken in interpreting the SWOT analysis so that issues are seen in an integrated manner. The indications in the SWOT analysis can be summarized as follows:

- a. The development of agriculture should be undertaken in such a way as to avoid concentration of the sector. In this respect, emerging farmers especially HDI's should be included and assisted.
- b. Inward investment strategy to facilitate industrialization should be implemented. This will encourage the development and expansion of local SMME's and the utilization of vacant buildings and infrastructure (especially in railway yard).
- c. The use of appropriate technology in production should be encouraged as new technology can be utilized to develop local products that can penetrate external markets and establish niche markets.
- d. The development of human resources of the municipal area is vitally important as this will increase the pool of skilled people and entrepreneurs in the municipal area.
- e. Expansion of infrastructure, especially through the Expanded Public Works Programme, should be escalated as the infrastructure supports economic development and job creation.
- f. The new developments earmarked for the area are further assurance of economic growth and ultimately job creation.

5. Development Principles

Developing an area economically depends on adopting clear principles to ensure that we achieve the necessary and acceptable levels of growth.

The following principles are vital in creating a conducive environment for the development of Emthanjeni:

- Directed economic development
- Urban-rural restructuring
- Education and skills development
- Environment conservation
- Participatory planning
- Urban services

5.1 Directed Economic Development

The effective mobilization of development resources and the utilization of opportunities offered by Emthanjeni municipal area will result in sustainable growth and the improvement of the quality of life of all communities in the area. The facilitation and the creation of new economic linkages will improve the economic interdependence between the different areas in the municipal area. This will further lead to a number of advantages, urban economies of scale, new investment and employment opportunities as well as an increase in the income potential of Emthanjeni.

An economic development forum was established for Emthanjeni municipal area with the Mayor as the driving force. The forum will meet quarterly and meetings will rotate between the three towns – De Aar, Britstown and Hanover.

Chambers of Business and NAFCOG, as well as owners of guesthouses, are to be involved in this initiative to boost economic development, address the requirements for development, attract investors, combat unemployment and garner the support of the whole community for various projects eg. reintroduction of a steam train route from De Aar.

5.2 Urban-Rural restructuring

The effective integration of the Emthanjeni with optimal consideration of the unique features of the municipal area is necessary to ensure access to development opportunities and maximization of investment choices. Furthermore, viable and effective spatial development is vitally important in the urban and rural reconstruction of the Emthanjeni's economy.

5.3 Education and Skills Development

Human resource development is crucially important for the achievement of the development goals of Emthanjeni. Successful implementation of the Local

Economic Development of the municipal area hinges on the availability of the required and necessary skills.

5.4 Environmental Conservation

It is vital that no development should deprive future generations of their resources needs by compromising the carrying capacity of the ecosystems. The South African Integrated Environmental Management (IEM) procedure provides for the integration of environmental controls into the management of projects. Conservation is based on the following principles:

- Sustainability of resource utilization.
- Unhindered continuation of vital ecological processes.
- Maintenance of bio-diversity.

5.5 Participatory Planning

The community involvement process is one of the most important elements of the Integrated Local Economic Development process of Emthanjeni, as it ensures the broadest community participation and the direction of the planning and development process towards the needs of the communities that will benefit or be influenced by the development initiatives.

5.6 Urban Services

It is of vital importance that the capacity of the infrastructure and engineering services are expanded to meet future increased demand due to growth within Emthanjeni municipal area as a whole.

6. Development Programmes

Emthanjeni Municipality has identified development programmes that represent the actions for implementation. We would be developing the following:

6.1 Focused Marketing Programme

The marketing of Emthanjeni through a Focused Marketing Strategy is of paramount importance for the future development of the municipal area as it will advertise the potential of the district to people within the area and potential investors including tourists and the local and international business people.

6.2 Small Business Support Programme (SBSP)

The importance of small business in the development of any economy cannot be overemphasized. The role of this programme is to provide a comprehensive support function for small business and thereby addressing their needs such as financing options, organizational skills development, marketing and staffing, compliance with laws and regulations.

6.3 Vocational Education and Training , Entrepreneurial Training Programme

VET and Entrepreneurial Training Programmes involve providing skills training to a large number of unemployed and poorly educated people of the municipal area to empower them so that they will become economically active and participate in and contribute to the development of the municipality.

7. Future Developments

Based on the identified development principles and programmes we have identified the following projects and attraction of possible investors for the municipal area. We can further also indicate that external projects would impact on the economy of Emthanjeni specifically based on the central location of the municipality.

7.1 Key Challenges determined through Strategic Planning

Preserving the historical buildings and attractions of the municipal area (Heritage)

Providing additional public parking

Development of focused marketing strategy

Exploring tourism potential

Upgrading of transportation (air, rail and road)

- Career Planning
- IT
- Bad Debts
- Key Priority Areas
- Overdraft
- Communication Strategy
- PMS
- Water Regulations
- Fire Brigade, Disaster Plans
- Traffic Control Fees-Burials
- Office Buildings
- Sewer network
- Tariffs
- Electricity network, maintenance plan
- Master plan – Storm-water + Streets
- Sport facilities- funders/donors
- Housing Plan
- Morales of Staff
- Middle + Lower Management capacity building
- Discipline
- Equipment – Technical
- Internal Procedures- Supply Chain
- Personnel Audit + Work-study

- Shortage of Professional Clinic Personnel

8. Investment Incentives

As economic development is both an imperative and priority for Emthanjeni Municipality the Council introduced incentives to attract new business concerns and foreign capital to the municipal area.

The incentive is in the form of a rebate on property tax for new investors and existing businesses that will not pay rates for the first five (5) years. The businesses must at least be operational in the municipal area for 10 consecutive years and local labour must be a priority. Thereafter the rates are phased in over the next five years on the following basis:

Year 6 –	25%
Year 7 –	50%
Year 8 –	70%
Year 9 –	90%
Year 10 –	100%

(Refer to Executive Committee Resolution: 2006-05-30 of 7/2/3/4/1/8)

Annexure A.../

Emthanjeni Brief history and Tourism attractions:

DE AAR

De Aar means ‘the artery’, and in many senses this town is the lifeblood of the Karoo. It’s the head office of the Pixley ka Seme District Municipality; home too many artists, there’s an important weather station that can be toured by visitors, and it’s the second most important railway junction in the country. The significance of its situation on the railway line is because it’s central to Gauteng, Cape Town, Port Elizabeth, and Namibia. There are about 110km of railway lines including 29 rail-tracks in De Aar’s precincts. However, “De Aar”, founded in 1904, was so named because of the many water-bearing arteries that occur underground. Unlike many other Karoo towns, it did not start around the Dutch Reformed Church, but in fact started around the railway line. De Aar has the largest abattoir in the Southern Hemisphere and supplies all the major centres throughout the entire country with the famous ‘Karoo’ lamb and mutton. Apart from meat production, the sheep farms around De Aar are also major suppliers of wool. All the water used in the town comes from boreholes – which is why the town is known for its large number of wind pumps. The town is easily accessible by tarred road, two airfields serve it - one is an all-weather runway that can accommodate any type of aircraft, and it’s only 52km away from the national bus route.

TOURIST INFORMATION

Emthanjeni Municipality - Voortrekker Street. Tel Ms Brenda Tyhaliti - 053 631 4176

ACTIVITIES AND ATTRACTIONS:

-
- **Ammunition Museum** - Open to public by prior arrangement. Tel 053 631 2231. This is the largest ammunition depot in the Southern Hemisphere. All ammunition training for the South African Airforce, Navy, and Army is done here. The Ammunition Museum has items ranging from empty cartridges of a .22 to massive weapons of destruction. Also on display are items from the First and Second World Wars, projectiles - cluster bombs, smoke bombs, phosphorous, armour piercing, radar-jammers, leaflet distributors, and other. There’s a small collection of Russian weaponry, and a rather dodgy-looking assortment of home made weapons, most of which are more likely to have killed the user.
- **Birding** – The Lesser Kestrel visits South Africa during summer, having flown in from Europe and Central Asia. The best place to see them is in De Aar where numbers can peak at more than 10 000 birds during December and January. (See box on Lesser Kestrels)
- **De Aar Campus** – This ten-year old campus is the first tertiary institution in the Northern Cape Karoo region. It’s a community-centred campus and its mission is to break the circle of unemployment in the region by teaching out-of-school-youth skills. They also have an eco-guest house, a restaurant run by the students, and a conference centre. Visitors are welcome to visit and will be shown around if prearranged. Tel 053 631 0594.
- **Deelfontein Cemetery with graves from the Anglo Boer War** – There’s a small railway siding in the middle of nowhere on a gravel road about 46 km south of De Aar known as Deelfontein. Although it’s just a dry, desolate place today, it’s widely known by local and overseas Anglo-Boer War and history enthusiasts as the site of a once-huge military hospital. Lord Roberts, Commander in Chief of the British Forces in South Africa chose the site. Staff recruited in January 1900 set sail for South Africa a few weeks later and the hospital was opened in March 1900. This was once the Colony’s largest surgical and convalescent hospital, and its X-ray equipment was probably some of the first that was used in a military

hospital. Today visitors may see the neat rows of 134 graves of English soldiers, most of who died of typhoid.

- **Golf Course** – De Aar Country Club is situated a little way out of town and offers the visitor an 18-hole gravel golf course with grass putting greens. Tel 053 631 3213.
- **House of Olive Schreiner** – This famous feminist and author (who wrote *Women and Labour* amongst other titles), lived in De Aar from 1907 to 1913. Today, her home is used as a restaurant. (See box on Olive Schreiner).
- **Karoo Clothing** – Visitors are welcome to visit the small factory in Philipstown Road to view or purchase clothing and other items made of springbok leather e.g. caps, bags, hunting paraphernalia, and kaross's. Telephone Sanet de Villiers on 053 631 3889 / 083 448 9087.
- **Memorial Cemetery** – In the Garden of Remembrance, British soldiers killed during the Anglo-Boer War are honoured. Situated on Philipstown Road (the R48).
- **Painters** – **Elize Jooste** studied and taught art for eight years in Windhoek, and today she has 40 students who attend her art classes for adults in De Aar. They hold an annual exhibition, usually during the first week of November. Elize's paintings – exclusively acrylics and oils – are abstracts, or realism, and nearly always dramatic, with vibrant colours. Her husband, Gert, paints boldly and produces large colourful pieces. To visit or view the artworks, telephone 053 631 3373. **Toekie Ganzevoort** is also a painter and can be visited at 45 Schreiner Street. She works mainly in acrylic and can be commissioned to produce a variety of pictures, including Karoo scenes. Telephone Toekie on 053 631 3474.
- **Paragliding** - 053 631 1555 / 082 340 0477 (See box on paragliding)
- **Sam Mooi** – lives and works in Nonzkwakazi where he has a welding business, teaches different crafts, and helps his community. Sam is a drum maker and player, and he believes drums can help stress, build up team work and help the community. As a musician, he also makes music using a blik kitaar and penny whistles, and he teaches children traditional and contemporary dance, singing, and indigenous games. His main purpose in life is to build up the culture of his people by guiding them back to their roots. (See box on Sam Mooi) To visit Sam, contact Mrs Klopper at the Municipality on telephone 053 632 9100.
- **St Paul's Anglican Church** was built in 1894 and is one of only three buildings in town with full memorial status. It was used by British soldiers during the Anglo Boer War, and has a stained glass window, commemorating them. To view the interior of the church, contact Mrs Klopper at the municipality on tel 053 632 9100.
- **Steel furniture manufacturer** - Craftsman, Broer Loock, produces lovely steel furniture, including bed headboards, high bar stools, dining room tables and chairs, and firewood stackers. He takes orders and will produce items from a sketch or photo. Visitors are welcome to visit him at 71 Voortrekker Street, or telephone 053 631 0394.
- **The Show** - The headquarters of the Central Karoo agricultural and saddlehorse show is situated in De Aar and they hold a major event during January / February each year. The show draws entries from the whole country.
- **Weather Station** – Visitors welcome. Tel 053 631 1053 for appointment. (See box on Weather Station)
- **WORM** stands for “Workshop of Recycled Matter” and is a project that was started to help clean up the area. Items that are recycled include tins, glass bottles, and wood off-cuts that become tea trays and frames for paintings. The owners' dream is that their concept has a ripple-effect, thereby helping to clean up more than just their area. For further details contact Des on tel 053 631 7002 or fax Lorette on 053 631 0933.
- **Xhosa Beadwork & Traditional Clothing** - **Nandipha Mphakama** makes beaded bangles, necklaces, cups, plates, handbags, ties, knobkieries, and traditional Xhosa wear. To visit Nandipha at her home in Nonzkwakazi, contact Mrs Klopper at the Municipality on telephone 053 632 9100. **Masakhane Co-operative** in Station Street in the town centre comprises a group of women who also manufacture Xhosa beadwork items and traditional clothing. Tel Valerie Mitchell on 073 502 6159.

ACCOMMODATION

- **Brandfontein Holiday and Guest Farm** – 082 570 0798.
- **De Aar Guest House** – Tel 053 631 4079 / 082 843 2547. Situated at 67 Van Zyl Street. Air-conditioning. Fridges, TV.
- **De Aar Hotel** - Friedlander Street. Tel & fax 053 631 2181. This hotel is located in the original building constructed in 1902. There are interesting stories relating to the hotel, like the fact that it was the town's first jail. Prisoners were kept under the bar, which was accessed by a trapdoor, until the authorities knew what to do with them.
- **De Lange Guest House**, 57 Church Street – Tel 053 631 4368 / 083 742 2806. All rooms have their own bathrooms, TV, and air-conditioning. Meals available. Pool, bar, and snooker room.
- **Dorpshuis Guest Accommodation**, 29 Alida Street – Tel 083 305 6497. Stylish rooms with own bathroom and TV. Lunch & supper on request.
- **Emthanjeni Lodge** – Tel 053 631 2777 / 083 388 0332. Situated at 4th Avenue Waterdal a few kilometres from the centre of town, this establishment consists of sixteen en suite units with separate entrances and braai facilities. Accommodation is on a self-catering or B&B basis, there's a swimming pool, and pets are allowed by arrangement.
- **Enslin's Rus Guest House**, 69 Van Zyl Street - Tel 053 631 3395. En suite rooms with TV. Secure covered parking and swimming pool.
- **Garden Cottage Guest House**, 18 Du Plessis Street – Tel 083 556 1303.
- **Gastezimmer Guest House**, 35 Claude Street – Tel 053 631 0878 / 083 502 6402.
- **Herberg Lodge**, 49 Schreiner Street. – Tel 053 631 0315 / 082 371 9002. Nine private en suite units each have their own entrance, mini-bar, air-conditioning, TV, desk, and lock-up parking. The grounds and gardens are very neat, surrounded by a security fence, and accommodation is spotless. À la carte and table d'hôte available for dinner in a private dining area with fireplace. Facilities include a bar, and internet/fax/photocopying service. For those wanting to braai, your hosts will set up a table alongside a portable braai and provide the usual accompaniments.
- **Hydra Guest House** - Tel 053 631 0522 / 083 459 0580. Situated 12km south of De Aar on the road to Hanover. Accommodation is in four separate self-catering houses. Facilities include a swimming pool and two tennis courts.
- **Janco Inn** - Tel 053 631 4726. Located in Station Street, this accommodation centre has 53 rooms, some of which have their own bathroom. Overnighters welcome.
- **Karoo Country Guest House** – 71 Voortrekker Street. Tel 053 631 0394. Four double rooms with bathrooms and TV. Meals available on request.
- **Mike's Lodge B&B**, 35 Alida Street. Tel 053 631 3245 / 083 468 6188. This very comfortable establishment has a variety of accommodation options catering for singles, couples, families, and businesspersons. There's a pool, snooker room, lounge, and pleasant dining / bar area with a fireplace. Rooms are en suite and have air-conditioning, fridge, fans, and TV. The pleasant owners will happily share their knowledge of the De Aar area with guests.
- **Nooitgedacht Guest Farm** – Tel 053 631 0241. Game viewing. Visitors may also view a small collection of Bushmen artefacts.
- **Potfontein Farm Holidays** – Tel 053 631 0092. Situated about 55km north of De Aar. An old school, built around 1900, and adjacent school master's residence, built in 1920, have been renovated and converted into guest accommodation. Victorian and art deco furniture and a farm kitchen with AGA wood stove add to the atmosphere. This large eco-friendly farm offers game viewing and rich bird life.

- **Potties B&B**, 30 Hoop Street - Tel 053 631 1555 / 082 340 0477. En suite rooms. Swimming pool.
- **Slingershoek Guest Farm** - Tel 053 631 0504. Situated about 30km from De Aar on a gravel road that “slingers” (zigzags). Accommodation is provided in a guest house that sleeps 8 people and is equipped for self-catering.
- **Taibospoort Guest Farm** – Tel 053 631 0155. Situated about 35km from De Aar, this guest house is furnished with antiques and accommodates 16 people. Night drives can be arranged, there’s a swimming pool, walking, and horse riding, and the tree-rich environment makes for good bird watching.
- **Traveller’s Inn B&B**, 6 Niewoudt Street – Tel 053 631 1335 / 072 384 6073. The motto of this guesthouse is ‘Your home away from home...’ They serve good food and a great farmer’s breakfast. There are separate entrances to certain rooms and special rates for pensioners and children. Facilities include a swimming pool, bar, garden chess, lounge with TV, phone/fax/internet & scanning, and lock-up parking. Pets allowed on request.
- **Wonderboom Guest Farm** – Tel 053 631 3290. Game viewing.

SAFARIS

- **Nooitgedacht Guest Farm** – Tel 053 631 0241. Game viewing and hunting.
- **Potfontein Farm Holidays** – Tel 053 631 0092. Situated about 55km north of De Aar. This large eco-friendly farm offers hunting, game viewing and rich bird life.
- **Wonderboom Guest Farm** – Tel 053 631 3290 for hunting and game viewing.

PLACES TO EAT

Although most guest houses will provide lunches and dinners on request, some keep menus from the town’s restaurants who will deliver your chosen meal to your guest house door!

- **Deli B Well** – Tel 083 535 4341. This health shop and restaurant has some unique concepts, like ‘Boere sushi’, and caters for all needs including e.g. diabetic and gluten-free. They also serve popular dishes such as carpaccio and polenta. Instead of individual prices, items for sale are colour coded with buttons. No alcohol is served but guests are welcome to bring their own.
- **Klets Coffee shop** – Tel 053 631 1214. Situated in a quiet courtyard behind First National Bank, accessed from either Voortrekker Street or Alida Street. They serve good pancakes and light meals.
- **Pringles Pub & Restaurant** – Tel 053 631 1622. Voortrekker Street. If you want to meet some locals, this is a good place to start. Food-wise, they serve excellent steak, good pizza, and a range of filled tramezzinis (generally these are huge toasted sandwiches – however, local versions exist).
- **Schreiner Restaurant** - Tel 053 631 3535 / 082 970 2697. Situated in the house that Olive Schreiner lived in from 1907 to 1913 (corner van Zyl and Grundlingh Streets). Apart from succulent Karoo lamb chops, try the calamari tubes filled with prawns, mussels, and cheese.
- **Koolas** restaurant is situated near the entrance to De Aar Hotel in Friedlander Street. Telephone and fax - 053 631 2181. The à la carte menu includes seafood, pasta, and salads apart from steaks and red meat specialities.
- **Upstairs Restaurant & Coffee Shop** – Tel 053 631 0594. Located opposite the town hall on the first floor of a building next to the town’s only traffic lights. They serve the usual steaks and lamb chops, a superb ‘Full Monty’ pizza, good calamari rings, and a delicious ‘Tagilatelle Pavarotti’. Tables are laid out in different rooms, and in summer there’s outdoor seating on the first floor balcony overlooking the bustling De Aar Streets.

- **Ynopotyi Restaurant** – Tel 053 631 0594. Situated at De Aar campus in Van Riebeeck Street, this restaurant is run by the students and serves a set menu of traditional meals, as well as à la carte.

WEATHER STATION

De Aar's very own weather station is a fully equipped, computerised unit that operates 7 days a week, 365 days a year. All pieces of weather measuring equipment are connected to one cable that runs to a bank of computers, and for instance the weather balloon that's released daily at noon sends the station information for pilots. It reads through different levels on its ascent, giving information on pressure, wind direction, wind speed, base clouds and other facts. On a guided visit, tourists may learn about Stephenson's screen, which has thermometers that measure maximum and minimum temperatures, and instruments that measure the humidity. The weather station has a sunshine recorder on which a new piece of paper is placed daily. It operates as the sun, directed through a glass ball, burns a mark on the paper, and by reading this, the number of sunshine hours per day are ascertained and recorded.

Tours are conducted by prior arrangement - telephone 053 631 1053.

GLIDING AND PARAGLIDING IN THE KAROO

The Karoo is one of the best regions in the world for paragliding enthusiasts to perfect their technique or attempt new height and distance records, and the town of De Aar is rapidly gaining status amongst both local and international pilots, but what makes it so special?

Paragliding

Thermic lift is what gliders and paragliders need most of all. Due to the dryness of the air in the semi-arid conditions of the Karoo it takes longer to reach condensation level, which is known as cloud base. This is often between 12 000 and 15 000 feet in the Karoo, which is higher than in many other areas, allowing pilots to climb to greater altitudes before the lift peters out – normally at cloud base. An area that allows a paraglider pilot to fly fast, for an extended period of time, at a high altitude would be termed as an area with perfect flying conditions. The town of De Aar offers all the above and is also situated in a low rainfall area, which means pilots have more flying days in a year. The airfield has launch areas in all wind directions and a mountain with launch areas in most directions, making it a perfect place to let your spirits soar.

For further details contact: Fly De Aar - Tel/Fax: 053 631 1555 / 082 340 0477

Email: flydeaar@telkomsa.net

Gliding

In optimal conditions altitudes reached by gliders in the Karoo can exceed 30 000 feet (10km's), with the world height record (2004) for gliders standing at 50 000 feet. Because of the dry conditions in the Karoo gliders can often climb 10 000 feet in 10 minutes or less, which means they can convert height to speed continually, i.e. push the nose down to increase speed without losing much height. Gariep Dam is famous for holding 3 world glider speed records over triangular courses of up to 1 000km's at speeds averaging 170km/h. Inter thermal speeds in modern gliders can exceed 300km/h.

For further details contact: Hanover Private Gliding Trust - Bruce Tel 053 643 0392
Email: brucllem@hanover-za.com
Experienced pilots only at present.

The Lesser Kestrels of the Karoo

The Lesser Kestrel (*Falco naumanni*) is a small bird of prey that visits South Africa during our summer months as a non-breeding migrant from Europe and Central Asia. Many of these birds, whose global population has declined to such an extent that they are listed in red data books, come to roost in the trees lining the streets of many Karoo towns. The best place to see them is in De Aar, where they start arriving from late-October, and numbers can peak at more than 10 000 birds during December and January. This is possibly the only place in the world where flocks of such great numbers can be seen. Other towns in which to turn your eyes skyward at dawn and dusk include Colesberg, Victoria west, and Hanover.

OLIVE SCHREINER

In the early 1900s, Olive Schreiner lived in De Aar for several years, and her house can still be visited today in Grundlingh Street. Born Olive Emilie Albertina Schreiner in 1855 to a German father and English mother, she was the ninth of twelve children. Her missionary parents followed strict Calvinist traditions, but her father's financial insecurity caused the family to split and Olive was separated from her parents at the age of twelve. After living with her brother in Cradock for three years, she worked as a governess for the next eleven years, and started studying the work of a variety of well-known Victorian intellectuals. It was during this time that Olive started writing her own short stories while developing social ideas which eventually led her to be branded a Victorian revolutionist. Having saved for years, she bought a passage to England in 1881, but was unable to study medicine as she'd planned, due to her own poor health. In 1883, her book *The Story of an African Farm* was published under the pseudonym, 'Ralph Iron', because of the prejudice against women writers, but she revealed her identity for the second edition. Her career as a novelist, and later as a social activist had begun, and this book was to prove a great success throughout her lifetime. It's generally considered the founding text of South African literature. Olive began associating with a group of intellectuals that exposed her to England's literary elite, and at the same time she was expounding her own social ideas. In 1889, she returned to South Africa and three years later met Samuel Cronwright, who was to become her husband and, unusually, take her name. Her many miscarriages featured strongly in her later fiction. Olive was outspoken, and at times seen as a revolutionary political leader. She opposed Cecil Rhodes' colonialist activities in Africa and England's involvement in the Anglo-Boer War. By 1900, she was living under martial law in Hanover. Her writing provides an invaluable insight into early twentieth century war (she was a steadfast pacifist against the outbreak of WWI), imperialism, and the oppression of women. It also exposes the reader to the latter stages of the colonialist movement in South Africa. She died in Cape Town in 1920.

SAM THOZAMILE MOOI

Drum maker, musician and teacher

Sam Mooi is a multi-talented man who cares deeply for his culture and people. He's committed to promoting cultural tourism and cultural activities in his hometown, De Aar, and welcomes tourists interested in Xhosa culture, or those who would like to learn to play African drums. Having learned about jazz, Sam bought a drum and taught himself not only to play, but also how

to make drums, a craft he pursues today. He believes drums can help stress, build up teamwork, and help the community. Local children enthusiastically attend his lessons on the value of their traditional roots, but he also teaches those indigenous games, traditional and contemporary dance, and singing. Another of Sam's talents lies in choreographing performing acts, dancing, and especially gumboot dancing. He plays an important part in a project to eradicate poverty by teaching people how to make their own bricks and build their own houses. Gifted also as a welder, he produces many items including attractive beds. His dream is of setting up an African Cultural Centre where all artists, performers, and crafters can come together to practice their trade, learn from each other, and at the same time, welcome tourists who wish to experience this culture and purchase mementoes.

To visit Sam Mooi, contact Ms Brenda Tyhaliti at the Municipality on telephone 053 631 4176.

HANOVER

This attractive and historic little town on the N1 lies more or less halfway between Cape Town, Gauteng, and KwaZulu Natal. It was established in 1854 at the base of some rocky hills on the farm Petrusvallei, which was bought from Gert Gous. Gous requested that the town be called Hanover, after his great grandfather's town in Germany. When declared a magisterial district in 1876, the town was very fortunate to be appointed with a far-seeing magistrate, Richard Beere. He insisted that trees be planted so that resident's descendants would have shade. Due to the increase in water consumption caused by an increase in residents, the spring that Hanover was built around dried up, and the number of trees seen in the town today is far less than 100 years ago. Beere loved the Karoo and spent a lot of time on the summit of Trappieskop, where a stone pyramid honouring his contribution to the town was erected when he died. The older houses were all built right on the road edge – as per the authorities' instructions at the time – and when, in later years, homeowners built on verandahs, they had to pay a one shilling tax for this privilege. Today, they are still paying this tax, which is now R17.00. Hanover was home to Olive Schreiner – well-known South African author - who lived here from 1900 to 1907, and referred to it as “the prettiest little village I have ever seen”. Her husband, Cron, was an agent in town, and today his offices are used as a small guest house. Like many small Karoo towns, most of the streets are not tarred and the residential areas are very quiet, however, behind garden walls and front doors there's plenty of activity going on as the industrious residents carry out their daily business. The town is home to a variety of artists and craftspeople, as well as having several restaurants, a delightful bookshop, coffee shops, and a museum. There's interesting Karoo architecture to be seen and many gardens have a wind pump standing sentinel in one corner. Surrounding farms are principally Merino sheep, with many of the countries best breeders operating in the Hanover district. Lesser Kestrels, from Europe and Central Asia, come to nest in trees around town, and can be seen gliding in the dawn and dusk sky from late October to the end of summer.

TOURIST INFORMATION

- **Emthanjeni Municipality** - De Aar. Contact Ms. B Tyhaliti on tel. 053 631 4176.
- Tossie Stander – Hanover. Tel 073 138 9747.

ACTIVITIES AND ATTRACTIONS:

- **Agora Crafts & Restaurant** is located at the Excel garage on the N1, and it sells the handmade products of nine local crafters including furniture, recycled pieces, preserves, pottery, lamps, cushions, ornaments, and crockery. Try “Ann's Peanut Brittle” – it's terrific. They serve breakfast, coffee, and homemade scones, and light lunches. Tel 053 643 0224.
- **Artists** - Maritejie Stander paints landscapes in oils, and her work can be viewed at 9 Rawstorne Street by prior arrangement. Telephone her on 083 332 1577. Tossie Stander paints in oils and watercolours, and she does fabric painting and makes candles. Telephone her on 073 138 9747 to view her work at 15 Market Street.
- **Cemetery** – There are some fascinating reasons to visit the town's cemetery, situated across the N1 to the west of the Caltex garage. There's an obelisk in memory of three young South African men who were executed during the Anglo-Boer War. This event deeply touched the lives of Hanover inhabitants because the men were not guilty of the crime they were charged with – derailing and plundering a train and therefore ‘maliciously assisting Boer forces’.

They were tried on somewhat dubious authority by a military court at De Aar, and in spite of protesting their innocence to the end; they were shot by a British firing squad. A Boer general later stated that his commando was responsible for the derailment and after the war; he joined Olive and Cron Schreiner in a lengthy campaign to clear the three men's names.

- **Cenotaph Memorial** – situated in a small park in Market Street, it commemorates those who died in WWII. Olive Schreiner's husband, Cron, had his office in the building that can be seen opposite the southern corner.
- **Coffee & Books** – situated at the top end of Darling Street on the edge of town. This small bookshop specialises in non-fiction and Africana books, but also has a good selection of fiction. All books are in good condition, and they cater for the collector. The adjacent photo gallery exhibits mainly black and white photographs. The shop and gallery is open all hours, and can also be contacted for a brochure of the town's walking tour. Tel/fax: 053 643 0392.
- **Crafters** - Timothy Fakude lives and works in Kwezi where he makes soft leather items, beadwork, bead hats, drums, baskets, and pot plant holders recycled from bottle tops. Ashwin Kleinveld lives and works in Tornadoville where he produces wind pumps of various sizes from 15cm to several feet high. They're manufactured out of scrap metal that he collects and paints silver. He also makes motorcycles that can be pushed around by children. Both these crafters can be visited by prior arrangement through Tossie Stander – tel 073 138 9747.
- **Deelfontein Cemetery with graves from the Anglo Boer War** – see information listing under De Aar.
- **Dutch Reformed Church** – Hanoverians are justifiably proud of this well maintained church, which was completed in 1908, and they argue that it's the most beautiful church building in the country.
- **Feathered Friends** – Situated at 'The Gables', a beautifully restored old Karoo building on the corner of Grace and Darling Streets opposite Hanover 'PackBackers'. There's an exotic waterfowl sanctuary, a tea garden and gift shop. Tel 053 643 0637.
- **Gliding** – During December and January, the odd glider can be seen in the late afternoon sky above the town. Hanover is an ideal place for gliding (see box on Gliding and Paragliding). For further information contact Bruce Clemence on tel 053 643 0392.
- **Hanover Museum** is housed in the original Petrusvallei farmhouse in Viljoen Street around which the town developed. It has displays of artefacts dating back to pioneer days, including documents and old photographs, furniture, kitchen appliances, clothing and a beautiful scale model of the church. If the museum is not open, telephone Marie on 053 643 0017 to view it.
- **Olive Schreiner's House** – Corner of Grace and New Street. Olive Schreiner, and her husband Cron, lived in this typically small iron-roofed Karoo cottage from 1900 to 1907 during the Anglo-Boer War. She was very happy living in Hanover - the Karoo air relived her asthma and she thought the village a very pretty one. At one stage, her strong political views resulted in her being put under house arrest by the British forces for being a 'Boer supporter'.
- **Miniaturist - Gaby Kraft** lives in Olive Tree Cottage, 9 New Castle Street. Gaby, a member of the California Miniaturist Society, specialises in miniaturist paintings, although she also produces full size paintings. She accepts commissions, can produce works from a photo, and is also very good with pencil. Gaby is also passionate about the natural environment and has organised for trees to be donated to the town each year. Visits are possible through prior arrangement - tel. 053 643 0201.
- **Trappieskop** – meaning 'hill of small steps' is a well-known landmark in Hanover. The town's first magistrate, Charles Richard Beere, built the footpath, and a monument to his memory has been erected at the top. It's said that Olive Schreiner often used to climb up Trappieskop early in the morning, and when you see the views of up to 80km in all directions, it's obvious why. There's a second *koppie* (hill) with the remains of a British fort, and a reservoir, and on summer evenings thousands of Lesser Kestrels may be seen circling the hills around sunset.

- **Wortelfontein 4 x 4 route** – Here visitors may enjoy the Karoo landscape while doing a 7km 4 x 4 route on Wortelfontein Guest Farm situated between De Aar and Hanover, about 67km from De Aar. Overnight accommodation is available (see accommodation listing).

SAFARIS

- **Dwaalfontein** – Tel 053 642 ask for 1121 / 082 783 0800 / 082 583 0036. Situated just off the N10 to De Aar, 18km from the N1 and Hanover.
- **New Holme Guest House and Hunting Farm** - Tel 053 643-0193.
- **Plooyfontein** – contact Dirk van den Hever on tel 053642 ask for 1922 / 082 555 9260. The farm is approximately 20km from Hanover off the N1 to Cape Town.
- **Wortelfontein** – contact Christiaan Venter on tel 053 6912 ask for 1504 or Cell 082 378 3601.

ACCOMMODATION

There are several guest farms between Hanover and Colesberg – please see listing under Colesberg accommodation.

- **3 Darling Street** – Tel 053 643 0254. This delightful and intimate establishment offers warm Karoo hospitality in three houses, including a Victorian House furnished in traditional style. Overnight on a bed and huge English breakfast basis, or dinner, bed & breakfast. The bright and attractive restaurant, situated in an old house, is renowned for its great food and home-grown fruit and vegetables. Lock-up garages are provided, and pets are allowed by prior arrangement. 3 Darling Street is very popular with locals and overseas visitors, so be sure to book in season.
- **Best Pick Guest Rooms** – Corner of Queen and Mark Street. Tel 053 643 0110.
- **Bun Clody Guest House** - 15 Mark Street. Tel 053 643 0256. Situated in an old Karoo house with wooden floors, sash windows, and shutters. In summer, the back garden sparkles with colourful flowers and there are various seating arrangements where you can relax and chat to the owners, who are a good source of tourist information.
- **Bushmanrock Guest Farm** – Tel 053 643 0177. Situated about 18 km off the N1 and 25km from Hanover on the N1 to Colesberg, this farm offers B&B accommodation. Meals by prior arrangement.
- **Casa Lucé Bianca B&B** – Tel 083 549 1413. This guest house, the name meaning ‘house of the white light’, has its entrance directly opposite the police station in Queen Street. There are various accommodation options, including a 2-bedroom flat, or rooms. Safe parking.
- **Cron’s Office Guest Cottage** - Olive Schreiner and her husband Cron lived in Hanover during the early 1900s, and this cottage used to be Cron’s office. It’s been converted into a small self-catering guest cottage. To book telephone 073 138 9747 or 053 643 0256.
- **Dwaalfontein Guest Farm** – Tel 053 642 ask for 1121 / 082 783 0800 / 082 583 0036. Situated just off the N10 to De Aar, 18km from the N1 and Hanover. Meals on request, or make use of the interior braai and lapa facilities.
- **Halfway Overnight Flats** – 22 Darling Street. Tel 053 643 0094 / 082 543 3869. Apart from rooms in the owner’s house, there are two very spacious and spotlessly clean self-catering units for families. Children under 14 pay half price, pets are allowed by prior arrangement, and there are braai facilities in the garden.
- **Hanover Pack Backers** – Situated diagonally opposite Coffee & Books at the top end of Darling Street. This backpacker’s accommodation offers private rooms with a self-catering kitchen for very reasonable rates. There are caravan/camping facilities in the back garden and secure parking. Within easy walking distance of restaurants. The owners hire out mountain bikes, conduct walking tours, and arrange game viewing trips. Internet café, museum and bookshop nearby. Tel 053 643 0392

- **Hanover Inn** – Tel 053 643 0018. This budget accommodation was opened in a new building in December 2003. Rooms sleep two and there are communal bathrooms. Price includes breakfast.
- **Hanover Lodge** – Tel 053 643 0019. Corner of Market and Queen Streets. Offers traditional Karoo hospitality in what was formerly The Grand Hotel. Rooms, suites, and cottages are available with special rates for children under 10. Facilities include lock-up garages, a braai area, restaurant, and swimming pool. **Maskell House and Wendy House** also belongs to Hanover Lodge. Both were built at the turn of the 19th century and have yellowwood floors and ceilings. They're well furnished and have outdoor entertainment areas but all meals are served at Hanover Lodge. Maskell house has the oldest vine in Hanover at an estimated 120 years old.
- **Mieliefontein Guest Farm** - Tel 053 643 0170 / 082 555 9832. Situated just 8kms off the N1 between Colesberg and Hanover, it has 5 bedrooms and 1 cottage. Horse riding and bird watching available.
- **New Holme Guest Farm** - Tel 053 643 0193 / 082 567 9211. Lies 8km's out of Hanover towards Colesberg along a good farm road. 3 bedrooms and 1 family unit. Donkey cart rides, night drives, ostrich farm, horse riding and fishing. 'Braai's' in boma – farm style dishes. A dam on the farm facilitates excellent bird watching, and if prearranged, the farmer will lead bird watching tours.
- **Trappies Kop Guest House** – Tel 053 643 0401 / 083 746 3716. Rawstone Street. This typical Karoo-style house offers accommodation with meals by prior arrangement (the owner is a qualified chef) or self-catering facilities.
- **Wortelfontein Guest Farm** – Tel 053 6912 ask for 1504 or Cell 082 378 3601. The guest farm is situated in a mountain range approximately halfway, between De Aar and Hanover, on a gravel road. This richly historic farm has lovely Karoo architecture, a three-storey shearing shed, and a dam with great canoeing and fishing. They offer 4x4 and hiking trails, horse riding, bird watching, game viewing, and farm activities such as sheep shearing, milking, and feeding pet lambs.

PLACES TO EAT

- **3 Darling Street** – Tel 053 643 0254. Renowned for its buffet, which includes home made soup, Karoo lamb, beef and/or chicken dish; and for vegetarians a quiche, curry or other. They also serve great pizza. Fruit and vegetables are home-grown, and the little shop alongside the restaurant sells homemade preserves, fresh bread, farm rusks, very unusual candles, and other items. The attractive dining rooms are furnished with antiques, there's an outdoor eating area in the back garden, and the atmosphere is relaxed.
- **Hanover Lodge Hotel** – Tel 053 643 0019. Their specialties are roast leg of lamb, roast springbok, ostrich dishes and Bobotie. Breakfast is served until 10:00, lunches are served at *Pannekoek de Karoo* across the road, and the lodge dining room is again open for dinner from 19:00 until 21:00 (and 22:00 in season).
- **Pannekoek de Karoo** – Situated across the road from the Hanover Lodge. Specialties are pancakes and waffles, but they also serve sandwiches and succulent rump steak. Try a different type of coffee (and they have many) like the mochochino.
- **Agora Crafts & Restaurant** – Tel 053 643 0224. They serve breakfast, coffee, and homemade scones, and light lunches.
- **Bimbo's** at the Excel garage on the N1, next to Agora Crafts & Restaurant, sells take-aways.

BRITSTOWN

Although the N12 bisects this little town, the back streets have a peaceful, well-established feel to them. There are still some examples of Karoo architecture in amongst the more modern buildings, some lovely little alleyways, and a few tree-lined streets. The attractive church stands in a square surrounded by houses, and from the edge of town you can gaze over the Karoo plains. Britstown was named after Hans Brits who accompanied David Livingstone on a journey into the interior, before settling on the farm Gemsbokfontein, which was to become Britstown. A group of locals bought a section of this farm in 1877 and built a church and community centre. In 1885, a private irrigation scheme was started by the Smartt Syndicate, who built two dams. Lucerne and wheat was planted, and karakul sheep and Clydesdale horses were grazed in the area. The syndicate liquidated in 1954, and the March 1961 floods destroyed the dam, which was then rebuilt by the government in 1964.

TOURIST INFORMATION: Britstown doesn't have its own tourist office, but visitors are welcome to contact Adlene Potgieter at Transkaroo Country Lodge in Market Street for information on the area. The Potgieters have owned the lodge for over 30 years and know the town and its environs very well. Tel. 053 672 0027 or 053 672 0222.

ACTIVITIES AND ATTRACTIONS

- **Artist** – Aljo Lombard lives on a farm about 15km from Britstown where she paints, sculpts and produces other works of art, including unique Christmas decorations. Her husband is a woodworker, and they also have a rustic guest house in the veld. Tel 053 631 7245.
- **Dutch Reformed Church** – This attractive building in Church Street was completed in 1877. Nearby is the lovely church hall built in 1918 and renovated a few years ago with special attention paid to the woodwork.
- **Game Viewing** – The farm Elandsfontein offers game viewing, hiking, and their accommodation has a stunning Karoo view. Tel 053 6712 ask for 2030 / 082 373 5543.
- **Kambro Hiking Trail** – Tel 083 305 6668 / 053 672 0408. There are two trails; one is for visitors who wish to stretch their legs over an easy 2km's. A pamphlet is provided with which grasses and Karoo bushes can be identified. The other is a 3-day trail, with the first and third days covering mostly flat veld, and the second day crossing hills and ridges. One night is spent in the Wild & Woes hut, which is fully equipped, and the other night is in an old farmhouse that's also fully equipped. Bedding is provided but neither establishment has power. Hikers may self-cater or meals can be provided by prior arrangement.
- **Masiphakamisane Project** comprises 15 members who produce cushions, handmade clothes, curtains, and other fabric items. Contact Mayna Kilarney through Adlene at tourist information.
- **Museum** - Richmond Street. This museum houses transport displays dating to the pioneering days. Ask tourist information to arrange a visit.
- **Painters** – Stella Viviers is a painter whose work includes personalised 'Welcome' signs for your front door. To view her work, tel 053 672 0393. Another enthusiastic artist is Dumisane Fihlani who, along with two youngsters, paints a variety of subjects. Dumisane can be contacted on 072 477 5683.
- **Star gazing** evenings with an old resident of the town can be arranged by Adlene at tourist information.
- **Welgegund Kruie** – Marty Oosthuizen grows fresh herbs on a small scale on their farm, Welgegund, between Britstown and Vosburg. The herbs are dried and sold as is, or used in

vinegar, sachets, or other products. Visitors are welcome. Tel 0536732 asks for Vosburg 1831 / 082 780 4144.

- **Woodworker** - Anton Lombard is a creative woodworker based on a farm 15km from Britstown. He custom makes furniture by hand out sleepers and durable indigenous wood. His creations are unique and may for example, combine steel with wood. Smaller items, like hot plates and picture frames, can also be bought. His wife is an artist, and they also have a rustic guest house in the veld. Tel 053 631 7245.

SAFARIS

- **Barendsfontein** - Tel 0536712 ask for 1631
- **Doornkuil** - Tel 0536712 ask for either 1611 or 1602
- **Elandsfontein** – Tel 053 6712 ask for 2030 / 082 373 5543 (Jacques Esterhuizen) offers game viewing, hunting and accommodation. Built a little house of ysterklip on a mountain, fully equipped, just take own food, hike, house in wild camp, also hunt.
- **Holdakkies** - Tel 0536712 ask for 4702 – very basic facilities for hunters
- **Holpan** - Tel 0536712 ask for 1812 – very basic facilities for hunters
- **Maritzdam Hunting Lodge** - Tel 0536712 ask for 4111 or 4113 reputation of not being nice people
- **Omdraaisvlei** – Tel 053 353 3334 or 083 461 3267. Situated exactly halfway between Britstown and Prieska just off the N10. Ethical Hunting and Safety Standards strictly observed. Junior Hunter’s training course offered. Species include Gemsbok, Red Hartebeest, and Springbok. Slaughtering facilities and staff for capping and skinning. Highly recommended.
- **Rietpoort Guest and Holiday Farm** - Cell 083 468 6166. Situated about 25km from Britstown offers game viewing and bird watching. Recommended.
- **Soutaar** - Tel 0536712 ask for 4102 / 3 – Recommended.
- **Twyfelhoek** - Tel 0536712 ask for 21301. Recommended.

ACCOMMODATION

- **Elandsfontein Farm Stay** – Tel 053 6712 ask for 2030, or cell 082 373 5543. Guests are accommodated in the game camp in a house built of local dolerite rocks, situated up on a mountain with an outstanding view of the Karoo. It’s fully equipped and visitors just need to take their own food. Game viewing and hiking available.
- **Kambro Farm Stall and Accommodation** – Tel 083 305 6668 / 053 672 0408. They offer chalets, camping & caravanning facilities, a restaurant with traditional farm décor, take aways, a farm stall selling crafts and a hiking trail.
- **Mirage Rooms** - Tel 053 672 0310. Facilities include lock-up parking, braai areas, and the use of a kitchen and lounge. The owners also make crafts like clocks, lamps, and decorated blackboards.
- **Olyfboom Guest House** - Tel 053 672 0366. B&B accommodation with meals by prior arrangement. No self-catering facilities, but there is a nice braai area. One room en suite, two others share a bathroom. Shady lock-up parking and guard dogs.
- **Omdraaisvlei Guest Farm** – Tel 053 353 3334 or 083 461 3267. This 16,000ha game and stock farm that’s managed strictly according to conservation principles, is situated exactly halfway between Britstown and Prieska just off the N10. Guest accommodation is in a delightful old farmhouse that’s equipped for self-catering, although meals can be ordered and emphasis is on traditional Karoo and South African cuisine. A fully equipped cottage is also available, and both establishments are separate from the family homestead. Facilities include horse riding, swimming dam, tennis court, camping, laundry, day & night game drives, donkey cart treks and day care or baby-sitting. There’s much to enjoy on this farm and for instance, visitors may view an area where the continental drift tectonic plate cracks can clearly be seen.

- **Rietpoort Guest and Holiday Farm** - Cell 083 468 6166. Situated about 25km from Britstown, this fully equipped and renovated private cottage is decorated with antique furniture and guests stay on a B&B basis, with lunch and dinner served on request. Facilities for those who prefer to self-cater include a braai area. Swimming pool, game viewing, bird watching, fireplace for winter, tennis, horse riding (suitable for children) and walking trails available. Guests may participate in farming activities such as hand-milking cows.
- **Rooidam Guest Farm** – Tel 053 6712 ask for 2212.
- **Smartt Guest House** - Tel 053 672 0164. En suite rooms with M-Net and full breakfast included. Facilities include swimming pool, braai area, restaurant, and secure parking.
- **Transkaroo Country Lodge** - Tel 053 672 0027 / 22. This is a real treat for those travelling through the Karoo. Its open 7 days a week and a delightful interior and courtyard await the visitor. The living areas of the lodge are Tuscan-Mediterranean, and the paved courtyard is partially covered by a grapevine-encrusted pergola. Accommodation ranges from elegant to budget, en suite, and air-conditioned. Covered lock-up parking available. Guests can enjoy light meals and sundowners on the swimming pool terrace, and superb meals are served in the restaurant. 24-hour reception.
- **Wild & Woes** – This self-catering cottage is situated about 25km from Britstown and can sleep 6 people. As it's pretty isolated, the owners hire it out for 2 or more nights only. There's a 1-3 day walking trail taking in neighbouring farms, with Karoo flora identified and marked along the route. Tel 053 631 7245

PLACES TO EAT

- **Country Café, Deli, Restaurant, and Coffee Bar** - based in the Transkaroo Country Lodge in the main street. Tel 053 672 0027 / 22. The restaurant that can seat 77 people serves à la carte meals from 07:00 to 21:00, and their wholesome Karoo fare has an established international reputation for excellence. Although roast leg of Karoo lamb is their specialty, and the evening carvery offers a good variety of dishes, there's much more on the menu to choose from. Their tea garden is well known for its superb scones and cheesecake, and light meals may be enjoyed in the courtyard or on the pool terrace during summer.

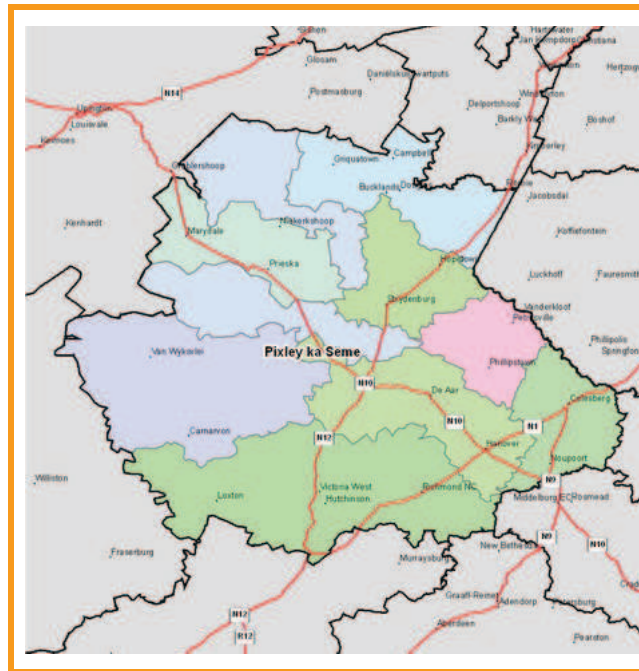
EMTHANJENI MUNICIPALITY



ANNEXURE "G"

INTERGRATED WASTE MANAGEMENT PLAN SUMMARY

PIXLEY KA SEME DISTRICT MUNICIPALITY



SUMMARY OF THE INTEGRATED WASTE MANAGEMENT PLANS FOR THE PIXLEY KA SEME DISTRICT MUNICIPALITY

October 2007



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INTRODUCTION

The Pixley Ka Seme District Municipality appointed KV3 Engineers to assist with the compilation of an Integrated Waste Management Plans (IWMP) for the Waste Management Division of the various municipalities under its jurisdiction. The municipalities that fall under the Pixley Ka Seme District Municipality are Renosterberg Municipality; Emthanjeni Municipality; Kareeberg municipality; Siyancuma municipality; Siyathemba municipality; Thembelihle municipality; Ubuntu Municipality and Umsobomvu municipality. As a requirement of the National Waste Management Strategy (NWMS) and the IDP Process all Municipalities are faced with the obligation to compile such a plan by end 2004 but at present many municipalities are still in the process of compiling an IWMP.

The compilation of this IWMP was be done in line with the Draft Starter Document for Integrated Waste Management Planning in South Africa made available by DEAT. The draft process of compiling the IWMP consisted of two phases. The Status Quo for Phase 1 consisted of an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and a needs analysis for each of these aspects.

The second phase comprised the compilation of the IWMP's. The Objectives and Goals identified was included in this phase, with alternatives for obtaining these being considered and evaluated on a high level thereafter. Based on the preferred options selected for implementation a programme was developed and cost estimates compiled to facilitate inclusion of the plan into the IDP.

The following is a summary of the IWMP's and cost estimates of the disposal infrastructure development for each municipality.

1. SUMMARY RENOSTERBERG

1.1. DISPOSAL INFRASTRUCTURE

The Renosterberg Municipality has three disposal sites to manage namely the Philipstown, Petrusville and Vanderkloof sites. The landfill sites are not authorised in terms of Section 20 of the Environment Conservation Amendment Act and authorisation applications (which include an EIA for each site) for the continued operation (in the case of Philipstown and Vanderkloof sites) and for closure (in the case of the existing Petrusville landfill) should be submitted to DEAT. The existing Petrusville landfill is located close to residential houses and has to be properly closed and rehabilitated once a new replacement site has been identified, authorised and constructed. The existing Petrusville landfill should be operated in the mean time with a view to closure in accordance with the Minimum Requirements for Waste Disposal by Landfill. The Philipstown and Vanderkloof disposal site should be upgraded (guard house with ablution at the entrance and fencing around the sites) and the operation at the sites be improved to comply with the Minimum Requirements for Waste Disposal by Landfill and in accordance with the Operational Plan (which will have to be submitted for each site as part of the Authorisation Application report for the sites). The Municipality should ensure that the operations at the disposal sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

1.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently does not have sufficient equipment for the delivery of an effective refuse removal service. Some of the waste collection vehicles are old and in a poor condition. There is a need to plan for the future replacement of these vehicles. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

1.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Renosterberg Municipality at the current moment has no personnel at the landfill sites. Landfill managers/operators (one person at each disposal site) need to be appointed to ensure the proper management of the landfill sites. Additional general workers for refuse collection may be required to service the unserved areas e.g. new developments. It is also essential that the municipal workers are properly trained for their specific tasks.

1.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

1.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

1.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

1.7. WASTE MINIMISATION

There are currently no formal Municipal driven waste minimisation activities taking place in the Renosterberg Municipality. This can also be attributed to the lack of available markets for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

Cost Estimates

Focus Area	Recommendation	Actions					
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Disposal Infrastructure Development	<p>Authorise the existing Petrusville disposal site for closure and the Philipstown and Vanderkloof disposal sites for continued operation.</p>	<p>Compile authorisation applications (including EIA) for existing Petrusville disposal site (for closure) and the Philipstown and Vanderkloof disposal sites (for continued operation).</p>	<p>Follow up on authorisation status</p>				
		<p>R 750 000 (R250 000 per site)</p>	<p>No cost assigned, to be conducted by Municipality/consultant</p>				
	<p>Identify, authorise and establish new disposal site for Petrusville.</p>	<p>Apply for authorisation (including EIA) for the establishment of a new disposal site for Petrusville.</p>	<p>Follow up on authorisation status</p>				
		<p>R 280 000</p>	<p>No cost assigned, to be conducted by Municipality/consultant</p>	<p>Audit Management of new landfill site</p>			

2. SUMMARY KAREEBERG

2.1. DISPOSAL INFRASTRUCTURE

The Kareeberg Municipality has three disposal sites to manage namely the Vosburg site, the Carnarvon site and the Vanwyksvlei site. The Carnarvon site is permitted by DWAF and the Municipality needs to conform to the permit conditions for the operation of the site. The Vanwyksvlei- and Vosburg landfill sites are in the process of being authorised for continued operation. The authorisation process for these two sites should be completed according to the scheduled programme of this project. The status of authorisation should be followed up on a regular basis by the Municipality. The Vanwyksvlei, Carnarvon and Vosburg disposal sites should be upgraded and the operations at these sites be improved to comply with the Minimum Requirements for Waste Disposal by Landfill and/or the permit conditions for the sites (once authorisations have been issued). The sites should be operated in accordance with the Operational Plans (which were submitted as part of the Authorisation applications) for the three sites to ensure that the operations at these sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

2.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently has sufficient equipment for the delivery of a refuse removal service. There is however the needs to plan for the future replacement of these vehicles. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

2.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Kareeberg Municipality at the current moment has no personnel at the landfill sites. Landfill managers (one person at each disposal site) need to be appointed to ensure the proper management of the landfill sites. It is also essential that the municipal workers are properly trained for their specific tasks.

2.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

2.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

2.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

2.7. WASTE MINIMISATION

The Kareeberg Municipality at the moment does not have any formal recycling activities. This can also be attributed to the lack of available market for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

Cost Estimates

Focus Area	Recommendation	Actions					
		2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
Disposal Infrastructure Development	Finalise Authorisation Application process for Vosburg and Vanwyksvlei Landfill Sites for continued Operation. Regular follow up on status of authorisation applications for these sites	Regular follow up on status of authorisation applications					
		No Costs Assigned. To be Conducted by the Municipality					
	Upgrade and Improve Management of Carnarvon, Vosburg and Vanwyksvlei Landfill Sites	Construct guard house and ablution facilities at the landfill sites					
		R 40 000	R 40 000				
		Upgrade fencing at landfill sites					
		R 200 000	R 200 000	R 50 000	R 54 000	R 58 320	R 62 985
		Audit Management of Landfill Sites (twice yearly audit) (8% CPI Increase)					R 68 024

3. SUMMARY SIYANTHEMBA

3.1. DISPOSAL INFRASTRUCTURE

The Siyathemba Municipality has three disposal sites to manage namely the Niekerkshoop, Prieska and Marydale sites. The Prieska site is permitted by DWAF and the Municipality needs to conform to the permit conditions for the operation of the site. The Marydale and Niekerkshoop landfill sites are not authorised in terms of Section 20 of the Environment Conservation Amendment Act and authorisation applications (which include an EIA) for the continued operation of these sites should be submitted to DEAT. The Prieska, Marydale and Niekerkshoop disposal sites should be upgraded and the operations at these sites be improved to comply with the Minimum Requirements for Waste Disposal by Landfill and/or the permit conditions for the sites (once authorisations have been issued to all the sites). The sites should be operated in accordance with the Operational Plans (which will have to be submitted as part of the Authorisation Application reports in the case of Marydale and Niekerkshoop). Since Prieska landfill is authorised by DWAF, the site should be operated in accordance with its permit conditions and the approved Operations Report. The Municipality should ensure that the operations at the disposal sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

3.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently does not have sufficient equipment for the delivery of an effective refuse removal service. The waste collection vehicles are old and in a poor condition. There is a need to plan for the future replacement of these vehicles. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

3.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Siyathemba Municipality at the current moment has limited or no personnel at the landfill sites. Landfill managers/operators (one person at each disposal site) need to be appointed to ensure the proper management of the landfill sites. It is also essential that the municipal workers are properly trained for their specific tasks.

3.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

3.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

3.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

3.7. WASTE MINIMISATION

The Siyathemba Municipality at the moment does not have any formal recycling activities. This can also be attributed to the lack of available market for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

Cost Estimates

Focus Area	Recommendation	Actions						
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Disposal Infrastructure Development	<p>Compile authorisation application (including EIA) for Niekerkshoop and Marydale, to be submitted to DEAT</p> <p>Apply for authorisation for continued operation of the Niekerkshoop and Marydale landfill sites, including EIA</p>	R 500 000 (R250 000 per site)	Follow up on authorisation status					
		No cost assigned, to be conducted by Municipality/consultant						
	<p>Upgrade and Improve Management of Prieska, Niekerkshoop and Marydale Landfill Sites</p>	Construct guard house and ablution facilities at the landfill sites						
		R 60 000	R 60 000					
		Upgrade fencing at the Niekerkshoop Landfill Site and construct fencing at Prieska and Marydale landfill sites						
		R 172 500	R 172 500	R 50 000	R 54 000	R 58 320	R 62 985	R 68 024

4. SUMMARY EMTHANJENI

4.1. DISPOSAL INFRASTRUCTURE

The Emthanjeni Municipality has three disposal sites to manage namely the De Aar, Hanover and Britstown sites. The landfill sites are not authorised in terms of Section 20 of the Environment Conservation Amendment Act, 2003. The De Aar landfill is however in the final stages of being authorised. Authorisation applications for the continued operation of the Britstown and Hanover landfill sites (which include an EIA for each site) should be compiled and submitted to DEAT. The existing damaged transfer station in the Britstown Township should be cleared and a new communal transfer station be authorised and established at a more suitable location in the township. The De Aar, Britstown and Hanover disposal sites should be upgraded (guard house with ablution at the entrance of each site and fencing around the Hanover and Britstown sites) and the operation at the sites be improved to comply with the Minimum Requirements for Waste Disposal by Landfill. The Britstown and Hanover landfills should be operated according to an Operational Plan (which will have to be compiled and submitted for each site as part of the Authorisation Application report for the sites). An Operational Plan for the De Aar landfill has been compiled and submitted to DEAT and should be implemented during the continued operation and development of the site. The Municipality should ensure that the operations at the disposal sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

4.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently does not have sufficient equipment for the delivery of an effective refuse removal service. Some of the waste collection vehicles are old and in a poor condition. There is a need to plan for the future replacement of these vehicles. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

4.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Emthanjeni Municipality at the current moment has limited or no personnel at the landfill sites. The proper management of the landfill sites will necessitate that the Municipality has personnel at the sites. Due to the small size of the Hanover and Britstown disposal sites, the Municipality can appoint at least 1 person per disposal site, which will have to guard the gate (entrance control),

supervise/operate the site and pick up wind-blown litter when necessary. The De Aar landfill is accepting more waste than the other landfills in the Municipal Area and more staff should be present on the site. The site should at least be manned by a site supervisor/operator, a gate guard to control access and record waste volumes entering the site and a litter picker who can pick up wind-blown litter.

Additional general workers for refuse collection may be required to service the unserved areas e.g. new developments. It is also essential that the municipal workers are properly trained for their specific tasks.

4.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

4.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

4.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

4.7. WASTE MINIMISATION

There is currently a recycling centre in De Aar where residents can take their glass, paper and plastic. The centre also does scrap metal recycling. The municipality are not directly involved with this centre. Informal recycling is also taking place at the De Aar landfill site.

The Municipality is currently not offering any recycling incentives to private people or businesses.

This can also be attributed to the lack of available markets for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

Cost Estimates

Focus Area	Recommendation	Actions						
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
<p style="color: red; text-align: center;">Disposal Infrastructure Development</p>	<p>Authorise the Hanover and Britstown disposal sites for continued operation. Follow up and complete authorisation process for the De Aar landfill.</p>	<p>Compile authorisation applications (including EIA) for Britstown and Hanover disposal sites.</p>		<p>Follow up on authorisation status</p>				
		<p>R 500 000 (R250 000 per site)</p>	<p>No cost assigned, to be conducted by Municipality</p>					
		<p>Complete authorisation process for the De Aar landfill and continuously liaise with DEAT on status of issuing of authorisation for the site</p>	<p>Follow up on authorisation status</p>					
		<p>No cost assigned, to be conducted by Municipality/ consultant</p>						
	<p>Authorise and establish new communal transfer station in Britstown township. Clear existing damaged transfer station.</p>	<p>Compile authorisation report (including EIA) for the identification and establishment of a new communal transfer station for Britstown township and submit to DEAT. Clear existing damaged transfer station at Britstown township.</p>	<p>R 225 000</p>	<p>Follow up on authorisation status</p>				<p>Audit Management of new communal transfer station in Britstown township</p>
								<p>No cost assigned, to be conducted by Municipality</p>

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Focus Area	Recommendation	Actions						
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
<p>Disposal Infrastructure Development</p>	<p>Upgrade and Improve management of De Aar, Hanover and Britstown Disposal Sites.</p>	<p>Construct guard house and ablation facilities at the De Aar, Britstown and Hanover Landfill Sites. Construct proper fencing around the Britstown and Hanover landfill site. Operate landfills in accordance with Minimum Requirements for Waste Disposal by Landfill</p>						
		<p>Audit Management of Landfill Sites (twice yearly audit) (8% CPI Increase)</p>	R 344 000	R 90 000	R 97 200	R 104 976	R 113 375	R 122 445

5. SUMMARY SIYANCUMA

5.1. DISPOSAL INFRASTRUCTURE

The Siyancuma Municipality has three disposal sites to manage namely the Douglas, Griekwastad and Campbell sites. The sites are not authorised in terms of Section 20 of the Environment Conservation Amendment Act and authorisation applications (which include an EIA) for the continued operation of these sites should be submitted to DEAT. The Municipality has identified the need for the establishment of a communal disposal site at Schmidtsdrift. An application for authorisation should be compiled and submitted to DEAT. Once an authorisation for the site has been issued, the Municipality can start with the construction works at the site before disposal may start. The Douglas, Griekwastad and Campbell disposal sites should be upgraded (entrance control with guard house and ablution facility) and the operations at these sites be improved to comply with the Minimum Requirements for Waste Disposal by Landfill. The sites should be operated in accordance with the Operational Plans (which will have to be submitted as part of the Authorisation Application reports). The Municipality should ensure that the operations at the disposal sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

5.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently does not have sufficient equipment for the delivery of an effective refuse removal service. The waste collection vehicles are old and in a poor condition. There is a need to plan for the future replacement of these vehicles, as well as to purchase additional vehicles should the need arise with new developments in the area. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

5.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Siyancuma Municipality at the current moment has limited or no personnel at the landfill sites. Landfill managers/operators (one person at each disposal site) need to be appointed to ensure the proper management of the landfill sites. It is also essential that the municipal workers are properly trained for their specific tasks.

5.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

5.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

5.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

5.7. WASTE MINIMISATION

The Siyancuma Municipality at the moment does not have any formal recycling activities. This can also be attributed to the lack of available market for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

6. SUMMARY THEMBELHILE

6.1. DISPOSAL INFRASTRUCTURE

The Thembelihle Municipality has two disposal sites to manage namely the Hopetown and Strydenburg sites. The landfill sites are not authorised in terms of Section 20 of the Environment Conservation Amendment Act and authorisation applications (which include an EIA for each site) for the continued operation (in the case of Strydenburg site) and for closure (in the case of the existing Hopetown landfill) should be submitted to DEAT. Funds have been allocated for the establishment of a new disposal site for Hopetown. The existing Hopetown landfill has to be properly closed and rehabilitated once the new replacement site has been authorised and constructed. The existing Hopetown landfill should be operated in the mean time with a view to closure in accordance with the Minimum Requirements for Waste Disposal by Landfill. The new Hopetown disposal site is in the process of being authorised (EIA completed) and the status of the authorisation should be followed up. The Strydenburg disposal site should be upgraded (guard house with ablution at the entrance and fencing around the site) and the operation at the site be improved to comply with the Minimum Requirements for Waste Disposal by Landfill and in accordance with the Operational Plan (which will have to be submitted as part of the Authorisation Application report). The Municipality should ensure that the operations at the disposal sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

6.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently does not have sufficient equipment for the delivery of an effective refuse removal service. Some of the waste collection vehicles are old and in a poor condition. There is a need to plan for the future replacement of these vehicles. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

6.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Thembelihle Municipality at the current moment has limited or no personnel at the landfill sites. Landfill managers/operators (one person at each disposal site) need to be appointed to ensure the proper management of the landfill sites. Additional general workers for refuse collection may be

required to service the unserved areas e.g. new developments. It is also essential that the municipal workers are properly trained for their specific tasks.

6.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

6.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

6.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

6.7. WASTE MINIMISATION

The Thembelihle Municipality at the moment does have a formal initiative to recycle cans and metals in town. No other materials are however recycled. This can also be attributed to the lack of available markets for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

Cost Estimates

Focus Area	Recommendation	Actions						
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Disposal Infrastructure Development	<p>Authorise the existing Hopetown disposal site for closure and the Strydenburg disposal site for continued operation.</p>	<p>Apply for authorisation for continued operation of the Strydenburg landfill site, and apply for authorisation for closure of the existing Hopetown landfill site, including EIA's with each authorisation</p>	<p>Follow up on authorisation status</p>					
		<p>R 500 000 (R250 000 per site)</p>	<p>No cost assigned, to be conducted by Municipality/consultant</p>					
	<p>Upgrade and Improve management of Strydenburg Disposal Site, as well as the existing Hopetown site until closure.</p>	<p>Construct guard house and ablation facility at the Strydenburg Landfill Site</p>	<p>Secure existing Hopetown landfill to prevent further disposal after closure</p>	<p>Audit Management of Landfill Sites (twice yearly audit) (8% CPI Increase)</p>				
		<p>R 160 000</p>	<p>R 50 000</p>	<p>R 50 000</p>	<p>R 54 000</p>	<p>R 58 320</p>	<p>R 62 985</p>	<p>R 68 024</p>

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Focus Area	Recommendation	Actions					
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
<p style="text-align: center;">Disposal Infrastructure Development</p>	<p style="text-align: center;">Close and rehabilitate existing Hopetown landfill. Follow up on status of authorisation for replacement new disposal site for Hopetown.</p>	<p>Liaise with DEAT on status of authorisation of new disposal site in Hopetown.</p>	<p>Close and rehabilitate the existing Hopetown landfill in accordance with the Minimum Requirements for Closure of a Landfill (once new replacement site has been authorised and constructed)</p>				
		<p>No Costs Assigned. To be conducted by Municipality / Consultant</p>	<p>R 600 000</p>	<p>No Costs Assigned</p>	<p>No Costs Assigned</p>	<p>No Costs Assigned</p>	<p>No Costs Assigned</p>
		<p>Maintain closed Hopetown landfill site</p>					

7. SUMMARY UBUNTU

7.1. DISPOSAL INFRASTRUCTURE

The Ubuntu Municipality has three disposal sites to manage namely the Victoria West, Loxton and Richmond sites. The landfill sites are not authorised in terms of Section 20 of the Environment Conservation Amendment Act and authorisation applications (which include an EIA for each site) for the continued operation (in the case of Loxton and Richmond sites) and for closure (in the case of the existing Victoria West landfill) should be submitted to DEAT. The existing Victoria West landfill has reached the end of its lifetime and should be properly closed and rehabilitated once the new replacement site has been authorised and constructed. The existing Victoria West landfill should be operated in the mean time with a view to closure in accordance with the Minimum Requirements for Waste Disposal by Landfill. The new Victoria West disposal site is in the process of being authorised and the status of the authorisation should be followed up. The Loxton and Richmond disposal sites should be upgraded (guard house with ablution at the entrance and fencing around the site) and the operations at these sites be improved to comply with the Minimum Requirements for Waste Disposal by Landfill. The Loxton and Richmond sites should be operated in accordance with the Operational Plans (which will have to be submitted as part of the Authorisation Application reports). The Municipality should ensure that the operations at the disposal sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

7.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently does not have sufficient equipment for the delivery of an effective refuse removal service. The waste collection vehicles are old and in a poor condition. There is a need to plan for the future replacement of these vehicles. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

7.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Ubuntu Municipality at the current moment has no personnel at the landfill sites. Landfill managers/operators (one person at each disposal site) need to be appointed to ensure the proper management of the landfill sites. It is also essential that the municipal workers are properly trained for their specific tasks.

7.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

7.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

7.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

7.7. WASTE MINIMISATION

The Ubuntu Municipality at the moment does not have any formal recycling activities. This can also be attributed to the lack of available market for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

Cost Estimates									
Focus Area	Recommendation	Actions							
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
Disposal Infrastructure Development	Authorise the existing Victoria-West disposal site for closure and the Loxton and Richmond disposal sites for continued operation.	Apply for authorisation for continued operation of the Loxton and Richmond landfill sites, and apply for authorisation for closure of the Victoria West landfill site, including EIA's with each authorisation	Follow up on authorisation status						
		R 750 000 (R250 000 per site)	No cost assigned, to be conducted by Municipality/consultant						
	Upgrade and Improve management of Loxton and Richmond Disposal Sites, as well as the existing Colesberg site until closure	Construct guard house and ablation facilities at the Loxton and Richmond landfill sites							
		R 40 000	R 40 000						
		Construct proper fencing around the Loxton and Richmond landfill sites. Secure Victoria West site once closed to prevent the further disposal of waste on the site							
		R 150 500	R 172 500	R 50 000	R 54 000	R 58 320	R 62 985	R 68 024	
		Audit Management of Landfill Sites (twice yearly audit) (8% CPI Increase)							

**PIXLEY KA SEME DISTRICT MUNICIPALITY:
SUMMARY OF THE INTEGRATED WASTE MANAGEMENT PLANS**



Focus Area	Recommendation	Actions					
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
<p>Disposal Infrastructure Development</p>	<p>Close and rehabilitate existing Victoria West landfill. Follow up on status of authorisation for replacement new disposal site for Victoria West.</p>	<p>Liaise with DEAT on status of authorisation of new disposal site in Victoria West.</p>	<p>Close and rehabilitate the existing Victoria West landfill in accordance with the Minimum Requirements for Closure of a Landfill (once new replacement site has been authorised and constructed</p>				
		<p>No Costs Assigned. To be conducted by Municipality / Consultant</p>	<p>R 500 000</p>	<p>No Costs Assigned</p>	<p>No Costs Assigned</p>	<p>No Costs Assigned</p>	<p>No Costs Assigned</p>

8. SUMMARY UMSOMBONVU

8.1. DISPOSAL INFRASTRUCTURE

The Umsobomvu Municipality has three disposal sites to manage namely the Colesberg, Norvalspont and Noupoot sites. The Colesberg and Noupoot disposal sites are permitted by DWAF and the Municipality needs to conform to the permit conditions for the operation of these sites. The Norvalspont landfill site is not authorised in terms of Section 20 of the Environment Conservation Amendment Act and an authorisation application (which include an EIA) for the continued operation of the site should be submitted to DEAT. The Colesberg, Norvalspont and Noupoot disposal sites should be upgraded and the operations at these sites be improved to comply with the Minimum Requirements for Waste Disposal by Landfill and/or the permit conditions for the sites. The Norvalspont site should be operated in accordance with the Operational Plan (which will have to be submitted as part of the Authorisation Application report). Since the Colesberg and Noupoot landfills are authorised by DWAF, the sites should be operated in accordance with their permit conditions and the approved Operational Reports. The Municipality should ensure that the operations at the disposal sites are done in accordance with sound waste disposal principles and that the sites be effectively managed in the future.

8.2. WASTE COLLECTION INFRASTRUCTURE

The Municipality currently does not have sufficient equipment for the delivery of an effective refuse removal service. Some of the waste collection vehicles are old and in a poor condition. There is a need to plan for the future replacement of these vehicles. The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

8.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Umsobomvu Municipality at the current moment has limited or no personnel at the landfill sites. Landfill managers/operators (one person at each disposal site) need to be appointed to ensure the proper management of the landfill sites. It is also essential that the municipal workers are properly trained for their specific tasks.

8.4. FINANCIAL RESOURCES

The current billing system does not seem to be effective. A pre-paid system should be investigated to be implemented where non-payment of fees is present.

8.5. DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders.

8.6. MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighbourhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns to minimise illegal dumping.

8.7. WASTE MINIMISATION

The Umsobomvu Municipality at the moment does not have any formal recycling activities. This can also be attributed to the lack of available market for the recycled materials. The distribution of recycle containers throughout town will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimisation for businesses should also be investigated.

Cost Estimates

Focus Area	Recommendation	Actions						
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Disposal Infrastructure Development	Compile authorisation application (including EIA) for Norvalspont landfill, to be submitted to DEAT	Apply for authorisation for continued operation of the Norvalspont landfill site, including EIA	Follow up on authorisation status					
		R 250 000	No cost assigned, to be conducted by Municipality/consultant					
Upgrade and Improve Management of Prieska, Niekershoop and Marydale Landfill Sites	Construct guard house and ablution facilities at the landfill sites							
		R 60 000	R 60 000					
		Construct proper fencing around the Colesberg, Norvalspont and Noupoot landfill sites						
		R 172 500	R 172 500	R 50 000	R 54 000	R 58 320	R 62 965	R 68 024
			Audit Management of Landfill Sites (twice yearly audit)					

9. SUMMARY DISTRICT MANAGEMENT AREA

9.1. DISPOSAL INFRASTRUCTURE DEVELOPMENT

This area relates to the development, upgrading and legalisation of disposal infrastructure. This includes the identification of new infrastructure required, the permitting of existing unauthorised facilities, and the upgrading of the current infrastructure as well as the improvement of management practices at the various locations.

9.2. WASTE COLLECTION INFRASTRUCTURE

The shortcomings in the available collection infrastructure will be identified. This will involve possible fleet shortages, receptacle placement and route planning.

9.3. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

This area involves the identification of human resource shortcomings and alteration to employee structures.

9.4. FINANCIAL RESOURCES

This area relates to existing and required financial structures and strategies.

9.5. DISSEMINATION OF INFORMATION/COMMUNICATION

This area covers the need for effective record keeping and the development of a Waste Information System, the sharing of available information as well as co-operation of the various stakeholders within the area.

9.6. MANAGEMENT OF ILLEGAL ACTIVITIES

This focus area relates to illegal dumping activities within the DMA. This involves identification of possible illegal dumping hot spots, development of clean up and anti dumping campaigns, possible revision of bylaws as well as revision of collection strategies.

9.7. WASTE MINIMISATION

This area involves the identification of specific waste minimisation strategies, whether it is separation and collection at the source, privatisation of recycling activities, development of collection points throughout the area as well as public awareness/education strategies.

It is important to structure Goals and Objectives in accordance with the Government's strategy of waste minimisation. The official hierarchy adopted in the Government Waste Management Strategy is as follows:

10. COST ESTIMATES

The following is a cost estimate for all costs other than disposal infrastructure development. These costs are relatively the same for the budget off each municipality and are per municipality.

**PIXLEY KA SEME DISTRICT MUNICIPALITY:
SUMMARY OF THE INTEGRATED WASTE MANAGEMENT PLANS**



Focus Area	Recommendation	Actions							
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
Waste Collection Infrastructure	Extend service to un-serviced areas.	Assist Farmers with Proper Waste Disposal Techniques	Add new residential development areas as it develops	Add new residential development areas as it develops	Add new residential development areas as it develops	Add new residential development areas as it develops	Add new residential development areas as it develops	Add new residential development areas as it develops	
		No Costs Assigned. To be conducted by Municipality	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	
	Extend & Maintain Collection Fleet	Compile Equipment Replacement Plan	Implement Equipment Savings Plan	Replace equipment as Required	Replace equipment as Required	Replace equipment as Required	Replace equipment as Required	Replace equipment as Required	
		R 25 000	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	
	Optimise Collection Route	Maintain Current Collection Fleet	Maintain Current Collection Fleet	Maintain Current Collection Fleet	Maintain Current Collection Fleet	Maintain Current Collection Fleet	Maintain Current Collection Fleet	Maintain Current Collection Fleet	
		No Costs Assigned. In Current Municipal Budget	No Costs Assigned. In Current Municipal Budget	No Costs Assigned. In Current Municipal Budget	No Costs Assigned. In Current Municipal Budget	No Costs Assigned. In Current Municipal Budget	No Costs Assigned. In Current Municipal Budget	No Costs Assigned. In Current Municipal Budget	
		Include new Areas into Collection Route							
		R 12 000	R 12 000	No Costs Assigned. To be Conducted by the Municipality					

**PIXLEY KA SEME DISTRICT MUNICIPALITY:
SUMMARY OF THE INTEGRATED WASTE MANAGEMENT PLANS**



Focus Area	Recommendation	Actions						
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
	Standardise Refuse Receptacles	Continue with current refuse collection system, but continuously review the system for possible phasing in of 240 l wheellie bins should it prove to be feasible						
Institutional Capacity & Human Resources	Employ Additional Staff to manage landfill sites	Appoint a site supervisor/operator at each disposal site	No costs Assigned. To be conducted by the Municipality					
		No Costs Assigned. To be Negotiated by the Municipality	No Costs Assigned. To be Conducted by the Municipality					
	Locally Train Low Level Staff Specialised Training for Specialised Posts	Train New Staff (High First Year Costs Followed by Updating Training if Required)						
		R 50 000	R 10 000	R 10 800	R 11 664	R 12 597	R 13 604	R 14 693
Financial Resources	Implement Standardised Tariff Structure	Ensure Training of Landfill Managers						
		No Costs Assigned. To be Conducted by the Municipality						
		Evaluate Level of Service Delivery	Update Tariffs as Service Levels Improve					
		Develop Standardised Tariffs for Specific Levels of Service.	Increase Tariffs to Combat Inflation					
		No Costs Assigned. To be Conducted by the Municipality	No Costs Assigned. To be Conducted by the Municipality					

**PIXLEY KA SEME DISTRICT MUNICIPALITY:
SUMMARY OF THE INTEGRATED WASTE MANAGEMENT PLANS**



Focus Area	Recommendation	Actions							
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
Dissemination of Information / Communication	Implement Pre-paid system	Inform Community regarding Implementation of System	Upgrade System as Required						
		Implement Pre-Paid System							
	R 65 000	R 40 000	No Costs Assigned. To be Conducted by the Municipality						
Develop WIS	Appoint Consultant to Develop WIS	Maintain and Update WIS as Situation Change in Municipality							
		No Costs Assigned. Generic WIS being designed by DEAT							
	Attend Workshops	Attend Quarterly Waste Management Workshops	Attend Quarterly Waste Management Workshops	Attend Quarterly Waste Management Workshops	Attend Quarterly Waste Management Workshops	Attend Quarterly Waste Management Workshops	Attend Quarterly Waste Management Workshops	Attend Quarterly Waste Management Workshops	Attend Quarterly Waste Management Workshops
No Costs Assigned		No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	No Costs Assigned	
Publish Newspaper Notices and Flyers. Conduct Road Shows		Publish Newspaper Notices and Flyers.	Publish Newspaper Notices and Flyers. Conduct Road Shows	Publish Newspaper Notices and Flyers.	Publish Newspaper Notices and Flyers.	Publish Newspaper Notices and Flyers. Conduct Road Shows	Publish Newspaper Notices and Flyers.	Publish Newspaper Notices and Flyers. Conduct Road Shows	
Build Community Awareness	R 35 000	R 12 000	R 38 000	R 14 000	R 40 000	R 16 000	R 42 000		
	Inform Communities of Proposed Program	Establish Community Watch System Implement Incentive Schemes	Establish Community Watch System	Incorporate New Neighbourhoods into the Community Watch System					
	R 20 000	R 20 000	R 20 000	No Costs Assigned					
Management of Illegal Activities	Establish Community Watch Programme								
		No Costs Assigned							

**PIXLEY KA SEME DISTRICT MUNICIPALITY:
SUMMARY OF THE INTEGRATED WASTE MANAGEMENT PLANS**



Focus Area	Recommendation	Actions						
		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
	Amend By-Laws	Update By-Laws as Required						
	Amend By-Laws	No Costs Assigned						
	Provide Skips Throughout Town	Purchase Skips for Existing Neighbourhoods R 6 800 /skip	Purchase Skips for New Developments as the Need Arise					
Management of Illegal Activities	Provide Recycling Containers Throughout Town	Purchase Recycling Containers	Add Additional Containers to Service New Development Areas					
		Locate Containers at Strategic Places Improve Community Awareness	Continual Awareness Program					
		R 60 000	R 40 000	No Costs Assigned				
	Incentive Schemes for In-House Recycling	Develop Discount System for Businesses Implement Discount Strategy	Maintain and Evolve Discount System to Incorporate New Businesses					
		No Costs Assigned. To be Conducted by the Municipality	No Costs Assigned. To be Conducted by the Municipality					

11. RECOMMENDATIONS AND CONCLUSION

Apart from the recommendations in the above sections, the following recommendations are made:

A Waste Information System should be implemented for the whole district. The aim of this information system will be to provide all the necessary detail information pertaining to waste management i.e. permit status of landfills, volumes disposed of, condition of the landfills, number and type of equipment, date of purchase, operating and maintenance cost, replacement date, type of service, number of service points (domestic, commercial and industrial), the number of personnel involved, etc.

Decisions concerning new equipment or services can then be made based on accurate information provided by the above system. Some of the information in this document can serve as a basis for future development of such a Waste Information System. The above is regarded to be of the utmost importance to the district as well as the local municipalities.

This IWMP should be re-evaluated and expanded to a detail operational plan, once suitable information is available from the system as to ensure that future planning is done correctly:

- Service levels should be work shopped with the community to obtain their views and inputs on the proposed upgrading of their service and the cost implications involved.
- Community awareness campaigns should be implemented to educate the communities on responsible waste management i.e. why a landfill is fenced, why you dispose of your waste in waste receptacles, why waste is covered at a landfill, why illegal dumping is costly, etc.
- The municipalities should promote recycling and/or waste minimisation. The recyclers on site should be formalised to ensure that they co-operate with the landfill supervisors.

The above recommendations together with the recommendations in the previous sections should ensure that the short term waste management requirements in the region are met. Once the Waste Information System is implemented, this Plan should be re-evaluated and if need be adjusted. Long term planning can then be done in a more responsible manner. This will ensure that sound waste management is practised in the region.

EMTHANJENI MUNICIPALITY



ANNEXURE "H"

IDP PROCESS PLAN 2010/2011

Emthanjeni Municipality

Process Plan for 2010/11 IDP Review

EMTHANJENI MUNICIPALITY IDP REVIEW PROCESS PLAN FOR 2010 / 2011 FINANCIAL YEAR

Activity	Strategic Input/Output	Deadline	Responsibility	To Whom
<p>Preparation</p> <ul style="list-style-type: none"> ○ Commence Date ○ Process Plan Drafting & Approval ○ Table process plan to the Council for adoption ○ Formalize the necessary institutional arrangements <ul style="list-style-type: none"> ● Roles and responsibility ● Mechanism for active community participation ● Timeframes – alignment and coordination ○ Advertise the process plan ○ Conduct 1st IDP Representative Forum meeting <ul style="list-style-type: none"> ● To say where we are and the process intention ● To determine key strategic projects ● Explain Budget Process /Budget compilation programme 	<p>Desktop Work</p> <ul style="list-style-type: none"> ○ Adopted process plan ○ Organizational arrangements ○ Responsibility to be undertaken by municipal officials ○ Effective public participation ○ Timeframes and targets ○ Public notification: Give notice to the local community of particulars of the process it intends to follow ○ Introduce the process to the forum 	<ul style="list-style-type: none"> ○ August 10 ○ November 10 ○ November 10 ○ November 10 	<p>IDP/LED Coordinator MM DCCS Manager Development</p> <p>Manager Development IDP/LED Coordinator</p> <p>Manager Development IDP/LED Coordinator</p>	<p>Ward Councillors Council</p> <p>IDP Rep Forum</p>
<p>Analysis Phase</p> <ul style="list-style-type: none"> ○ GAP Analysis of existing IDP's & KPA's <ul style="list-style-type: none"> ● Situational analysis ● Physical and climatic environment ● Progress on previous 	<p>Desktop work</p> <ul style="list-style-type: none"> ○ Identify level of services ○ Identify social economic, physical/environmental issues as well as institutional issues ○ Identification of problems, needs and priorities of community 	<p>November 10</p>	<p>IDP/LED Coordinator DCCS Manager Development / Service Provider(s) Steering Committee</p>	

<p>commitments</p> <ul style="list-style-type: none"> Institutional analysis in line with PGDS, WSDP, DGDS, DSDF, etc. <p>Institutional</p> <ul style="list-style-type: none"> Mandate, power and functions Institutional SWOT analysis Institution transformation Spatial Development profile Demographic profile Health profile Education and training profile Social development profile Safety and security profile Economic profile Housing profile Land profile Environmental profile Infrastructure profile Indebt need analysis Analysis of MEC's comments on IDP Analysis of IDP engagement outcomes Analysis of MEC's comments on IDP Development objectives <ul style="list-style-type: none"> Formulate Vision and Mission statement of the Council Review of development objectives <p>Project Identification Phase</p> <ul style="list-style-type: none"> Identification of development projects in the IDP Institutional restructuring 	<ul style="list-style-type: none"> Developed Council's development objectives Developed strategies Compile Strategic Development Plan Alignment of projects to provincial, national and district projects/programmes <p>Desk Work</p> <p>Rep Forum Workshop</p> <p><u>Information requirement</u></p> <ul style="list-style-type: none"> Target group Location of the project When it will start & end 	<p>December 10</p> <p>before indebt need analysis</p> <p>before indebt need analysis</p> <p>November 10</p> <p>November 10</p> <p>November 10</p> <p>November 2010</p>	<p>Steering Committee</p> <p>MM DCCS Manager Development IDP/LED Coordinator Steering Committee</p> <p>Steering Committee Manager Development IDP/LED Coordinator</p>	
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<ul style="list-style-type: none"> ○ Link projects to: <ul style="list-style-type: none"> ● Development objective of the Council ● PMS ● Budget ● LG 5 year strategic agenda ● NSDP, PGDS, DGDS, DSDF 	<ul style="list-style-type: none"> ● Who will be responsible for managing it? ● How much will it cost ● Where the money will come from ● Targets & indicators to measure performance & impact of the project. ○ Projects are identified & reviewed ○ EPWP projects identified 	<p>Manager Development IDP/LED Coordinator Department of Public Works</p>	
<p><u>Development strategies phase</u></p> <ul style="list-style-type: none"> ● Review of development strategies and priorities <p><u>Screening, revision & integration of projects and programmes phase</u></p> <ul style="list-style-type: none"> ● Integrated sector programme (LED, HIV/AIDS, poverty alleviation, gender equity etc.) ● Integrated Spatial Development 	<ul style="list-style-type: none"> ○ Projects must be in line with the Municipality's objectives & strategies ○ Also with the resource framework & comply with the legal requirements. 	<p>Steering Committee</p> <p>Steering Committee</p>	<p>Dec 2010</p> <p>Dec 2010</p>
<p>1st round of community consultation</p> <ul style="list-style-type: none"> ○ Outreach campaign to inform the community about the IDP priorities ○ Direct communication to be priorities 	<p>Ward 1-7</p>	<p>Mayor, WC, MM Manager Development IDP/LED Coordinator</p>	<p>Jan –Febr 2011 Municipal Budget Week Elderly, Women's Month activities, Africa Day etc. March 2011</p> <p>Communities of De Aar, Britstown and Hanover</p>
<p><u>Breakdown of outreach activities:</u></p> <ul style="list-style-type: none"> ○ Local level marketing to be considered ○ Active multi-media campaign on the IDP ○ Involvement of CDW's & Ward Committees 	<p>Ward 1-7</p>	<p>WC, MM Manger Development IDP/LED Coordinator</p>	<p>Ward 1-7</p>
<p>IDP 1st Quarter</p> <p>Consult with Ward Committees Ward 1-7 IDP 2nd Quarter</p>	<ul style="list-style-type: none"> ○ Stakeholder forums ○ Community meetings 	<p>Manger Development IDP/LED Coordinator</p>	<p>April 2011</p> <p>Ward Committees</p>

Consultation with IDP Steering Committee	Submit inputs by HOD's on: <ul style="list-style-type: none"> Annual Financial Budget MIG Projects EPWP All relevant information 	May 2011 June 2011 July 2011 August 2011 September 2011	Manager Development IDP/LED Coordinator All HOD's	IDP Steering Committee
Targeted Sectoral Meetings	<ul style="list-style-type: none"> Inputs from different sectors (Agriculture, religious, youth, women, people with disabilities, etc) 	26/11/10-08/12/10 & 16/01/11-23/01/11	Director Corporate Services Manager Development IDP/LED Coordinator	
Consultation with IDP Representative Forum 2 nd IDP Rep Forum Meeting	<ul style="list-style-type: none"> Presentation to the IDP Rep Forum Input meetings Sectoral meetings 	January 2011	DCCS Manager Development IDP/ LED Coordinator	IDP Rep Forum
IDP Steering Committee Meeting	<ul style="list-style-type: none"> Consultation Meetings 	August 2010 November 2010 January 2011 February 2011 March 2011	DCCS Manager Development IDP/LED Coordinator	Steering Committee
Performance Management System Meeting	<ul style="list-style-type: none"> Desk Work 	October 2010	Mayor Municipal Manager	
Finalization of IDP preliminary budget format		continuous	MM & HOD's	
Community IDP & Budget input Meeting	<ul style="list-style-type: none"> Input meetings 	/10/2010 to /10/2010	Mayor, WC, Municipal Manager & CFO	
Performance Management Input Meetings		/10/2010	Mayor, MM	
Workshop Executive Committee	Workshop	November 2010	DCCS Manager Development IDP/LED Coordinator	Exco & Councillors
Community IDP & Budget Report Back Meetings	<ul style="list-style-type: none"> Ward 1-7 	/02/2011 to /02/2011	Mayor, WC, Exco, Cllrs, MM & HOD's	
Circulate draft IDP for inputs to: <ul style="list-style-type: none"> Shared Services Centre IDP Steering Committee IDP Rep Forum Sector Department 	<ul style="list-style-type: none"> Consultation process to assess budget process and implementation Public participation Present Draft IDP Confirmation of information and projects 	February 2011	DCCS Manager Development IDP/LED Coordinator	SSC IDP Steering Committee IDP Rep Forum Sector Department

Consultation with IDP Representative Form 3 rd IDP Rep Forum Meeting	o Consultation meeting with IDP Rep Forum members	February 2011	DCCS Manager Development IDP/LED Coordinator	IDP Rep Forum
Submit draft IDP to the Mayor & Municipal Council		/03/2011	MM	Mayor , Exco & Councillors
Approval Phase Approval of Revised Integrated Development Plan	o Draft to Infr /Dev Committee o 1 st draft to Exco o Reviewed IDP adopted by Council	/05/2011	MM, DCCS Development Manager	Council
Notice of Draft IDP/ PMS/ Budget	o Public comments to comment on the Draft IDP	20 days – April 2011	Manager Development IDP/LED Coordinator	Ward 1-7 Departments
Community notification of Revised IDP Concept/extracts from the plan are available for public inspection at specified places	o Comments from all stakeholders o Publicize a summary of the Revised IDP	Timeframes: within 14days after adoption by Council	Development Manager IDP/LED Coordinator	
Submit reviewed IDP to Provincial IDP coordinator	o Legal compliance o Assessment o Comments from national and provincial IDP assessment panel	Timeframes: within 10 days of adoption/ amendment of the plan	Development Manager	Provincial IDP Coordinator
Community IDP and Budget Report back meetings	o Business community o NGO`s o Agricultural		Mayor, WC, Exco, Councillors, MM & HOD`s.	
Report back meetings: ward 1-7	o Legal Compliance	31 May 2011	Municipal Manager	Submit reviewed and adopted IDP to MEC for Local Government
Submit reviewed and adopted IDP to MEC for Local Government				
Implementation Phase Operational Business Plans Municipal Budget Monitor & Evaluation Reporting	Rep Forum Monitor & track progress of the implementation of the IDP Desk Work	Continuous	DCCS Manager Development IDP/LED Coordinator Steering Committee	

EMTHANJENI MUNICIPALITY



ANNEXURE "1"

IDP EVALUATION FRAMEWORK 2010/2011



Cooperative Governance & Traditional Affairs

Department:
Cooperative Governance and Traditional Affairs
REPUBLIC OF SOUTH AFRICA

Municipality Name: EMTHANJENI MUNICIPALITY

Date: 27 JUNE 2011

The Overview and Purpose of the IDP Analysis

- There will be a common IDP analysis window of 2 weeks, scheduled to take place during 2011
- The analysis will broadly cover the following important aspects:
 1. Are all issues identified in the TAS covered and integrated in the IDP?
 2. Does the IDP being analysed need to be simplified?
 3. Municipalities must be analysed on basket categories accordingly i.e. High, Medium and Low
 4. Is there a clear commitment by all Sector Departments involved?
 5. MEC comments must be questioned. Was the previous MEC comments taken into account? If so, has the comments materialized into a higher quality IDP?

Does the MEC process add value to the process and in the event of plans not being of a higher quality, then maybe we should make a step towards a more simplified IDP for the municipality in concern. The use of simplified IDP's will allow for sector departments to mobilize funds in a more efficient manner.
 6. Assessors to check whether Water Services Plan, EIA and other plans are outdated? Plans like the Workplace Skills Plan gives insight to capacity related issues. It is important that municipalities should provide a detailed report on what exactly they require from sector plans. The IDP implementation for the past 4 years must be assessed.
 7. The monitoring and evaluation unit and process must be well integrated with the IDP assessments.

Introduction

This Analysis Framework is intended to serve as a tool to guide the crafting, design, improvement and analysis of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the joint planning and analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather as a tool or guide for differential and simplified IDP's.

Key Focal Areas

1. Spatial Considerations
2. Service Delivery and Infrastructure Planning
3. Financial Planning and Budgets
4. LED
5. Good Governance: Public Participation, labour, IGR etc.
6. Institutional Arrangements

A Minimum Requirement IDP

The Integrated Development Plan must therefore both comply with relevant legislation (see Appendix B) and convey the following:

1. Compliance and adherence to constitutional and policy mandate for developmental local government
2. Awareness by municipality of its role and place in the regional provincial and national context and economy. The Municipality must also show how it would contribute to the fight against poverty, the creation of jobs and improving the quality of lives of its citizens.
3. Awareness by municipality of its own intrinsic characteristics and criteria for success
4. Comprehensive description of the area – the environment and its spatial characteristics including backlogs
5. A clear strategy, based on local developmental needs on a ward-by-ward basis. The IDP must not be a 'wish-list' but subjected to the realities of what can be delivered by the budget over the three to five year horizons.
6. Insights into the trade-offs and commitments that are being made re: economic choices, establishment of SHS, integrated service delivery etc
7. The key deliverables for the next 5 years
8. Clear measurable budget and implementation plans aligned to the SDBIP
9. A monitoring system (OPMS)
10. Determines capacity of municipality
11. Communication, participatory and decision-making mechanisms

12. The degree of intergovernmental action and alignment to government wide priorities.
13. Reporting timeframes and the regulatory periods for reporting
14. Alignment with, and indication of, an aligned organogram
15. Alignment between the SDBIP and the performance contracts of section 57 managers.

IDP Analysis Framework 2011

KPA 1: Spatial Considerations

The understanding of the economic, physical and social space that the municipality inhabits is the most critical starting point for a credible IDP. For additional reference, some core evaluative criteria for Spatial Development Frameworks may include the following:

- MSA Regulations – assess contents of SDF in terms of the MSA Regulations.
- SDFs should reflect principles of the NSDP and PGDS at district and local levels.
- Does the SDF reflect adequate research into regional natural, demographic realities, the potential for economic activity, and advancing Sustainable Human Settlements?
- Does the SDF provide a basis for the Land Use Management System and an implementation plan?
- Are Infrastructure Projects, including those for Service Delivery, planned on the basis of the SDF?
- Spatial development analysis must be also be targeted to the needs of communities and reflect these needs on a ward-by-ward basis.

Note:

- For B3 – B4 municipalities:
 - The District SDF should be adopted by the Local Municipality
 - Spatial Considerations should be considered but will not determine the municipalities ranking.
- For B1, B2, C1, C2 and metros:
 - All spatial considerations must be considered in detail

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
1. Spatial Considerations						
Legal Compliance 1.1 Is there a council adopted SDF and on what date was it adopted? [If no, a local municipality may adopt the District SDF in the interim]	B3	Yes	ELM has an approved SDF. Adopted Received assistance from the District Municipality	PKSDM Department Rural Development	2011/ 2012	
1.2. Does the IDP contain a statement on whether (or not) the SDF needs to be drafted or reviewed?	B3	Yes	As part of sector plans the SDF must be reviewed.	PKSDM Department Rural Development	2011	
1.3. Does the IDP contain applicable tools to address environmental challenges (i.e. environmental management framework, integrated waste management plan, air quality management plan, strategic environmental assessment and/or coastal management plan)?	B3	Y/N	IEMP was adopted implementation is lacking. Clearly outlined in IDP ELM require assistance with capacity	Department Environmental Services		
Spatial Rationale 1.4. Are there maps and text that illustrate future investment in settlement and/or rural geographical areas? (I.e. including growth nodes, corridors)	B3	Yes	SDF indicates future development, IDP further support with text.	PKSDM, DSD		DIHS
1.5 Does the IDP (and SDF) contain maps and/or text that describe the location of future types of basic service/infrastructure investment per specific localities?	B3	Yes	Infrastructure Plan available.	PKSDM, DSD		DIHS Mr. Taljaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
1.6 Does the IDP (and SDF) describe the environmental resources in the municipal area that must be managed? (i.e. ecological services / biodiversity / water resources)	B3	Yes	Probably not clearly defined	PKSDM, DSD Department Environmental Services	2011	DIHS Mr. Tallaard
1.7 Does the IDP (and SDF) <u>align</u> to the principles of the national (NSDP) and speak to the elements of the respective provincial spatial development framework?	B3	Yes	This area must be clearly outlined with coming review.	PKSDM, DSD COGHSTA	2011/2012	DIHS Mr. Tallaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
2. Service Delivery and Infrastructure Planning						
2.1: General Questions						
<ul style="list-style-type: none"> - Has a holistic and comprehensive (all sectors) infrastructure delivery plan been developed to indicate institutional requirements and financial viability of service delivery 	B3	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> - To what extent does the Comprehensive Infrastructure Plan inform the above delivery plan? 	B3	No	Total housing backlog main driver Redo of fix asset register			DIHS Mr. Taljaard
<ul style="list-style-type: none"> - Does the integrated development plan make provision for infrastructure reticulation and bulk infrastructure for water and sanitation? 	B3	Yes				DIHS Mr. Taljaard
<p>a) Infrastructure Investment Planning (IIP) - has the municipality undertaken medium term IIP (3-5 year minimum) to determine affordable and sustainable multi-year infrastructure targets and the capital and operating expenditure to meet those targets?</p>	B3	N	We must consider in coming review.			DIHS Mr. Taljaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
b) Does investment planning utilize the MIG grant over the next MTEF?	B3		Look at the DORA Budget accordingly			
c) Is there indication of own revenue usage for infrastructure?	B3	Yes	Ward Development + contribution to EPWP			
d) Are other vehicles being used to aid investment in infrastructure. (e.g. private / public sector partnerships,)	B3	No	In talks with DBSA-Bridging Infrastructure Development Private Investment			
e) Other revenue sources (if applicable).	B3			DME Regional Bulk Infrastructure Grant		
2.2 Water						
<ul style="list-style-type: none"> ▪ Is the WSDP <ul style="list-style-type: none"> a) Adopted ? b) has it been reviewed in last year.? 	WSA	Yes	Adopted last review WSDP has been revised Need to go to Council	DWA		DIHS Mr. Tajaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Do the IDP reflect knowledge, implementation, strategies and target programmes w.r.t. <ul style="list-style-type: none"> a) Backlogs b) Basic services provision c) Free basic water d) Higher levels of service requirements e) Associated services eg. Schools and clinics f) Water for growth and development. 	WSA	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Did the IDP integrate other sector programme's water requirements and specially address the impact on water planning. <ul style="list-style-type: none"> a) Housing b) Agriculture c) Mining d) Tourism e) Public Works 	WSA	Yes	Provision of housing has the biggest impact on water planning			DIHS Mr. Taljaard
<ul style="list-style-type: none"> - Did the IDP provide a proper project list that addresses all the needs as identified in the future plans and implementation strategies? 	WSA	Yes	IDP reflect projects in addressing future requirements			DIHS Mr. Taljaard Mr. MR Jack Mr. CW Jaffa
<ul style="list-style-type: none"> - Are there approved budgets in the MTEF allocations for all these projects? 	WSA	No				DIHS Mr. Taljaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> - Is there a plan and budget for Operations and Maintenance for Water services and infrastructure? 	WSA	Yes	O & M Plan for water and sanitation.			DIHS Mr. Taljaard
<ul style="list-style-type: none"> - Is the water services programme financially viable w.r.t. Cost recovery, Metering and billing with an associated budget that is ring fenced? 	WSA	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Does the IDP address water resources development w.r.t. demand management, water balance issues and ecological reserve? 	WSA	Yes	In various sector plans & feasibility studies.			DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Are there specific references to the status of all contracting and licensing issues? 	WSA	No	Needs to be considered.			DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Does the IDP reflect the status of water quality monitoring w.r.t. drinking water quality, water resources quality and WWTW releases? 	WSA	Yes	Monthly water quality monitoring system.			DIHS Mr. Taljaard
<p>2.3. Sanitation</p>						

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Does the IDP reflect knowledge, implementation, strategies and target programmes w.r.t. <ul style="list-style-type: none"> a) Backlogs b) Basic services provision c) Free basic sanitation d) Higher levels of service requirements e) Associated services eg. Schools and clinics 	WSA	Yes		DWAF, DPLG, DBSA		DIHS Mr. Tajaard
<ul style="list-style-type: none"> ▪ Does the WDSP reflect multi - year projects to address the backlog? 	WSA	Y	Especially the housing needs	DWAF, DBSA		DIHS Mr. Tajaard
<ul style="list-style-type: none"> ▪ Does the municipality have a sanitation implementation plan put in place? 	WSA	Y				DIHS Mr. Tajaard
<ul style="list-style-type: none"> ▪ Does the municipality have the CAPEX Plan which indicates allocation for sanitation for the next three years? 	WSA	Y				DIHS Mr. Tajaard
<ul style="list-style-type: none"> ▪ Does the municipality manage (a) waste water treatment? 	WSA	Yes		DWAF, DBSA		DIHS Mr. Tajaard
<ul style="list-style-type: none"> ▪ Is there a plan to manage untreated effluent? ▪ Has this Municipality determined the need / extent for basic services, (a) free basic and (b) higher level service? 	WSA	Yes				DIHS Mr. Tajaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Is the sanitation service financially viable and is there a budget that is ring fenced? 	WSA	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Is the licencing/contractual arrangement i.t.o of (a) WSA, (b) WSP, (c) WWTW working? 	WSA	Yes / No				DIHS Mr. Taljaard
<ul style="list-style-type: none"> - Is there a plan and budget for Operations and Maintenance for sanitation services and infrastructure? 	WSA	Yes				DIHS Mr. Taljaard
<p>2.4 Human Settlements Housing (Human Settlements)</p>						
<ul style="list-style-type: none"> ▪ Have the housing demand aspects e.g demand data base or waiting list information been determined by the municipality? 	B1/B2/B3/B4	Yes	Waiting list in place			DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Is the municipality able to address the housing demand challenges highlighted while taking into account the growth trends such as population, economy, etc? 	B1/B2/B3/B4	Yes	Agreement with Silver Solution and COGHSTA			DIHS Mr. Taljaard Mr. C. Appies
<ul style="list-style-type: none"> ▪ Has the municipality indicated an ongoing process for identification of suitable land for housing development? 	B1/B2/B3/B4	Yes	Monitoring sale of land	SDF		DIHS Mr. Taljaard Mr. Appies
<ul style="list-style-type: none"> ▪ Has the municipality indicated the nature of service levels on these land parcels through CIP? 	B1/B2/B3/B4	Yes				DIHS Mr. Taljaard Mr. C. Appies

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Does the IDP Informal Settlements section align to the Migration Plan of the municipality? ▪ Has the municipality identified current and planned housing projects that are ready for implementation? ▪ Has budgetary provision being made for planned housing projects? - Has the social viability of the settlements been determined/ indicated? 	<p>B1/B2/B3/B4</p> <p>B1/B2/B3/B4</p> <p>B1/B2/B3/B4</p> <p>B1/B2/B3/B4</p>	<p>Y</p> <p>Yes</p> <p>Yes</p> <p>Y/N</p>	<p>District Municipality do have a Migration Policy</p>			<p>DIHS Mr. Taljaard Mr. C. Appies</p> <p>DIHS Mr. Taljaard Mr. C. Appies</p> <p>DIHS Mr. Taljaard Mr. C. Appies</p> <p>DIHS Mr. Taljaard Mr. C. Appies</p>
<p>2.5 Roads, Transport and Storm Water</p> <ul style="list-style-type: none"> ▪ Is there a Transport Plan? ▪ Is there a budget to operate and maintain roads and storm water? ▪ Has the municipality determined the extent of need i.t.o roads? ▪ Has the municipality made provision for non-motorised transport? 	<p>B1/B2/B3/B4</p> <p>B1/B2/B3/B4</p> <p>B1/B2/B3/B4</p> <p>B1/B2/B3/B4</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>N</p>	<p>Now await support from district and department</p> <p>Ward Development programme Further funding required.</p>	<p>PKSDM</p>	<p>2011</p>	<p>DIHS Mr. Taljaard</p> <p>DIHS Mr. Taljaard</p> <p>DIHS Mr. Taljaard</p> <p>DIHS Mr. Taljaard</p>

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Is there a budget and a plan for the operations and maintenance of all roads? 	B1/B2/B3/B4	Yes	Funds not adequate, ELM prioritize			DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ What's the relevant question in terms of storm water? 	B1/B2/B3/B4		Use budget for storm water MIG application			DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Is there a budget and plan for integrated roads and transport system (including non-mechanized,)? 	B1/B2/B3/B4	N				DIHS Mr. Taljaard
<p>2.6. Waste Management Services</p>						
<ul style="list-style-type: none"> ▪ Is the IDP supported by an Integrated Waste Management Plan? 	B1/B2/B3/B4	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Is the Municipality operating a licensed landfill site? 	B1/B2/B3/B4	Yes / No	De Aar have a operating license Britstown & Hanover in planning phase Need to apply for MIG funding to conduct EIA & Feasibility Study	MIG	2011	DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Is the Municipality having a waste or refuse removal services? Indicate level of service? 	B1/B2/B3/B4	Yes	Household refuse removal is conducted on a weekly basis.			DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Does the Municipality have a Trade Effluent Policy? 	B1/B2/B3/B4	N				DIHS Mr. Taljaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> - Is there evidence of implementation of sustainable environmental practices for re-cycling, is this service financially viable and is there a budget for Operations and maintenance ring fenced? 	B1/B2/B3/B4	Y/N	Private sector			DIHS Mr. Taljaard
<p>2.7 Environment: Air Quality Management</p>						
<ul style="list-style-type: none"> ▪ Is the IDP supported by an Air Quality Management Plan? 	B1/B2/B3/B4	N				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Is the municipality a licensing authority? 	B1/B2/B3/B4	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Is there a budget ring fenced for operations and maintenance and new capital projects? 	B1/B2/B3/B4	No				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Are these projects viable and sustainable? 	B1/B2/B3/B4					DIHS Mr. Taljaard
<p>2.8 Energy</p>						
<ul style="list-style-type: none"> ▪ Has this Municipality determined the need / extent for basic services,(a)free basic and (b) higher level service? 	RED ONLY	Yes				DIHS Mr. Taljaard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Is there a budget and a plan for providing grid and non-grid energy sources? 	RED ONLY	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ Has the municipal investigated alternative sources and renewable energy 	RED ONLY	Yes	Solar Energy Project subsidized by ESKOM Municipality also avail land for alternative energy.			DIHS Mr. Taljaard Mr. MR Jack
<ul style="list-style-type: none"> ▪ Is there a budget ring fenced for operations and maintenance and new capital projects? 	RED ONLY	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> ▪ How far is the Reds Redistribution Policy 						
<ul style="list-style-type: none"> ▪ Does the plan make provision for infrastructure reticulation and bulk infrastructure for electricity? 	RED ONLY	Yes				DIHS Mr. Taljaard
<ul style="list-style-type: none"> - What provision has been made for upgrading facilities? 	RED ONLY					DIHS Mr. Taljaard
<p>2.9. Public amenities and community facilities</p>						
<ul style="list-style-type: none"> ▪ Has the Municipality determined the extent of need for public facilities and amenities? 	B1/B2/B3/B4	Yes				DIHS
<ul style="list-style-type: none"> ▪ Has the municipality done an audit on the community facilities and public amenities? 	B1/B2/B3/B4	No				DIHS

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Is there a budget ring fenced for operations and maintenance and new capital projects?	B1/B2/B3/B4	Yes				DIHS Mr. Taljaard
General Point In the introductory section, the IDP must point out the kind of responsibilities it has (i.e: that they are a RED or a WSA etc)						
3. Financial Planning and Budgets						
The Financial Plan						
Compliance 3.1 Is there a financial plan which includes a budget projection for at least the next three years in line with section 26(h) of MSA? Other Treasury Requirements??	ALL	Yes	Budget for the MTEF period	Provincial Treasury	Continuous	Communication between BTO Officials and Provincial Treasury takes place on a regular basis
3.2 What key financial policies does the municipality have/lack and should consider?	ALL	Yes	Credit Control Policy Cash & Investment Rates Policy Customer Care Policy Budget Policy Indigent Policy		Approved	Implementation of Credit Control Policy remains a challenge

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
3.3 In view of the global economic crisis, are there alternative mechanisms being sought to finance investment in infrastructure? (Optional)	ALL	No	Embark on Grants and a small portion is finance from operating budget. Investigating the possibility of fast tracking MIG funding to accelerate the rendering of capital projects ± 95 %	DBSA	2012 Financial Year	Management Team of Emthanjeni Municipality
Expenditure 3.4 How much of the Municipality's last capital budget was actually spent (as a percentage)	ALL					CFO
3.5 What the extent is of own revenue and grant usage for infrastructure investment? (Total Capital)	ALL	Yes	Own revenue: R7 091 094 Grants: R13 566 000			CFO
3.6 From the questions above, is the 10/11 IDP able to be implemented? (Consider in the context of capacity, external parties etc.)	ALL	Yes	Tenders were awarded so that projects can start on time.			CFO
3.7 What are some of the major observations that can be made in relation to operating and capital expenditure analysis for 2009/10?	ALL					CFO

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
3.8 The SDBIP???	ALL	Yes	Was adopted and link to performance of KPA / KPI.	Ignite Consultants	Complete and adopted	CFO
Alignment 3.9 To what extent are there linkages between the IDP and Budget? (1. Can only establish for CAPEX Projects; 2. Limits here but necessary for development; 3. Might not address soft issues – so understand it in the context of what it can provide; 4. Look at this closer with service delivery section)	ALL	Yes	Linkage takes place within the available resources. Major or high priority IDP projects are executed within budgetary framework.			CFO
3.10 Is there a reflection of Provincial and National allocations in the IDP? Do DMs reflect their LM's budgets and do LM's reflect their DM's budgets?	ALL	Yes	All projects in the DORA are allocated in the Budget.			CFO
The AG (Optional) 3.11 What were the Audit Opinions for this municipality over the last three years? How does this compare to its counterparts (as a district or LMs within the district)?	ALL		Disclaimer mainly due to PPE, SCM.	Ducharme Consulting	End of August 2011	CFO works very close to achieve an Unqualified Audit Opinion.
3.12 Is there evidence that comments from the AG reports are being given due consideration through adequate corrective measures being put in place?	ALL	Yes	Audit Action Plan was adopted by Council	Ducharme Consulting	End of August 2011	CFO works very close to achieve An Qualification of Audit Opinion.

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
General 3.13 What observations can be made in relation to own revenue generation and debt collection analysis?	ALL		Indigent households access usage remains a problem			CFO
4. LED						
<ul style="list-style-type: none"> ▪ Can be considered for all municipalities but for 2010, the LED plan must be analyzed to a larger extent in municipalities rated B1 and B2 ▪ This strategy will also be important in municipalities rated C-1 and C2 						
4.1. Is there a LED strategy/plan developed and is it Council Adopted for DM/LM?	ALL	Yes	Strategy adopted, adjusted to LED mentorship programme			Acting DCCDS
4.2. Does the LED strategy consider the linkage of sustainable livelihoods to economic activities	ALL	Yes	By including / developing value-chain and supply chain management principles in our strategies			Acting DCCDS
4.3. How is the LED strategy/plan aligned with the national, provincial and district objectives, including spatial and economic investment choices?	ALL	Yes	Relevant policies considered like the National Framework on LED in SA(2006-2001) NCPGDS, PKSDGDS(2008-2013) etc.			Acting DCCDS
4.4. How do LED priorities inform the spatial rationale of municipalities?	ALL		By applying economies of scale (disruptive/enhancing) with new developments.			Acting DCCDS

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
4.5 Is there a thorough understanding of local economic profile (Comparative and competitive advantages), informed by quality assured statistical and empirical evidence to support the main development thrust of the strategy?	ALL	Yes	Questionnaires providing empirical results on a wide range of developmental priorities were widely distributed. Leveraging the involvement expertise/feedback through the appointment of a wide range of public participation committees			Acting DCCDS
4.6. Does the municipality have the capacity to implement the plan/strategy (e.g. budget, human resource, institutional arrangements)?	ALL	N	Resources required, considering additional directorate, must expand existing structure			Acting DCCDS
4.7. Is there stakeholder and community involvement on LED activities?	ALL	Yes	Implementing LGSTAS principles in/re public participation committees-4 successfully established implementing guiding principles contained in "New Growth path for SA" CDW actively involved		2011	Acting DCCDS
4.8. Are there clearly identified objectives and strategic priorities with a clear set of indicators, targets and milestones	ALL		Strategic objective/guidelines to become the "Ideal Municipality" as contemplated in Framework for LED 2006-2011.			Acting DCCDS
4.9. Has the municipality set targets and established a database for BBBEE programmes, SMME & cooperative support and EPWP?	ALL		Database in implementation phase LED Strategy being constantly advised/enriched by SMME			Acting DCCDS
4.10. Does the municipality have a business retention, expansion and attraction strategies in their plans/strategies?	ALL	Yes	2x Public Participation committees have been tasked with this priority.			Acting DCCDS

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5. Good Governance: Public Participation, labour, IGR etc.						
5.1. Is there an IDP Process Plan – Adopted by DMs and LMs?	ALL	Yes				Acting DCCDS
5.2. Is there a community participation strategy /plan and is there a community accountability plan?	ALL	Yes				Acting DCCDS
5.3. Does the Municipality show a commitment to community participation in the IDP/ Budget design and Development?	ALL	Yes	Council Meets the People Programmes IDP/ Budget Inputs Meetings			Acting DCCDS
5.4. Is there contribution of Ward committees to development priorities in the IDP? Are ward based plans included in the IDP?	ALL	Yes	Ward Committees not participating fully but granted opportunities			Acting DCCDS
5.5. Does the Municipality have strategies to involve traditional leaders and their communities in the IDP process if applicable? (DM's only)	ALL	Yes				Acting DCCDS

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.6. Is there an audit committee? Does the audit committee have a framework to audit, regularly the implementation of the IDP?	ALL	Yes				Acting DCCDS
5.7 Were the recommendations of the previous years IDP assessments taken into account?	ALL	Yes	COGHSTA + PKSDM meetings assisted			Acting DCCDS
5.8 <ul style="list-style-type: none"> • Is there an indication of an integrated social cohesion plan within the IDP? • Has the Integrated Social Cohesion Plan been adopted by the council? Is the integrated social cohesion plan alligned to other development frameworks?	B1 and B2	No	No formal plan Continuous interaction with communities.			Acting DCCDS
Special Groups 5.9 Is there a strategy for HIV and AIDS mainstreaming ?	B1/B2/B3	Yes				Acting DCCDS
5.10 Is there special focus to promote people with disabilities?	B1/B2/B3	Yes				Acting DCCDS

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.11 <ul style="list-style-type: none"> • Is there evidence indicating that youth issues are mainstreamed in key plans of municipality and sector plans? • Is there evidence indicating that gender issues are mainstreamed in key plans of municipality and sector plans? 	ALL	Yes	Budget for youth development + women empowerment			Acting DCCDS
5.12 <ul style="list-style-type: none"> • Is there a unit responsible for youth matters within the municipality? • Is there a unit responsible for gender matters within the municipality? 	B1/B2/B3	Yes	Youth position vacant, structures were established, must be revived Speacil Programmes Coordinator been appointed to address the matters.			Acting DCCDS
5.13 Is gender equity promoted for access to economic opportunity?	ALL	Yes				Acting DCCDS
5.14 Do IDP details support initiatives to other special groups (disabled, youth)?	ALL	Yes				Acting DCCDS

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.15 Populations Issues. <ul style="list-style-type: none"> • Is there a population analysis describing population size, shape and composition, distribution and change? • Are sectoral implications of population patterns and trends identified 	ALL	Yes				Acting DCCDS
5.16 Does the analysis reflect population concerns of the municipality? And is there evidence of sectoral plans addressing concerns?	ALL					Acting DCCDS
5.17 Does the sector plans take local MDGs in consideration?	B1/B2/B3					Acting DCCDS
5.18 Does the plan reflect framework that measures progress on sustainable human development?	B1/B2/B3					Acting DCCDS
5.19 Are there tools to assess the social impact of development interventions at community level?	B1/B2/B3	No				Acting DCCDS
5.20 Does the plan provide for assessment of the extent of integration and coordination of services?	B1/B2/B3					

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.21 Is the organogram and the IDP aligned or vice versa?	ALL	Yes				Acting DCCDS
6. Institutional Arrangements						
6.1 Is there a HR Strategy that responds to the long-term development plans of the municipality as reflected in the IDP?	ALL	No	A Provincial & Regional HR Strategy needs to be developed and from that the Local Municipal Strategy should develop.	COGHSTA / SALGA LGSETA	Dec 2011	Acting DCCDS Manager Corporate Services
6.2 Is there an approved organisational organogram that is aligned to the core business of the municipality?	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services
1. Is the structure affordable and sustainable?		Yes	Only funded posts are filled.			
• Are the Vacancies funded or unfunded?		Yes	See advertisements of the Municipality			
6.3 Is the organogram and the IDP aligned or vice versa?	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services
6.3 Is there evidence that the municipality has an employment equity plan?	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
6.4 Does the workplace skill plan respond to the capacity challenges of the municipality?	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services
6.5 Does the municipality show evidence that it has a recruitment, training and retention strategy for scarce skills?	ALL	Yes		COGHSTA / SALGA LGSETA		Acting DCCDS Manager Corporate Services
6.6 Is there evidence of a succession plan especially for key positions?	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services
6.7 Is there an Organisational Performance Management Systems (OPMS) and is it aligned with IDP as well as key performance indicators and targets in line with the MSA	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services
6.8 Is there usage of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department?	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services
6.9 are there an audit action plan to deal with issues raised by the AG.	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services r
6.10 Is there evidence of efforts aimed at Inter-municipal planning	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
6.11 Are there measures put in place to address issues raised by the MEC?	ALL	Yes		COGHSTA / SALGA		Acting DCCDS Manager Corporate Services

Appendix A: Processes supporting the crafting of a minimum requirement IDP:

1. The conduct of intergovernmental relations

The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between provinces and local government and district and local municipalities.

The Forums must provide the enabling platform for liaison and decision-making for effective intergovernmental planning.

2. Cooperative governance

The MSA (s3) defines how local government must develop cooperative approaches to governing, resource sharing and solving of disputes within the context of IGR. It is important there is a commitment to these principles in implementing the IDP.

3. The role of sector departments

The role of sector departments in local delivery must be clearly articulated. This input should come from both national and provincial sector departments. It must reflect awareness by sectors of the strategic focus of the IDP, and the steps taken to support the meeting of targets, or the plan to do so in future.

4. Institutional

Project Consolidate (**Use new term as PC no longer exists**) intervention areas and Municipal Action Plans (MAPs) should be incorporated into the IDP project plans. Izimbizo issues should have been addressed, as well as issues identified in the 2005 IDP Hearings Reports.

4. Processes, tools and mechanisms

Successful implementation of the IDP relies upon effective IGR, procurement and production processes to deliver projects within timeframes that are sustainable and regionally integrated. **It also requires the alignment of capacity and the municipality's organogram with the IDP's strategy and projects.**

Appendix B: Supporting documentation for Analysis Teams

Legislation

The RSA Constitution
Municipal Systems Act
Municipal Structures Act
Municipal Public Finance Management Act
Intergovernmental Relations Framework Act
Property Rates Act

Regulations and standards and processes as set out in sector legislation

Policy Documents

MIG Policy
NSDP
PGDS guidelines
PGDS's

Government annual MTSF
State of the Nation Address

Other

Izimbizo Reports
IDPH Panel Reports
National Skills Development Strategy
National LED Framework
Sample of sector strategies
EPWP Guidelines
Asgi-SA presentation
MEDS Strategy W Cape
Provincial organograms
Media articles

Glossary of Terms

ABP: Area Based Plan
BBBEE: Broad Based Black Economic Empowerment
DPW: Department of Public Works
DM: District Municipality
DEAT: Department of Environmental Affairs and Tourism
DLG: Provincial Department of Local Government
DME: Department of Minerals and Energy
DoT: Department of Transport
dp/g or *the dp/g*: Department of Provincial and Local Government
dti or *the dti*: Department of Trade and Industry
DWAF: Department of Water Affairs and Forestry
EPWP: Expanded Public Works Programme
ES: Equitable Share
FBS: Free Basic Services
GIS: Geographic Information System

IDP: Integrated Development Plan
IGR: Intergovernmental Relations
ITP: Integrated Transport Plans
KPA: Key Performance Area
KPI: Key Performance Indicator
MFMA: Municipal Finance Management Act, Act 56 of 2003
MIG: Municipal Infrastructure Grant
MSA: Municipal Systems Act, Act 32 of 2000
NSDP: National Spatial Development Perspective
OPMS: Organisational Performance Management System
OTP: Office of the Premier
PGDS: Provincial Growth and Development Strategy
RF: Representative Forum
SDBIP: Service Delivery Budget Implementation Plan
SDF: Spatial Development Framework
SMP: Sector Master Plans
WSDP: Water Services Development Plan

EMTHANJENI MUNICIPALITY



ANNEXURE "J"

DRAFT TOURISM STRATEGY 2010/2011

Emthanjeni Tourism Strategy



A Ten Year Plan: 2010 - 2020

Prepared and Presented by:



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1. Executive Summary

Following Counsel Resolution to transform Emthanjeni into a viable tourist destination to improve local economy. Creative Harvest is pleased to present the Tourism Strategy for Emthanjeni Municipality projected over a ten year horizon.

This strategy is developed under the auspices of key policy documents including: Emthanjeni Tourism Policy, Pixley ka Seme District Municipality and the Northern Cape Growth and Development Strategy. This is in recognition of the immense contribution of tourism to the growth of the Province in general and in particular to local economy.

The development of this Tourism Strategy was further informed by stakeholders' inputs through various mechanisms including workshops that were held in all three constituent towns namely: De Aar, Hanover and Britstown. In addition to stakeholder inputs, there was site visitation undertaken of all the tourist attractions in the Municipality and photographic evidence of their current state included.

From the assessment undertaken of the tourism environment, it is evident that Emthanjeni has immense untapped tourism potential. However, there needs to be significant effort put in developing Emthanjeni into a thriving tourist destination including:

- Focused Tourism Development
- Restoration and listing of Heritage sites for tourism development purposes
- Active promotion of the Municipality as a prime tourist destination
- Acquisition of Adequate and Competent Human Resource to champion tourism development in the municipality
- Tourism Infrastructure Development.

Further we have emerged with key prioritized tourism sub-sectors as pointed out in tourism literature that has guided the development of this tourism strategy.

The key sub-sectors can be categorized as follows:

- **Leisure** – Holiday making and site seeing
- **MICE** – Meetings, Incentives, Conferencing and Events
- **General Business** – Sales, Meetings and Trainings
- **Retail** - Purchasing of goods and services for taking back home

To achieve the preceding, a ten year horizon tourism strategy is proposed for implementation in three phases.

- Phase 1 will look into addressing the weakness mentioned thus transform the Municipality into a leisure tourism destination.
- Phase 2 will gravitate into MICE tourism
- Phase 3 will concentrate on developing Emthanjeni into general business tourist destination.

Finally, Emthanjeni Municipality is urged to consider paying specific attention to the critical success factors fundamental to the success of this strategy including:

- The unequivocal support of Counsel
- Improved planning and budgeting for tourism development
- Stakeholder involvement
- Acquisition of adequate and competent human resources to drive tourism development

2. Background

Policy Basis of Tourism Strategy

The basis of this strategy was developed on the guidelines of the Northern Cape tourism development policy, the Northern Cape Provincial Growth and Development strategy (NCPGDS) together with the Pixley Ka Seme Growth and Development Strategy (PKSGDS). Further this strategy seeks to align with Emthanjeni Tourism Development Policy which has the following objectives:

- Transparency in all tourism strategies and actions undertaken.
- Protection and Preservation of the Natural and Cultural Heritage to be fundamental to all future tourism development and marketing initiatives.
- Shared community participation and co-ordination on a continuous basis.
- Continuous communication and co-ordination among all stakeholders in Emthanjeni (local business, local authorities, community interest groups)
- Co-ordination and co-operation with surrounding cities/towns, the provincial tourism bodies and other stakeholders.
- Accessibility and affordability of tourism facilities and services so that all community stakeholders can share in and enjoy the tourism experiences Emthanjeni has to offer.
- High moral values and norms should be fundamental to all future tourism initiatives in Emthanjeni.

The challenges

The tourism challenges that emerged from the assessment of Emthanjeni environment indicate the following limitations:

- There seems to be a lack of clear and continuous co-ordination and planning of tourism.
- Absence of proper tourism value chain coordination

- Inadequate tourism infrastructure
- Absence of active promotion of Emthanjeni as a tourist destination
- Inadequate Human Resource capacity to drive tourism development

Objective

The objective of the Emthanjeni Tourism Strategy is to transform the Emthanjeni Municipal area into a prime tourist destination for local economic advantage.

To achieve the stated objective the following deliverables should be prioritized:

- To market Emthanjeni as a tourism destination.
- To speed up the restoration of existing attractions and the development of new attractions
- Determine key tourism projects
- Create opportunities for SMME development and employment through tourism development
- To promote pride in the cultural heritage of the communities in the Municipality
- To encourage community participation in tourism planning and development
- To prioritize the development of tourism infrastructure in the constituent towns.

The Methodology

The methodology comprised a combination of factors including:

- Stakeholder consultation workshops in the constituent towns of the Municipality.
- Literature Research including the PKSGDS, NC tourism strategy and Emthanjeni Tourism Development Policy.
- Comparative Assessment of other municipal tourism strategies.

Prioritization of the tourism sub-sectors

Flowing from the assessment of Emthanjeni, the following four sub-sectors were identified and prioritized as follows:

Leisure Tourism - According to assessment of Emthanjeni tourism environment leisure tourism is the leading sub-sector and thus receives strategic priority for development and implementation in the short term.

MICE Tourism – This is the fastest growing sector of the tourism market. Seeing that De Aar is the largest town in the Pixley ka Seme District and the 3rd largest in the Province, it is a strategic centre for MICE tourism development. It is suggested that the Municipality targets this as the next tourism growth point over the medium term.

General Business – This relates to individuals and groups traveling to do business. General business can include making sales, training. As the main business hub of the district, Emthanjeni is accessible to the general business tourist. The establishment of administrative head quarters is an important strategy to retain and increase business tourism. The Municipality should target general business tourism as a growth point over long term.

Retail Tourism – Emthanjeni boasts exotic products including the Karoo lamb and mutton, Venison, skins and skin products and unique Karoo crafts. This provides a good basis for Emthanjeni Municipality to consider developing retail tourism over the long term.

Seven Point Tourism Strategy

Data Collection - Create an integrated all year round system for better tourist information management.

Co-ordination of tourism Value Chain - The co-ordination of the tourism value chain is a central function of tourism development as it ensures opportunities for SMME development and job creation. The municipality should play a lead role in the coordination of the value chain both upstream and downstream.

Heritage Restoration (Natural and Cultural) - The reconstruction of museums in Hanover and Britstown and an urgent need to develop a museum in De Aar focusing on steam trains.

Creating Demand – Active promotion of Emthanjeni tourism, products and services.

Establishment of Special Purpose Vehicle (SPV) – In recognition of the fact that tourism development requires multiple players to flourish, it is necessary for the Municipality to facilitate the establishment of an SPV for better tourism planning, management and coordination

Tourist Infrastructure Development - Establishment of adequate tourism infrastructure covering all constituent towns of Emthanjeni Municipality.

Identification and Development of New Tourists Attractions – Over and above the existing attractions it is necessary for the Municipality to identify and develop new tourist attractions in order to strengthen the area as the prime leisure tourist destination.

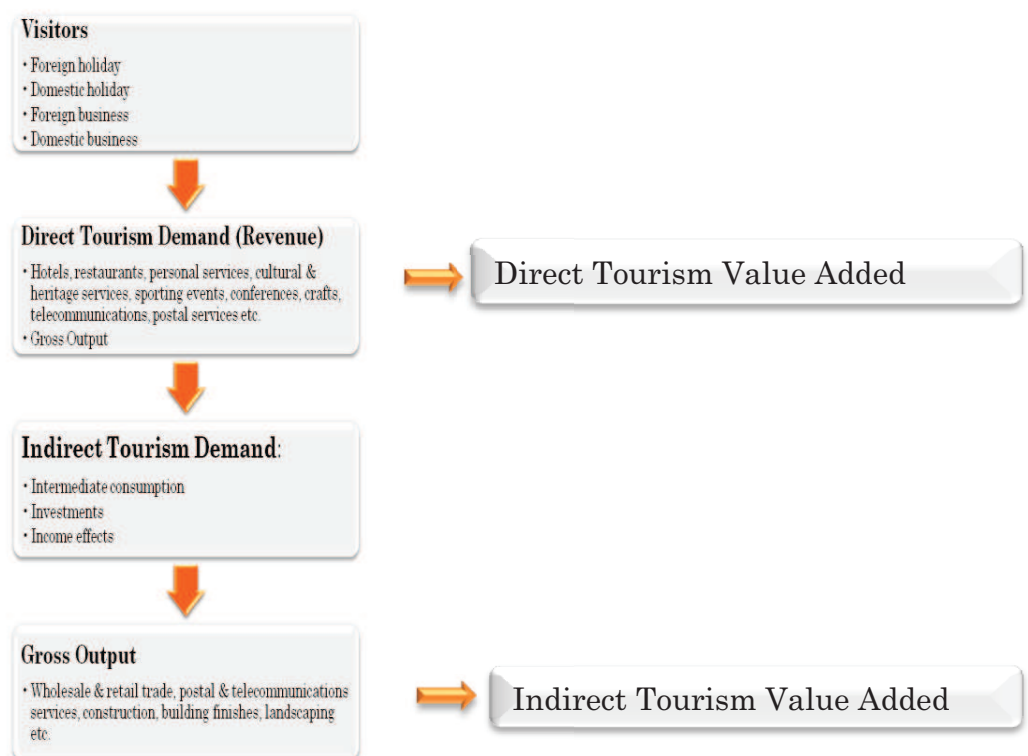
3. Tourism in Perspective

This section deals with the importance of the contribution of tourism economy to national and international GDP and elevates tourism economy alongside the classical sectors.

- Tourism has been the fastest growing economic sector over the past decade
- In 1999 the World Tourism Organisation (WTO) launched tourism internationally as an economic sector
- Tourism value is estimated to reach \$10 trillion by 2010
- In RSA tourism contributed R69,8 billion in GDP of R545 billion in 1999
- Emthanjeni Municipality contributes 22,8% of the provincial gross Value added in the tourism sector within the Northern Cape
- The tourism industry needs to be conceived as an economic sector in the same way as the 5 recognised sectors of the economy: Transport, Manufacturing, Services, Mining and Agriculture.
- The tourism industry can be described as having direct impact in the economy, guests sleeping over at a B&B paying for accommodation
- The tourist economy comprises the direct and indirect demand of visitors. It has a far broader effect and clearly shows the knock-on effect of tourism.

In view of this, greater importance must be placed on tourism development to achieve greater local economic outcomes. In what follows is the tourism structure that indicates the knock-on effect of tourism industry on the broader tourism economy:

Structure of Tourism Industry



4. Competitive Analysis

The following six factor framework is adopted to assess Emthanjeni competitiveness as a tourist destination:

4.1 Factor Condition

People: Inadequate staff in the tourism office, poor caliber staff, lack of tourism champion to drive tourism development in Emthanjeni negatively affect tourism development.

Resources: General lack of resources in tourism office.

Finance: It is unfortunate observation that tourism as a programme is neither planned nor adequately budgeted.

Knowledge: Absence of accurate tourism information necessary for tourism planning and management.

Infrastructure: Absence of a dedicated and equipped one stop shop for the tourism value chain which is necessary to provide tourism information upstream and downstream.

Institution: It is a sad observation that institutionally the office lacks design and structure to drive tourism in the Municipality.

4.2 Value chain co-ordination

Tourism value chain is the co-ordination of upstream and downstream products and services.

It is noted that the value chain co-ordination is essential in tourism management as it provides SMME and local economic development opportunities along the value chain. The municipality plays a crucial role to ensure that the tourism value chain is well co-ordinated both upstream and downstream while at the same time affording space for private sector and community to fulfill their function in the value chain. It is unfortunate that given the deprioritization of the tourism function in the Municipality, such crucial coordination is non-existent.

Below are the different factors that form part of the tourism value chain. Any lack of any of these factors results in poor value chain co-ordination.



4.3 Creating Demand

Tourism is about creating demand therefore marketing of a destination is vital in the development of a thriving tourism industry.

In the assessment of Emthanjeni Municipality it was noticed that there is an absence of active marketing which has contributed to the inability to attract tourists. Emthanjeni Municipality has further remained obscure despite the fact that it has great potential for a thriving tourism industry.

In the creation of demand it is important that we concentrate marketing efforts on the local market as oppose to the foreign market. In reality 60% of the tourism revenue in South Africa is accounted for by the local market as opposed to the glamorous international market.

4.4 Institutional Arrangement

The Institutional Arrangement raises the following weaknesses.

Tourism Structure - There is lack of a proper human resource structure necessary to drive tourism. In the absence of a proper functional structure it will prove difficult to realise a flourishing tourism industry in Emthanjeni.

There is an urgent need for the review and development of a tourism structure for the implementation of this strategy.

4.5 Planning and Budgeting

At close observation there is sadly a lack of continued tourism planning supported by an adequate budget. In the current situation funds are allocated without any tourism business plan coupled with a budget. If Emthanjeni is to achieve a vibrant tourism industry, concerted effort of an all year plan coupled with a budget is vital. Furthermore, if tourism is the major economic generator in the province, serious attention must be paid to the size of the budget allocated to tourism.

The preceding assessment points to the fact that tourism is de-prioritized and yet it remains the potential economic generator to turn around Emthanjeni into a thriving tourist destination. It is necessary for the municipality to prioritise tourism through adequate staffing, proper budgeting and planning.

4.6 Location

The current location of the tourism office diminishes accessibility and thus not user-friendly to tourists. The following needs urgent attention:

- New premises need to be considered for the tourism office in De Aar. When comparing to other municipalities the trend is to keep the tourism office in its own premises with the view to making it more prominent to the tourist.
- With the consideration that Hanover and Britstown are strategically situated on the corridors of tourist traffic, it is disappointing to notice that there are no tourism offices in these two towns. It is suggested that the municipality considers establishing satellite tourism offices in these two strategic towns for tourism development.

4.7 Special Purpose Vehicle

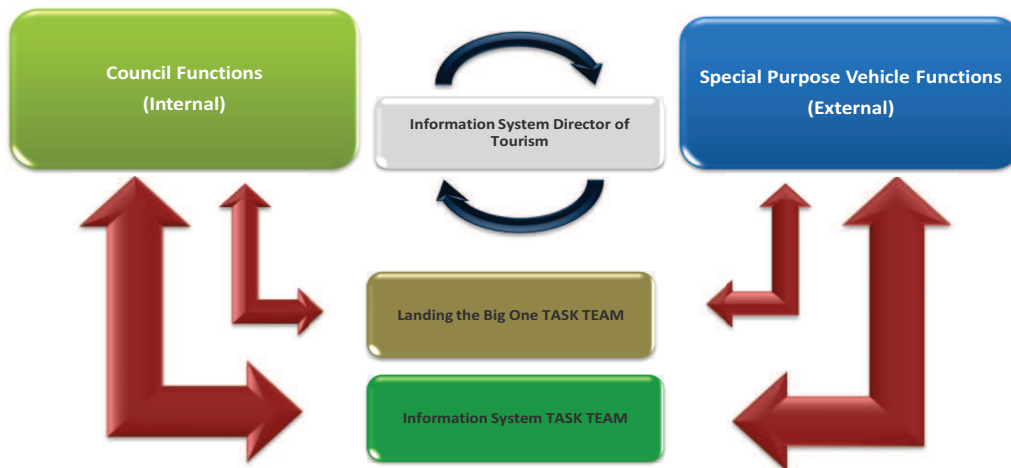
The success of tourism is dependent on the participation of multiple players along the tourism value chain both upstream and downstream. It is therefore necessary for the Municipality to co-ordinate the establishment of a SPV that will serve as a co-ordinating vehicle for tourism planning, development and co-ordination among all key stakeholders.

The current assessment shows an absence of such a co-ordinating structure which is key to turn around Emthanjeni Municipality into a tourism destination. The purpose of such a vehicle is to encourage involvement of all interested tourism stakeholders.

An SPV allows for an industry wide commitment, facilitates the harnessing of skills and pools resources to achieve better tourism outcomes.

The following SPV diagram illustrates partnerships with Private Sector, Communities and Municipality:

SPV Tourism Structure



5. Status of Tourism Attractions

The assessment undertaken in the municipality of the tourist attractions show a rather disappointing, neglected state of affairs. This state of disrepair diminishes the ability of Municipality in becoming a tourist destination.

Below is a portfolio of photographic evidence showing the status of tourists' attractions in the constituent towns of Emthanjeni Municipality.

Photographic Evidence of Status of Attractions

DE AAR



The Garden Of Remembrance

Erected in honour of the British soldiers killed during the Anglo-Boer War. The Memorial Cemetery is also situated in the garden and is currently in a state of total disrepair.



The De Aar Town Hall

This is the De Aar town hall it is one of the oldest buildings in De Aar which remains a beautiful architectural design. It now houses some municipal offices including the Tourism Office. The Second World War cannon as well as the memorial are also on the same premises. This building and structures desperately require restoration and renovation.

The Olive Schreiner Monument is also found in front of this town hall, the monument needs to be polished and properly taken care of.

These are potentially great tourists attractions.



The Weather Station

The weather station is one of the major attractions of Emthanjeni but is not well known even by the local residents. It needs to be properly marketed and promoted. As part of promoting the station the entrances as well as the pathways need to be made disabled friendly. Further the access road leading to the station requires to be tarred to facilitate better access especially during and after rainy weather.





The House of Olive Schreiner

This house is one of the key tourists' attractions of Emthanjeni Municipality. Olive Schreiner, the feminist author lived and wrote some of her major works in this house. The building is a provincial heritage site in urgent need of renovation as it can be a major tourist attraction.



Paragliding

It is one of only two sites for Paragliding and well known attraction internationally. It has a well established School that offers pilots training and tandem flights with

a bird's eye view of the Karoo landscape. Municipal support is necessary in popularizing this attraction to local residents.



St Paul's Anglican Church

It was built in 1892 during the Anglo Boer war and was frequented by the British soldiers stationed in De Aar; it has a beautiful stained glass window that commemorates the soldiers who died during the war. This building is a provincial heritage site and is ideal to house the Museum.

The Railway Station & the Steam Trains



De Aar railway station used to be the second most important railway junction in the Southern hemisphere. The municipality should consider developing Museum dedicated to the Railways. This could be a major draw card for train enthusiasts.

Attractions in Britstown



The Britstown Museum

This is the museum of Britstown and displays unique Karoo architectural features. It was built in the 1870's. The building needs restoration to be reopened as a museum with a properly curated collection. Further this building needs to be listed as a heritage site for tourism development.



Britstown Museum Artifacts

These are some of the museum artifacts that are currently in private use, the articles taken to the museum should be returned to the museum and housed in a properly curated collection.



This is an Ox wagon lying in waste and totally neglected. It needs restoration and proper storage.



Britstown Town Hall

This is one of the many beautiful architectural pieces in Britstown that requires restoration and to be listed as a heritage site. With the necessary restoration the Town hall can become the tourist attraction it should be.



The Dutch Reformed Church

This is the Dutch Reformed Church in Britstown built in 1892. It is a picturesque structure which should be listed as a heritage site for tourism development.



Khoisan Rock Art

Khoisan rock art can be viewed on several farms like Brakwater and Brandfontein. Maintenance of the gravel roads to the farms should be undertaken to facilitate visiting to the site. Information on such sites should be provided by the tourism office and consideration given to the development of the Khoisan Rock Art route.

Hanover Attractions



Hanover Library

This was built in 1878 as a reading room. It is still in its original form and serves the community as a library. This building should be listed as a heritage site to promote tourism development. The building requires general maintenance



Trappieskop

This is where you can have a magnificent view of Hanover. The stairway was built in 1876. Trappieskop should be listed as a heritage site and a conservation area to promote tourism development.



The Olive Schreiner Cottage

This cottage is where the famous author used to live during the Anglo-Boer War. It is one of the old buildings of Hanover that needs to be listed as a heritage site to promote tourism.



Hunting of Springbok

The Springbok is an animal that originates from the Karoo. The springbok skin and springbok skin products can be purchased at the craft shops. The municipality may establish a hunting route and a springbok festival for increased tourism in the area.



The Dutch Reformed Church

The attractive Dutch Reformed Church dominates the centre of the town, it is one of the most attractive churches in South Africa and house a Barok organ still in weekly use. This building is a provincial heritage site.



Donkey Cart Tours

Daily trips of donkey cart tours can be organized for tourists who want to be guided through the attractions of Hanover and also visit to artists and crafters. Donkey cart drivers can act as tour guides. This is an ideal opportunity for SMME development with funding assistance and proper training from the Municipality.



Anglican Church

The Anglican Church of Hanover was built in 1895 and is still in use today. It should be listed as a heritage site for tourism development.

6. Priority Tourism Sub -Sectors

Tourism as an industry can be generally categorized into four Sub- sectors:

1. Leisure Tourism – holiday makers and holiday seekers
2. MICE Tourism - Meeting,Incentives,Conferencing and Exhibition
3. General Business - Meetings
4. Retail Tourism - To purchase goods

After a broad consultation and literature research this strategy has emerged following tourism sub- sector priorities:

1. Leisure Tourism

According to research and interaction with the stakeholders all indications are that Leisure tourism is the strongest sub- sector in the area. According to National and Provincial statistics of tourism SA Leisure tourism is the strongest sub-sector in the province. We can accept that the same applies to Emthanjeni Municipality as there are no statistics available.

Accordingly much effort and energy should be concentrated to developing Emthanjeni as a leisure tourist destination. This will include the reconstruction of its cultural and natural heritage in collaboration with stakeholders including the farming community; SMME'S in tourism e.g. tour guides, crafters, cultural groups

The figure below illustrates that the province is largely a leisure tourist destination and by association Emthanjeni is also a tourist destination. This fact is supported by the 22, 8% contribution of Emthanjeni to the province's total tourism economy.

Foreign Tourist – Purpose of Visit

Purpose of Visit	All Foreign Visitors	Province Visited								
		GP	WC	KZN	MP	EC	NW	FS	NC	NP
	%	%	%	%	%	%	%	%	%	%
Holiday	42	37	54	53	68	63	55	51	66	66
Business	26	34	19	17	10	11	26	16	11	16
VFR	22	22	20	22	18	18	16	28	15	15
Other	8	7	7	8	4	8	3	5	8	3
All Foreign Visitors	100	100	100	100	100	100	100	100	100	100

2. MICE Tourism

MICE Tourism (Meeting, Incentives, Conferencing and Exhibition) is the fastest growing tourism sub-sector in the tourism industry, Emthanjeni as the largest municipal in the district it is strategically located to cater for such a sub-sector.

It therefore suggested that MICE tourism sub-sector be targeted as the next growth point for tourism at Emthanjeni municipality.

The following business factors influence the need for the development of the MICE tourism sub-sector:

- Training
- Conferencing
- Planning
- Team building

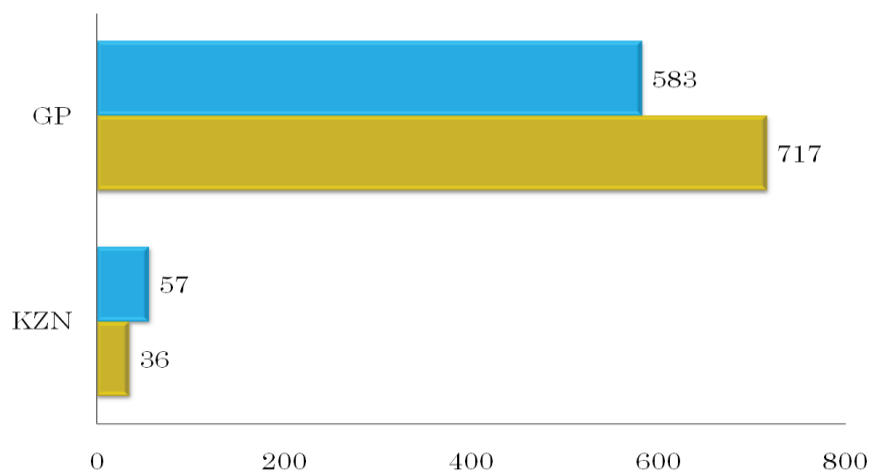
The factors influencing the selection for a destination for MICE tourism are:

- Infrastructure conditions
- Facility availability
- Travel distances for attendees
- Image of the venue
- Value for money
- Reputation for high quality service

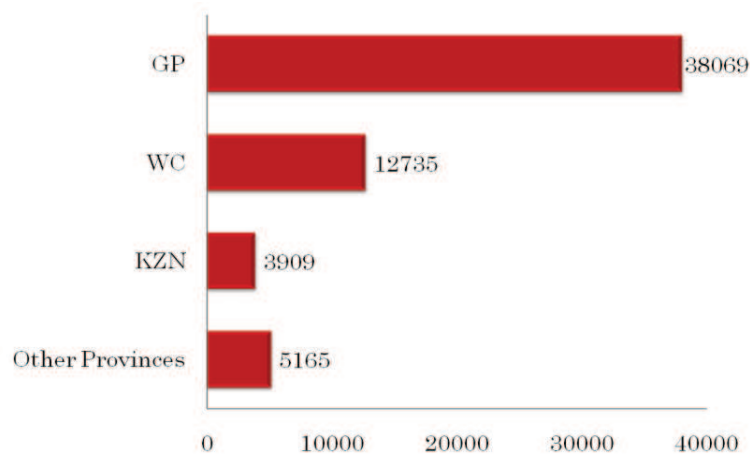
The Municipality needs to plan for the development of this sub-sector over the next five years.

The following diagram illustrates MICE tourism as thee fastest growing tourism sub-sector:

International breakdown:



The graph below illustrates MICE tourism nationally:



3. General Business Tourism

Emthanjeni Municipality in particular De Aar is the third largest business hub in the Northern Cape. Accordingly this sub-sector becomes a natural gravitation point for tourism growth within the next ten years.

Necessarily certain conditions must be in place for this sub-sector to flourish including:

- Headquarter Establishment
- Office Availability
- Training facilities
- Sales and Marketing opportunities
- SMME development

4. Retail Tourism

The Karoo is privileged with diverse exotic products such as the Karoo lamb, venison, rare crafts, skins and hides, all of which has potential for retail.

The municipality in collaboration with the community, farming community and SMME's can further enhance these exotic products for retail.

It is proposed that this sub-sector be targeted as a tourism growth sub-sector over the next ten years.

7. Seven Point Tourism Strategy

Having assessed the tourism environment in the Municipality, we have emerged with a seven-point strategy to transform the Municipality into a thriving tourist destination for implementation over a ten year period.

7.1 Data Collection and Information co-ordination

There needs to be an urgent prioritization of tourism data collection which is necessary for better tourism planning and policy making.

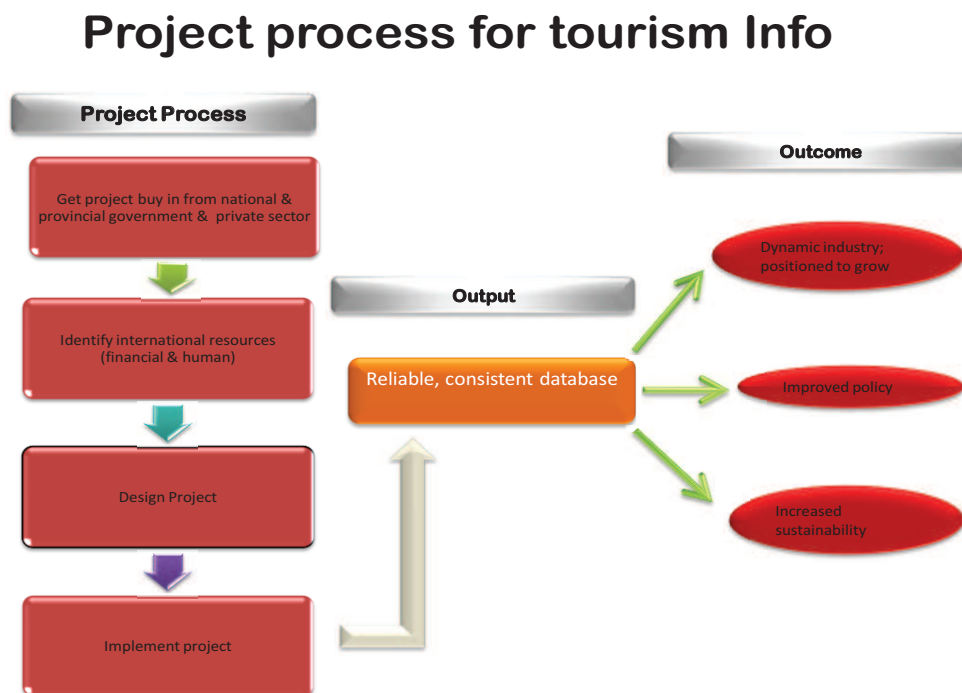
This will comprise the establishment of a database in collaboration with all stakeholders.

The SPV structure should play a pivotal role in the further co-ordination and management of tourism data.

Such information will be key in the management of the tourism value chain both up and down stream.

For this effort to succeed there needs to be optimal utilization of existing technology as well as the acquisition of new technology for information management and co-ordination

Following diagram illustrates the different process to obtain tourism information.



7.2. Co-ordination of the Tourism Value Chain.

The co-ordination of the tourism value chain accounts for the most important activity in the development of tourism. Because the tourism value chain offers the possibility of job creation, opportunities for SMME's, etc. the value chain both upstream and downstream can serve as information source/service to tourists.

Two critical factors are necessary for tourism value chain co-ordination. On the one hand proper institutional arrangement is vital to ensure as well co-ordinated value chain. On the other hand the participation of the tourism stakeholders in providing private services is important.

There needs to be delineation of functions in order for the value chain to be co-ordinated. The municipality should provide the co-ordination function through its tourism information centre. The private sector must provide services and products.

Again the success of so-ordination will be dependent on the proper functioning of the SPV. The functions of such a SPV will include:

- Design and implementation of information system.
- Membership to national and international organisations.
- Infrastructure constraints identification and motivation of intervention to Council.
- Opportunity identification for SMME's
- Value chain co-ordination issue identification and solutions.



7.3 Creating Demand:

Tourism is primarily a demand driven economic sector unless we sufficiently promote and market our tourism destination, it is impossible to increase demand for our tourism product and service. Indeed the active marketing of Emthanjeni remains a priority.

Necessarily the effort to create demand is about rigorous marketing of our destination and this will include an integrated marketing and communication plan. In order to increase demand for Emthanjeni Municipality there needs to be a strong marketing drive employing an integrated media strategy. This marketing and communication strategy will utilize the following media:

- Print
- Digital
- Electronic

It is suggested that the marketing of the Emthanjeni Municipality as a tourism destination run concurrently with the current branding project for cost saving and integration of activities.

The scope of our marketing effort must be focused on the national tourism market and secondarily on the international market. This means our marketing and branding strategy will be spread predominantly on the local market and in a lesser emphasis on the international market. This is in recognition of the fact that 60% of tourism is locally based.

7.4 The Special Purpose Vehicle Structure

In recognition of the fact that tourism is a multiplayer game, it is suggested that a SPV comprising of all stakeholders be established with immediate effect. The SPV structure should lead in the broader development of tourism in the area as well as serve as a resource to plot new tourism opportunities within the municipality.

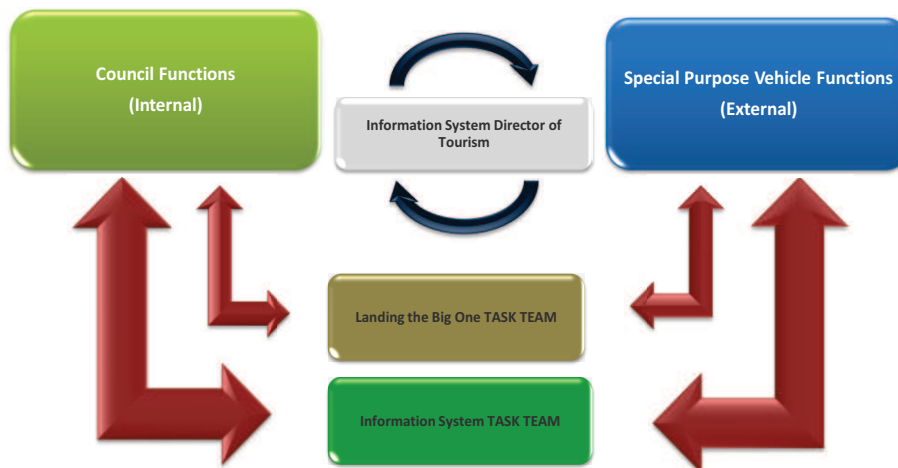
It is the role of the municipality to lead the formation of this structure without being too prescriptive. In this consideration the municipality's role should be a facilitating one.

It is suggested that such a SPV structure convenes at least once per quarter that is four times per year. Its functions should include amongst others:

- Generation of new ideas for tourism development.
- Co-ordination and management of the tourism value chain.
- Identification of new tourism opportunities.
- Assisting in creating demand for local products and services.
- Job creation.
- SMME opportunities
- Collaboration with provincial and national organisations.

The diagram below illustrates the relationship between the tourism stakeholders of Emthanjeni including Council, and the community.

SPV Tourism Structure



7.5 Heritage Restoration

As mentioned in the preceding sections of this strategy, the current state of heritage in the municipality is in dire straits and urgently needs restoration. Amongst the efforts required in heritage restoration is the physical upgrade of sites for esthetic appeal as well as collection of new information, e.g. sites on the Khoisan heritage and of importance are the reconstruction of the museums in Hanover and Britstown and the establishment of a museum in De Aar.

It is suggested that the municipality obtain external funding for the maintenance and upgrading of the museums. It is recommended that this undertaking be viewed as a shared undertaking between the municipality and the community. Further it is necessary that the Municipality prioritizes the identification and listing of heritage sites to enhance efforts for tourism development.

7.6 Institutional Arrangement

As pointed out in the analysis section dealing with institutional arrangements, it is necessary for the Municipality to prioritize the following institutional factors:

- Recruitment of adequate and competent Human Resource to drive tourism. This may require the development of a new organizational structure for tourism
- Consistent tourism planning coupled with adequate budget
- The establishment of satellite offices in Hanover and Britstown.
- It is suggested that this receives immediate priority

7.7 Development of new attractions

Over and above the restoration of tourist's attractions it is necessary to identify and develop new attractions in order to transform Emthanjeni into a prime leisure tourism destination.

The following are suggested tourism attractions for tourism development at Emthanjeni Municipality:

- The Merino Route
- Springbok Route
- Sheep Shearing Route
- Agric –Village Route
- Khoisan Rock Art Route
- Game Route
- Karoo Route
- Camping Trails/Route
- Hunting Route
- Emthanjeni Tours
- Karoo Experience Route
- Malay Camp Museum
- Steam Train Museum
- Springbok Festival
- Karoo Festival
- Abseiling Sport Activity
- Paragliding Sport Activity
- De Aar Museum
- The Fishing Route
- Karoo Rally

8. Tourism Projects

Each suggested strategic objective will need to be considered in detail and developed further as a self-contained tourism business plan for purposes of budgeting and implementation.

The tourism projects listed below comprise strategic activities targeted to improve leisure tourism in Emthanjeni Municipality and are to be achieved over a three year period commencing in 2010:

A. Short Term Objectives: 2010 - 2013

1. Data Collection and tourism information co-ordination
2. Creating Demand (marketing and branding)
3. Establishing of SPV for value chain co-ordination
4. Heritage Restoration
5. Institutional Arrangements
6. Development of Tourism Infrastructure
7. Identification and development of new attractions

8.1 Data Collection

Objectives

- Better management of tourism information which is necessary for better co-ordination of the tourism value chain thus ensuring memorable tourist experience.

Rationale

- Accurate tourism information is necessary for better policy making and tourism planning.

Project Description

- Establish a database for tourism information
- Design a data collection instrument
- Collection of feedback from stakeholders on a monthly basis
- Inclusion of collected information in a database

Cost Estimate

- It is projected that this project will cost R200.000

Timeframe

- This project should be effected immediately

8.2 Creating Demand

Objectives

- To transform Emthanjeni into a prime tourist destination for local economic development

Rationale

- To position the municipality as a preferred destination for leisure tourism
- To increase SMME opportunities as well as job opportunities
- To increase demand for tourism product and services
- To match our tourist products and services to the market

Project Description

- Integrate marketing with the branding project and utilise integrated media and communication plan employing spread of media tactics including digital, electronic, print, etc.
- The scope of the marketing will be predominantly national in recognition of the Sho't left campaign.

Cost Estimate

- It is projected that this project will cost R1.5 million

Timeframe

- It is proposed that this project be undertaken in 2010 in conjunction with the branding project as these are similar in nature with similar outcomes.

8.3 Special Purpose Vehicle

Objectives

- To establish a special purpose vehicle for proper co-ordination of the tourism value chain and management as well as to encourage a wider participation of stakeholders.

Rationale

- Recognition of multiple stakeholders necessary to ensure successful tourism development.
- To have an inclusive structure that will be identify tourism opportunity for increased local economic value

Project Description

- Facilitate a founding meeting with all the tourism stakeholders including community, SMME's and private sector
- In conjunction with the tourism stakeholders the SPV structure should determine the functions of SPV and frequency of meetings. In this consideration the municipality will play a facilitating role.

Cost Estimate

- It is projected that this project will cost R250.000

Timeframe

- It is proposed such a structure be established with immediate effect.

8.4 Heritage Reconstruction

Objectives

- To improve tourists attractions in order to increase tourist demand for the destination

Rationale

- The current state of attractions need restoration as this affects the demand for the destination.

Project Description

- Reconstruction of the Khoisan heritage and other African cultural heritage existing in the Municipality.
- A need exists to formalize the history of the indigenous people of the area and mainstream it in the history of the Municipality to create diverse and rich heritage (the Malay history, Xhosa history)
- Tracing and restoration of museum artifacts from private ownership
- Restoration of the museum structures in Britstown and Hanover.
- Establish a new museum in De Aar concentrating on the steam locomotive

Cost Estimate

- It is projected that this project will cost R10 million

Timeframe

- The reconstruction of heritage should be implemented over the next three years commencing in 2010

8.5 Institutional Arrangement

Objectives

- Prioritize tourism through improving institutional arrangement including better Human Resource, planning, and budgeting allocation.

Rationale

- A well championed tourism development programme.

Project Description

- Design appropriate structure to drive tourism development.
- Develop a better planning process
- Adequate budget allocation coupled with tourism planning.

Cost Estimate

- It is projected that this project will cost R1.5 million

Timeframe

- It is proposed that this project be undertaken immediately

8.6 Development of Tourism Infrastructure

Objectives

- Prioritize the improvement of tourism infrastructure to increase tourism demand for the destination

Rationale

- For effective tourism development and promotion.

Project Description

- Establishment of a new tourism information office in De Aar
- Establishment of satellite tourism offices in Hanover and Britstown

Cost Estimation

- It is projected that this project will cost R2 million

Timeframe

- The development of tourism infrastructure should be implemented over three years starting in 2010

8.7 Identification and Development of new tourist attractions

Objective

- To identify and develop new tourists attraction for competitiveness

Rationale

- To increase tourism competitiveness of Emthanjeni Municipality

Project Description

The identification and development of the proposed new attractions should be coupled with private sector participation through the SPV:

- Merino Route
- Springbok Route
- Sheep Shearing Route
- The Agri-village Route
- Khoisan and Rock Art Route
- Game Route
- Karoo Rally
- Camping sites and hiking trails
- Hunting
- Development of a Malay camp museum
- Karoo Route
- Re-inventing the Springbok Festival or Karoo Festival
- Adventure sport
- Paragliding
- Absailing
- Emthanjeni Tour Packages

Time Frame

- Some attractions could be developed in the short-term whilst others could be developed in the medium to long-term

B. Medium term objective from 2013 to 2016

MICE tourism as a sub-sector should be targeted for growth in Emthanjeni.

This tourism subsector is dependent of the following factors:

- Facility Availability
- Reputation for high quality service
- Travel distance for attendees
- Image of the venue
- Price
- Value for money
- Weather
- Activities offered
- Accessibility

C. Long term objectives from 2016 to 2020

General business and retail tourism

- Over the long term it is suggested that the municipality gravitates to develop retail and general business tourism sub sectors
- The conditions to ensure success of these sub-sectors are:
 - Business cycle of country and area.
 - Head quarter establishment.
 - Office space availability.
 - Training facilities.
 - Sales and marketing opportunities.
 - Product range for retail purposes.
 - Agri-villages.
 - Product route, e.g. Mutton Route, Venison Route, etc.
 - Wide range of services

9. Critical Success Factors

In order for this strategy to succeed and turn Emthanjeni to be a flourishing tourism destination the following factors are fundamental:

1. Support and buy in of Council and top management is essential.
2. Adequate budget allocation coupled with proper planning
3. Adequate Human Resource competency to drive tourism development.
4. Full participation of all stakeholders in the tourism development process
5. The strategy must be consistently implemented over the stipulated period if it is to achieve the desired outcomes.

10. CONCLUSION

This strategy is proposed as a working document for consistent implementation over a 10 year horizon effective 2010. Sufficient rigorous thinking and wide consultation have been undertaken to consider the suggested strategies to be considered invaluable, valid, creative, forward looking, visionary, inherently consistent with a methodologically rigor and a set of action plans that can achieve the vision of transforming Emthanjeni into a thriving tourist destination.

Each suggested strategic objective will need to be considered in detail and developed further into self-contained tourism business plans for purposes of budgeting and implementation.

Collectively, the strategic thrusts presented, present a road map of how Emthanjeni can create job opportunities, SMME development and thus increased local economic value through a rigorous pursuit of tourism development.

It is our considered view that whereas there is room for continuous alignment and perhaps even adjustment of the proposed Seven Strategic Pillars, it is strongly suggested that the Municipality does not eliminate any of these as this will fundamentally undermine the outcome of the strategy.

Any piecemeal approach to this industry will result in failure to achieve the desired outcomes.

Finally, Emthanjeni Municipality is urged to consider paying specific attention to the critical success factors fundamental to the success of this strategy including:

- The unequivocal support of Counsel
- Improved planning and budgeting for tourism development
- Stakeholder involvement
- Acquisition of adequate and competent human resources to drive tourism development

EMTHANJENI MUNICIPALITY



ANNEXURE "K"

DRAFT LED STRATEGY



amatenda

The Bridge Between Business And Government | Services: Project Management, Broad-Based Black Economic Empowerment, Leadership Development, Project Facilitation, Social Responsibility Programmes

Local Economic Development and Marketing Strategy

for the

Emthanjeni Local Municipality

P. O. Box 42
De Aar
7000

Prepared by:

AMATENDA

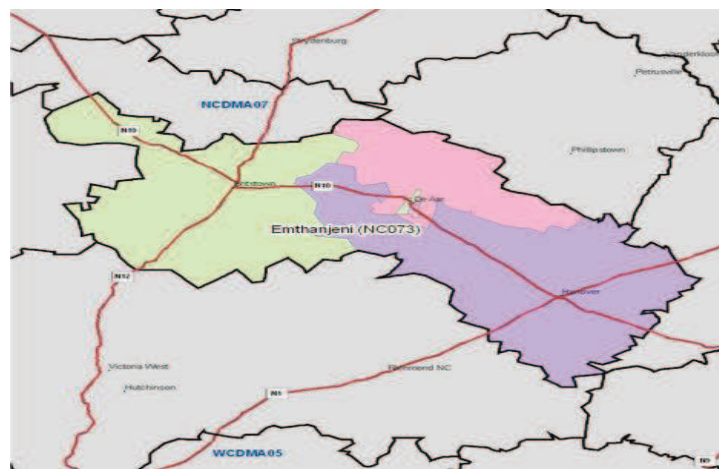
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Status Quo - Analysis

Institutional Analysis

The Emthanjeni Local Municipality includes the geographical areas of De Aar, Britstown and Hanover in the Northern Cape. The seat of institutional government is De Aar. The geographical area of the municipality is **11390.1640** square kilometers and consists of 7 wards with 14 Councillors. The Emthanjeni Local Municipality constitutes one of 8 Local Municipalities under the Pixley Ka Seme District Council. The district municipality is located in the arid western interior of the country and in the south eastern portion of the Northern Cape Province. The geographical area of the district municipality is 102765.5925. sq. km.



General Profile of the Emthanjeni Local Municipality – A brief Overview Location and Interesting Facts

De Aar, the third largest town in the Northern Cape, is centrally located on the main railway line between Johannesburg, Cape Town, Port Elizabeth and Namibia and tarred roads to surrounding towns. The junction was the second most important railway junction in South Africa, with 110km of railway lines including 29 rail-tracks in South Africa and has one of the biggest Ammunition Depots in the world. The junction was of particular strategic importance to the British during the Second Boer War. The area surrounding the town is popular for hunting, despite the fact that the region is rather arid.

De Aar is a Dutch word that means "artery" and it refers to an underground watercourse in the area. De Aar was originally established on the Farm "De Aar", and because of its central location, the government bought the farm in 1881 and built the first railway line from Cape Town to Kimberley.

Today, De Aar is the primary commercial distribution centre for a large area of the central Great Karoo. Major production activities of the area include wool production and livestock farming.

Residential Environment

There are 19 settlements/suburbs/villages in the geographical area. Economy is therefore diversified which underlines the necessity for a decentralised economy of scale. Because of

the vastness of the area, transportation costs become critical. A subsidized transport system especially for the indigent and un-employed is a possibility.

FARMS

There are approx. 229 farms within the Emthanjeni Local Municipality.

Recreational Weather Station

A local weather station is also located within the municipality. It sends off a weather balloon regularly and welcomes visitors.

Paragliding

De Aar has become known as one of South Africa's best cross country Paragliding sites. Situated in the Northern Province, between Britstown and Hanover, the dry arid conditions make it an ideal place to find excellent soaring conditions. The airfield has four active runways and launches are done with a payout winch, which is mounted on the back of a vehicle. Mountain launches are also available and both tandem rides and full training courses are offered here.

A well established Paragliding School not only offers a thrilling bird's eye view of the Karoo landscape, but hosts regular events attracting local and international paragliders in search of world long-distance records, for which the local conditions are suitable. To date, more than half of the world's long- distance records have been set in De Aar. It holds 2 World records & many countries National distance records. De Aar has been earmarked to also host the XC World Series 2008 & 2009.

Medical Facilities

There are 9 facilities that provide primary health care to the people of Emthanjeni Local Municipality

Education

23 Schools and educational institutions are available. The Schools offer a high standard of education reigning grade R up to Grade 12, as well as a Technikon.

Sight Seeing

- ✚ There are ancient Khoisan rock engravings on the Nooitgedacht and Brandfontein farms.
- ✚ Additionally, there is a "Garden of Remembrance", which honors the British troops killed in the Anglo-Boer War.
- ✚ The town is also home to a major military ammunition dump. The DoD Ammunition Sub Depot De Aar is located about 2km west of the town.
- ✚ Olive Schreiner, the famous South African author and feminist who wrote "Women and Labour", lived in De Aar and her house has been converted to a museum and restaurant.

Environmental Climatical Conditions

The highest recorded temperature is 40°. The average daily temp is a pleasant 25°
The average rainfall is 334mm.

Expenditure vs Productivity

In the 2004/5 financial year the expenditure on salaries comprised approx. 45,3% of the total operating budget.

Population Statistics

According to the 2001 Sensus statistics the population of De Aar was 35 540.

The majorities of the population is found in the age groups 20 – 60 and are as follows:

20-30 = 14,9%

30-40 = 13,6%

40-50 = 11,5%

50-60 = 8,13%

42,8% of the population is between 0 and 20 years of age.

44,1% of the population has an education of some sort. 12,95% has had no schooling. 28% has had sufficient education and can qualify in some way for employment.

52% of the population are females

48% are male

36,8% of the population is economic active and earn an income.

Source: Statistics SA

Economy

Economic activity and sectoral analysis is a critical indicator because of the decentralized nature of the municipality.

Employment per Economic sector

Description	2001
Agric relate work	1085
Mining, Quarrying	32
Manufacturing	326
Elec, gas, water	75
Construction	254
Wholesale, Retail	1223
Transport, Comm	379
Business Services	454
Community Services	2379
Private Household	
Undetermined	28009

Source: Statistics SA

Language

Afrikaans	26006
English	400
IsiNdebele	38
IsiXhosa	8840
IsiZulu	16
Sepedi	11
Sesotho	124
Setswana	76
SiSwati	6
Tshivenda	7
Xitsonga	1
Other	18

Source: Statistics SA

Britstown

Britstown is named after Hans Brits, former companion of Dr David Livingstone. Brits settled on a farm called Gemsbokfontein. In 1877 a portion of this farm was purchased to build a church, which was named after Brits. The town became a municipality in 1889.

Routes to Neighbouring towns

Destination	Direction	Route	Distance
Victoria-West	southwest	N12	85Km
Strydenburg	northwest	N12	85Km
De Aar	east	N10	52Km

- **Tourism/Residential Potential**

Residential property can be obtained from R220 00, 00 to R850 000, 00. Commercial property is advertised at R3 500 000, 00. The tranquility, climatical and topographical of this typical Karroo town is a competitive advantage.

Hanover

Prices of property in this town varies from R330 000, 00 to approx. R950 000, 00. Agricultural land can be obtained at a price of approx. R 2 500, 00 p/ha. Land values in this area are affected by the location of this town on the N1. Situated on the N1 Highway, being equidistant from the Cape Town to Johannesburg, Durban to Cape Town, Port Elizabeth to Upington - Hanover claims to be the most centrally situated town in South Africa. In close proximity to airports being Kimberley and Bloemfontein. Passenger busses and courier services run on a daily basis from all the major cities. A stable farming community forms the backbone of the town. An abundance of opportunities awaiting individuals and families who are willing to give it a try.

Potential developments in this town includes the renovation of the hotel and the marketing of this area for residential purposes/overnight facilities/hiking trails.

Overall Competitive Advantage

The major Competitive Advantage of the Emthanjeni Local Municipality is located in majorilly the following areas:

- Its institutional potential
- Its location
- Its uniqueness
- Its people
- Its environment
- Its socio/cultural texture

Explaining LED Interpretational Framework of this Strategy

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To understand and translate the contents of this strategy it is critical that we define and understand the concepts that is contained in this strategy. The explanations/definitions of LED as it is referred to in this strategy try to define the real world of LED. A world outside the world of municipal institutions. Incredible forces (many camouflaged) impact LED. Forces that need to be respected and not to be ignored. In other words it is essential that the terminology used in this document be interpreted within the real fundamental meaning and influence sphere and implications of the concept generally referred to as Local Economic Development and the world wherein it functions.

Amatenda's Referential Framework

The quest of the contents of Amatenda's programs explores the future, the responsibility, the expectations, the interrelatedness, interdependency and immense potential and opportunities in and of local government. It wishes to inspire local government institutions to become resourceful and innovative. Institutions of excellence! To reach their wildest dreams! To make the seemingly impossible possible! To get the most out of each councillor, official and employee and lead them to become the best they can be. Each municipality uniquely different in its composition, circumstances and environment. Each with different and unusual resources. Our objective is to position municipalities to hunt down and conquer the many opportunities that become available. To contest the future! To become the best they can be!

Amatenda create in local government an appetite for originality and greatness – of pride an accomplishment! To charge them of being what they dream to be – to become originals – not cheap copies of some other!

Why do so many struggle with LED?

LED is not something separate from the daily work of a municipality.

All the activities of local government (as well of those of the society it is required to serve) need to promote economic and social growth. All the functions of a municipality need to be contextualised to address local economic and social development. LED can be equated to the oxygen on which all living organisms on this planet own its existence. LED is a living and developmental process and organism. It includes any and everything in and around us. It is being energised and generated by systems in and systems outside the process of LED.

Some Reflections on LED

- *LED cannot be achieved overnight*
- *LED is a business and not a bureaucratic process.*
- *The ultimate success of LED is utterly dependent on the installation and maintenance of certain fundamental principles that influence, dominate and determine LED's success.*

Fundamental Forces

What are the fundamental underlying natural forces impacting and governing this basic critical phenomenon commonly referred to as local economic development (LED)? Why is it that LED strategies in many local authorities in South Africa seemingly do not render the anticipated outcomes? Why is it that many action plans in this regard do not enthuse people with excitement and create a general buy-in and support that effectively curtail job losses and enhance “a better life for all”? Why is it that many LED endeavours by local government institutions do not translate into intended and desired results? This despite strenuous and in many cases genuine strategies and action plans by dedicated designers in these institutions. Is it that LED is regarded as possibly too simplistic and straightforward?

What Really is Local Economic Development?

Let us begin by stating that LED is not as simple as many came to realise! It is far more complicated, complex and interrelated/interdependent than many in local government expected. No single municipality is a photo-copy of another. Therefore anyone that offers a simple solution to LED is in our mind ignoring the basic circumstantial fundamentals that comprise this serious and intricate matter.

Contrary to general belief *LED is not a quick fix as many local governments have come to realise or many try to convince you.*

The truth is that many ideals by local government that started off with enthusiasm only fall apart as the real demands, the brutal competition and the tough world of and the need for a *self re-enforcing* sustainable LED were experienced.

- ✚ ***LED is an incremental chunk-by-chunk exciting journey wherein partnerships, innovation, cooperation and interdependence play an important role.***
- ✚ ***LED consists of the application of many fundamental building blocks. If someone do not recognize or ignore these fundamental building blocks that systematically spark, drive and sustain LED strategies, efforts will only be patchwork with no real sustainable success. Just too many municipalities have learnt this lesson.***

Key Performance Areas of Local Government

National and Provincial structures have identified 5 “key performance areas” in local government. They are:

1. Local Economic Development (LED)
2. Municipal Transformation and Organisational Development
3. Basic Service Delivery,
4. Municipal Financial Viability and Management and Good Governance
5. Public Participation.

LED knits together all the other 4 key performance areas referred to above and can also be described as the cement that binds them.

The Competitive Changing Environment of LED

- ***“the world we are living in moves so fast that if somebody says: ‘it cannot be done’, is often interrupted by somebody that says: ‘that it has already been done’.”***

Hubard

- ***"Everything that can be discovered, has already been discovered"***
C H Duell, Commissioner of the USA Patent Office, 1899
- ***"I think there is a world market for possibly 5 computers"***
T Watson, Chairman of IBM, 1943
- ***"There is no reason for any individual to have a computer in their homes"***
Ken Olsen, Founder of Digital Equip. Corporation, 1977

Where do we find Local Economic Development?

Some of the many places where LED is found

<p>Overall impressions of town, impressions of institution, perceptions, service, track record, entrances and exits, responsiveness, state of public amenities, condition of roads, hospitality, condition of signs and directional information, state of municipal buildings, cleanliness of streets, courtesy, service delivery, responsiveness, competitiveness, communication, listening, motivating, acknowledgement, blaming, decision-making, ignorance, acumen, elapsed time, institutional frameworks, rezoning applications, sub-divisions, dress code, state of</p>	<p>municipal vehicles, attitude, telephonic answering services, availability of personnel, empathy, friction, feedback, honesty, absenteeism due to attendance of meetings, general conduct and respect, punctuality, esteem, pride, discipline, spelling and display of public notices, disposal utensils, compassion, general organizational behaviour, safety and security, dilapidated buildings, welcoming signage, word-of-mouth, bonding agents, phone etiquette, littering, values, turn-over of municipal stock, track-record, esteem, resilience, presentability, all impact LED.</p>
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Amatenda's contention is that LED must be the catalyst for all over institutional performance enhancement. For example:

- The installation of professional acumen
- Re-invention resourceful organisational structures
- Improved service delivery
- Eradication of poverty through increased economic growth
- The effective management of not only whole institutions but also sub-directorates of institutions according to business principles
- Deepened democracy
- It energizes whole communities and institutions
- Public/Private/Partnerships
- Cementing societies
- Increase competitiveness
- Enhances self actualization
- Extracting creativity and innovation
- Increasing life skills
- Increases the referential framework of people
- Increase the competence, value of councilors and officials
- It exposes employees to business processes and resilient managerial practices
- Makes institutions more valuable
- Potential un-locking of both employees, officials, leaders and societies
- Establishing an awareness of what a competitive advantage is

We at Amatenda concern ourselves with the areas that local government needs to contest in the future and the need for the creation of the “new breed” of municipalities. The areas “beyond” the traditional boundaries of local government – an environment that they need to conquer - a world outside their world where the real battle is contested. In this we enable institutions to identify and engage their individual uniqueness and resources (both interior and exterior) to design and reach that future first!

Amatenda’s contention is that LED should inspire institutions in the following ways:

- Revolutionise local government to become enterprises
- Encourage institutions to become “a new breed”
- To create opportunities for their whole environment
- To fully maximize its resources
- To employ a “knowledge-economy” in their institutions
- To inspire officials and employees to increase their ingenuity and innovation-a more effective and professional institution
- To dramatically increase the value of employees and institutions
- To make institutions more resilient
- Our point of departure is that “quality is defined by the Stakeholder and investor.
- To acknowledge that a town has “investors” and “entrepreneurs”, not residents
- That an institution has an obligation to perceive that a success formula is based on “a coalition of like minded groups and individuals harbouring and transmitting knowledge, experience, values and dreams”.
- That the latter galvanizes a community.
- That institutions must come to realize that in the final analysis,
 - ✚ “Choices have consequences”
 - ✚ “they are responsible for what a town has become – they cannot shift the blame” – and “that failure does not happen without their consent”.
- Maximize human, societal and environmental resources
- Potential un-locking mechanism

A municipality does not need to be big to un-lock its potential and win. Small, passionate and innovative institutions can and will win. To win you need the best competitive team and best practices. The best team not the biggest team usually wins!

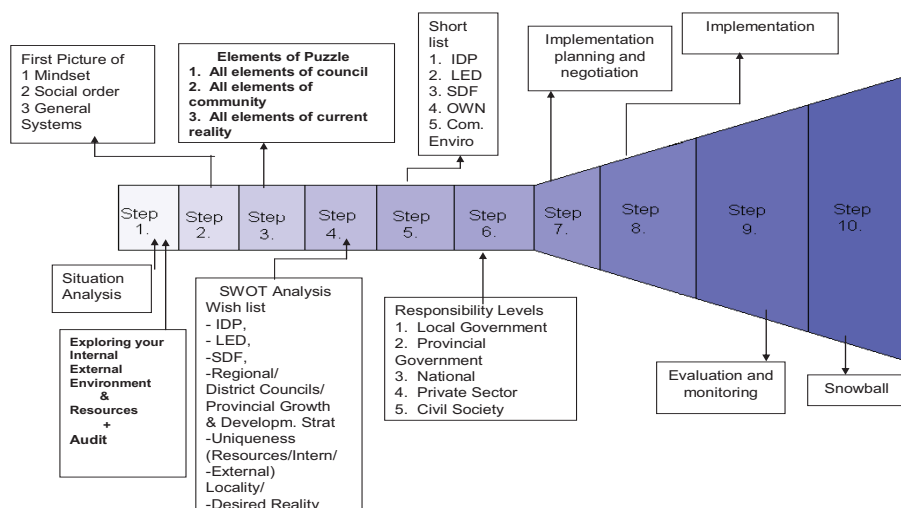
LED & Marketing Process Plan for the Emthanjeni Local Municipality

Against the necessary above background explanation and introduction of/to the real world and certain of the matters that influence and impact LED significantly, we propose the following process plan:

Phase 1

With Immediate Effect

- The installation of our “Job Creation and Job Preservation-Desk” (Details of which is made reference to hereunder)
 - The most important characteristic of this initiative is to ensure that the responsible person appointed to this position “grow jobs” and take preventative steps to curtail possible job losses.***
- The installation of a LED-Awareness Campaign
 - ❖ A public announcement to the effect that the municipality have taken the initiative to seriously look at gearing up on LED and has appointed a competent facilitator
 - ❖ An aggressive campaign to “Maximise what we Have”
- **A Situation Analysis of the current reality to the desired reality of the Emthanjeni Local Municipality in relay with the Trompet© depicted hereunder**



This structure is described in more detail in a map that is attached and accompanies this submission.

- ❖ The re-invention of the municipal structure to facilitate LED
 - The installation of new administrative procedures to include “the comments of the Director LED” in all reports submitted to Council

- The installation of new administrative procedures to include “the comments of the Director Job Creation and Job Preservation” in all reports submitted to Council
- The re-invention of the organisational structure over a period of time to align/contextualise it to LED in all its facets and to prioritise LED
- The installation of at least 5 Public Participation Structures to deepen democratic participation in LED as well as to enrich the institution with knowledge and expertise. The plans are immediately available and implementable
- To carry out an “execution-audit” in the municipality with a view to obtain a relative score on the execution abilities of the municipality and to assign reasons for the inability to execute responsibilities as expected from the leadership
- Discussing and explaining LED Map with whole municipality
- Open dialogue and communication be installed
- Inviting and encouraging all employees to recommend in which ways the
 - o Institutional performance could be improved
 - o An entrepreneurial culture could be fertilised
 - o Competitiveness could be enhanced
 - o “What we can become Famous for”
 - o Develop products or product ranges that could be used to attract investors and market the municipality
- Identifying possible applicants for:
 - o Incubation teams
 - o R&D
 - o Marketing and PR
 - ✚ Subscribe to
 - Major RSA newspapers of which one should be Business Day
 - 3 Acknowledged business magazines
 - 2 Technical

With the objective to discover news and developments from which Emthanjeni Local Municipality could benefit, inter alia, business developments, investor trends, general news and to utilise as a source for marketing and the sharing and attraction of investors and investment possibilities

 - ✚ Initiate a newsletter
 - ✚ Establish an exhibition/ information centre for the purpose of:
 - Exhibiting as many as possible products of the area

❖ Obtaining a conceptual overview of the municipality

- o Interviews with:
 - The Mayor
 - Chairpersons of Portfolio Committees
 - The Municipal Manager
 - Directors of Municipal Departments
 - Business structures
 - NGO's
 - Interest groups
 - Representatives of the general public
 - Compassion Groups

South Africans are a generous people. Our country's employed people contribute on average R920 million Rands per month to the alleviation of poverty and development. This amounts to approx. 2,2% of their income according to the 2001 census. As published in the Beeld of 22 December 2005.

According to the State-of-Giving survey;

- 54% donates money to welfare or other organisations
- 31% donates food or other products to the poor
- 17% give of their time and effort

- *The average participant to this survey donates approx. R44 per month to welfare purposes. The most of the contributors were convinced to donate because of human cohesion factors.*

This survey cannot quantify the significant acts of compassion by the employing of part time labour, food, bonuses, and acts of compassion by the adoption of impoverished families, children and donations of love and kind.

Compassion is the ultimate substance of happiness. In a recent programme the BBC researched the ultimate essence and core reason to define happiness. During months of research they interviewed the very poor and the very rich, spiritualists, young, old, the most intellectual researchers in therapy, brain functioning, sociologists, neurosurgeons, psychologists and psychiatrists in the world to determine what comprises the real essence of happiness. Ultimately they found that peace and happiness as experienced in deeds of compassion was the main and absolute medium to obtain true and lasting happiness.

- ❖ Exploring the Internal/External Environment
 - Institutional competency levels
 - Resource reservoir latent/potential
 - o Engaging local expertise
 - o Exploring environmental resources
 - o Create a data-base of resources and expertise
 - Potential revenue sources
 - o Land availability
 - o Sub-contracting
 - Communication
 - Internal
 - External
- Perusing the:
 - ❖ IDP
 - ❖ LED strategy including a LED awareness audit and its prioritisation
 - ❖ SDF
 - ❖ Growth and Development Strategies of the Pixley Ka Seme District Council
 - ❖ Marketing strategy
 - ❖ Incentives/Investment strategies
 - ❖ The general cultural institutional environment
 - ❖ Regulatory framework
 - ❖ Circulation of a Questionnaire to determine what views of stakeholders as well as their expectations
 - o This questionnaire contains approx. 158 questions which try to determine the conceptual framework of stakeholders in relation to growth and development as well as stakeholder participation
 - ❖ Institutional organigram
 - ❖ Key Performance Areas
- Revisiting
 - ❖ SDF
 - ❖ Various strategies
- Gradually obtaining a perception of
 - ❖ Possible competitive advantages
 - ❖ Obsolete areas
 - ❖ Personnel appropriation/pier review/skills audit/omnibus
- Identification of interim performance inhibiting factors
- Install a “New Mindset” in the Institution:
 - ❖ Appeal to the Leadership to “free employees from the possible shackles” that prevent them from performing
 - ❖ Start keeping employees accountable for performance and service delivery
 - ❖ Initial “Crash-Course” to increase competency levels of Chairpersons of Portfolio Committees

Profiles of Leadership (The “Ultimate” Member of the Mayoral/Portfolio Committee)

Members of Mayoral/Portfolio Committees are “Members of the Executive/Cabinet” in local government-serving the Mayor and the people - providing space and opportunity for the municipal managers to pursue their ideals and become the best they can be. They need to be exceptional people. They must have an insight into the institutional management system. They must motivate, lead and inspire their teams to deliver results. Their radar explores territories beyond the tomorrows. They shape and design the destinies of institutions. Their visionary leadership and determination guide and mobilize their teams and their towns and cities to heights that many dream of. Their inspirational abilities and leadership conquer un-conquered territories. Under their leadership they must make the impossible possible.

- Gradually distilling interim LED and Marketing Strategy
- **Initiate discussion frameworks for possible new policies for:**
 - ❖ Local Content Schemes-Aimed at preferential treatment for the employing of only local residents at discounted incentives
 - ❖ Marketing Strategy
 - ❖ The establishment of a “Training Academy” aimed at training local people in skills needed by local industries and business enterprises
 - ❖ Ward Councillor participative framework

A More (but brief) detailed description of the contents of the Trompet© that will be employed as a guiding instrument in the establishing of a LED and Marketing Strategy and overall performance enhancing tool as contemplated in our explanation of LED above.

- **Internal Institutional**
 - Personal mastery
 - ❖ Flexibility
 - ❖ Strategic thinking
 - ❖ Visionary
 - ❖ Resourcefulness
 - ❖ Discipline
 - ❖ Character
 - Managerial maturatedness
 - Communication abilities
 - Managerial skills
 - Emotional intelligence
 - Problem solving/Decision making skills
 - Political ability/charisma
 - Conceptual thinking
 - Leadership qualities
 - ❖ Trust
 - ❖ Accountability
 - ❖ Listening
 - ❖ Judgement
 - ❖ Intuition
 - ❖ Exemplary
 - ❖ Conduct
 - ❖ Character
 - ❖ Motivator
 - ❖ Maturity
 - ❖ Attitude
 - ❖ Implementation abilities
 - Institutional resilience and responsiveness
 - Institutional culture
 - ❖ Inspiring
 - Flexibility
 - Institutional overview
 - ❖ Competitiveness
 - ❖ Drive
 - ❖ Dedication
 - ❖ Trust
- **External Institutional**
 - Exploring and employing potential resources in external environment
 - Improving regulatory framework
 - Exploring competition environment
 - Grants and exploiting support
 - Relationships with external environment
- **Financial Management**
 - Potential for increased revenue
 - Overall financial management
 - Bad-debts

- **Public Private Partnerships**
 - Exploiting potential in these coalitions
 - Exploring “joint ventures”
 - Utilising trade-offs (funding/expertise)
 - Networking
 - Bartering

Job Creation and Job Preservation-Desk

A few of the contents of this new position and the responsibilities to be assigned thereto:

- Determine how “We can grow jobs”?
- Determine why people loose their jobs?
- Can mediation/Reconciliation be improved?
- Determine the camouflaged reasons why jobs deteriorate?
- Determine why jobs are being “exported”?
- Are skills and competency levels reasons for job losses?
- What can be done to improve productivity?
- What are the levels of occupational health and safety?
- What are he real reasons for absenteeism?
- Does, and in what way, does the institutional costing and rates and tariff structure influence job creation and retention?

*This road map contains a further 144 practical immediately implementable processes which serve an aggressive job creation campaign

EMTHANJENI MUNICIPALITY



ANNEXURE "L"

MUNICIPAL TURN AROUND STRATEGY



Emthangeni Municipality: Municipal Turn-Around Strategy: pre-2011 priority areas

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
1.	Basic Service Delivery						
1.1	Access to water, management and maintenance	Britstown and De Aar are currently experiencing a water shortage: Extension of Britstown Bulk Water Supply. (Drilling of new bore holes).	5-production bore holes to be in place by 30 April 2010.	Consultant will oversee the process and the municipality will monitor.	DWA Should liaise with the municipality About the drilling of bore holes.	DIHS	5 Production boreholes drilled and tested before 30 April 2010. Currently busy drilling more boreholes.
	All residents has access to water						
	Replacement of pipes in De Aar 20km of steel pipes.						

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
1.2	Access to sanitation, management and maintenance	Ageing Infrastructure and poor water filtration mechanism. Britstown upgrading of dry sanitation(532 UDS Toilets) Hanover upgrading of dry sanitation(200 Urine Diversion System Toilets) De Aar Sewer Works must be upgraded	To develop an integrated plan for the replacement of the ageing infrastructure	To facilitate the development of the plan	To liaise with Water affairs and MIG. (Explore other sources of funding DBSA)	DIHS	Outstanding
			(Technical Report developed)	Develop the plan	To engage with DWA	DIHS	Report approved by Council.
			(Technical Report developed)	Develop the plan	To engage with DWA	DIHS	Report completed.
				Business Plan submitted to MIG	MIG National approval of Business Plan	DIHS	Business plan submitted to MIG

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
1.3	Access to electricity, management and maintenance	Electricity to be installed in newly built houses:	100% completed end June	Interact with ESKOM. Tender process.	ESKOM	DIHS	154 Houses completed Eskom being with 18 houses in Hanover.
1.4	Refuse removal and solid waste disposal	No Electricity Master Plan in place No service level agreement with Eskom	Develop service Master plan To have a service agreement in place	Facilitate the process to appoint the consultant to draw up the master plans To draft the agreement	To involve Dept. of Energy Eskom, DME, District Municipality, COGSHTA	DIHS MM	In process 30% completed. No SLA

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
1.5	Roads and Storm water	At present 131 km (65%) of all streets are gravel Paving/tarry of gravel roads	2 km	Execute the plan in tarring the roads		DIHS	Topaaslaan: in process Eland Street: 60m Street 8: in process Joe Slovo: 350m Completed: 0,41km
		Re-gravel of existing gravel roads.	5 km	Execute the plan in gravelling the roads		Technical Manager	Outstanding
		Upgrading and seal of existing tarr roads.	1,5 km	Execute the plan in resealing the roads		Technical Manager	Cilliers Street: 590 m Queen Street: 140m Completed: 0,73km

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
1.6	Housing	Storm water problems in all 3 towns, De Aar storm water master plan finalized	De Aar Storm water master plan: Develop Business plan	Develop the plan	MIG, Banking Association of South Africa	DIHS	Business plan 80% completed.
1.6	Housing	No Integrated development plan exist for the municipality Current housing backlog – 3 041 Britstown – 650 Hanover- 598 De Aar- 1793	Expression of Interest advertised by Dec 2010 Business plans for funding- RDP Houses Update housing plan to accommodate higher income rental housing	Advertisement Draft Business plan Update housing plan	COGTA (Generic Template) Human Settlement (Funding National Treasury)	DIHS Manager: Housing	IDP do exist Draft business plan completed. In process 50% completed.
2.	Public Participation						
2.1	Functionality of Ward Committees	The Municipality consists of	Give training to committee members on :				Training is arranged and will kick start during the

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
		seven (7) wards of which hand launched Ward Committee which are jointly working together the Ward councilors. Not functioning properly	Specific roles and responsibilities, Communication channel, Office and Administrative skills, Training on applicable acts, compiling ward profiles				week of 12-16 July 2010.
2.2	Broader public participation policies and plans	Council meets the people 4 times a year. Ward Committee meetings 12 times a year. Council meetings 4 times a year. A Program distributed to municipalities					This is a quarterly programme

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
2.3	Public Communication systems	to inform everyone about the meetings. No Public participation policy.	To Develop finalized and adopt the policy	Draft the policy		Director Cooperate Services, Municipal Manager	Draft the policy
2.4	Complaints management	Ads in newspaper Flyers Notices in accounts Loud hailer Websites Through Ward Committees and Ward Councilors Local Radio Station	To develop a generic	To Develop the	.	Director Cooperative	A draft Communication strategy is currently in the process of being developed and will be tabled for discussion

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
	systems	register Suggestion Box	template and be adopted by council. To Develop guidelines by which complaints are dealt with. Review the customer care policy.	template Develop the guidelines To review the policy		Services Director Cooperative Services	The policy will be forwarded to the Social Service committee for revision
2.5	Front Desk Interface	Customer care policy	Review the policy			Director Cooperative Services	The policy will be forwarded to the next Social Service committee for revision
2.6	Appointment of CDW's vs. number of wards	We currently of seven (7) wards of which two (2) CDW's must be allocated per			COGSTA to facilitate debate regarding appointment and remuneration of		A letter was written to COGSTHA to appoint the outstanding vacant positions available

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
		ward. We currently have two (2) vacancies for Ward 1 & 7.			CDW's		
3.	Governance						
3.1	Political Management and Oversight						
3.1.1	Stability of Councils						
3.1.2	Delegation of functions between political and administration	Delegation must be reviewed					
3.1.3	Training of Councilors	Training was attended by Councilors; ELMDP-5 Finance Management-14 Computer					

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
		Literacy-13					
3.1.4	Oversight report for the 2008/09 FY						
3.1.5	Feedback to communities						
3.2	Administration						
3.2.1	Recruitment, Selection and Suspension of employees	3 Suspensions: Creditors clerk (2 & half months), Motor registration clerk (3 Weeks) and General worker (2 weeks).					
		No Recruitment and Selection Policy.	Set of Human Resources Policies BE Adopted	Facilitate process		Human Resources	The policies form part of a booklet of policies that was tabled at the LLF. Matter is in progress
3.2.2	Vacancies (Top 4- MM, CFO, Planner,	MM: Filled.					

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. interventional or technical support)	Human Resource allocated	Progress
3.2.3	Engineer) Vacancies in other levels	CFO: Filled Dir Corp: Filled Dir Infra: Filled (Section 57 Appointees)	To have these posts filled before the end of this financial year	Re advertisements in National Newspapers To have an aggressive recruitment action		Director Cooperative Services	1. Internal promotion were made.(SCM & NWS) 2. Interviews were held to appoint Tourism Officer and METS
3.2.4	Top 4 appointed with signed Performance Agreements	Yes Visser; Manuel; Taljaard; Siwa	To have a 4 th Directorate in Place that will deal with Development				

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
3.2.5	IDP adopted by Council	In Progress	5 year review process	Review the 5 year document	Support from departments sector involved	LED unit service provider	
3.2.6	SDBIP adopted by Council	Yes signed by Mayor					New SDBIP (2010) is currently in the process of completion. [expected completion 07 July 2010]
3.2.7	Organisational Performance Management System	PMS Frame work (Section 57 employees) has adopted by Council.					
3.2.8	Section 46 report for 2008/09 adopted by Council	Yes					
3.2.9	Midyear assessment report for 2009/10 adopted by Council	Yes					
3.2.10	Performance Audit Committee	Yes in 2009					

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
	(PAC) appointed						
3.2.11	PAC report presented to Council	Yes after the last PAC session they did submit a report.					
3.2.12	Skills Audit conducted for all employees	Skills Audit not done	Skills Audit be conducted		COGTA, COGHSTA and LGSETA		
3.2.13	Skills development for employees	Skills Development policy in place Specific training has taken place					
3.3	Labour Relations						
3.3.1	LLF established (equity in representation)	Yes (Equity in gender not yet achieved)					Last meeting did take place on 28 June 2010. Agenda incomplete – dealt with
3.3.2	Functionality of LLF	Yes (But the understanding of roles and responsibilities of members are	To workshop the roles and responsibilities of members	To facilitate the workshop	SALGBC	DCCS	Arrangement are made with SALGA & SALGBC to conduct such training

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
4.	Financial Management	questionable)					
4.1	Revenue enhancement & Debtors management	Debt collection in place Credit control policy in place Lack of capacity in unit 12000 accounts send out, 60% are paid	To facilitate the process of appointing a service provider	To facilitate the process of debt collection		CFO	
4.2	Debtors management	Debt collection policy in place R42000 000 written off provision made for R12000 000					
4.3	Cash Flow Management	Cash Management Plan					No progress as yet as the Service provider has not been appointed

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
		3 Departments , Each make requisition and all Requisitions go to the CFO The order is approved by CFO Invoices are received Not all invoices are paid within 30 days		Review the internal Controls and systems that are in place		CFO	
4.4	Repairs and Maintenance Provision	Asset Register in process of GRAP conversion	Put Action and systems in place to ensure that all invoices are paid Have the repairs and maintenance costed in the GRAP conversion process	Facilitate the process		CFO	The DIHS provided some R & M inputs for the budget
4.5	Capital Expenditure	Grants					Loan application at the DBSA is in progress.

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
4.6	Clean Audit	Internal Revenue Loans (DBSA) Wage Bill (32%) Disclaimer: Asset register, Debt management, going concern, internal control environment.	Asset register compliant		Consistent audit standard from auditor General	CFO	
4.7	Submission of Annual Financial Statements	Yes					
4.8	MIG Expenditure	Under Spending Service level agreement in place with DM	Spend 100% of funding by 30 June 2010 Review service level agreement with DM	Enhance spending patterns Review the agreement		Director Infrastructure	
4.9	Asset Management	Asset Management not compliant					
4.10	Credibility and Transparency of	Policy in Place					

No.	Priority Turn Around Focal Area	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Progress
	Supply Chain Management	Committees in place Process is transparent and credible					
4.11	Capacitating of Audit Committee Members	Audit committee members not fully capacitated	Workshop roles and responsibilities with committee members		Provincial Treasury COGSHTA SALGA DM Office of Auditor General	MM & CFO	No training has taken place for Audit Committee members
5.	Local Economic Development						
5.1	LED Strategy adopted by Council	Strategy not been adopted	Strategy finalized and adopted by council	Facilitate the process		LED Manager	Process of mentoring continuing, progress reports were received.
5.2	LED Plan aligned to the PGDS and	Plan not developed and	Annual plan to	Incorporation		LED Manager	Will be a culmination of the LED strategy

No.	Priority Turn Around Focal Area	March 2010 <i>(Current Situation/ Baseline)</i>	Target for December 2010 <i>(Changed Situation)</i>	Municipal Action	Unblocking Action Needed from other Spheres and Agencies <i>(e.g. intervention or technical support)</i>	Human Resource allocated	Progress
	adopted by Council	Aligned	be developed	with IDP process			implementation
5.3	LED Manager appointed	Yes	Establishment LED Forum	Support to Forum Resource availed for functioning Business plan adoption	Support from Department and District Municipality		Establishment planned for August 2010

Date of progress report: _____