



2023 / 2024



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1.1 INTRODUCTION

1.1.1 DEMOGRAPHY

Area: 14 210km². The Kamiesberg Local Municipality is a Category B municipality situated within the Namakwa District in the Northern Cape Province. It is one of the smaller municipalities of the six that make up the district. Kamiesberg Local Municipality provides services to 16 small towns – Kamassies, Rooifontein, Nourivier, Leliefontein, Paulshoek, Kamieskroon, Kharkams, Tweervier, Koiingnaas, Kheis, Soebatsfontein, Spoegrivier, Klipfontein, Garies, Hondeklipbaai and Lepelfontein. The nearest business centre is Springbok 120km away.

The municipality spans three topographic zones: from the sandy coastal lowlands (Sandveld) to the mountainous central Kamiesberg escarpment (Hardveld), and to the eastern plateau of Bushmanland.

There are no perennial rivers in the area. Water is obtained from subterranean sources.

Some of the water is pumped up by windmills, but most of the water to the communal areas comes from natural springs. Many of these springs are semi-perennial and the salt content of the water can vary from year to year, causing problems.

Four main types of vegetation are found in the area: Mountain Renosterveld, Succulent Karoo, False Succulent Karoo and Namaqualand Broken Veld. However, overall plant life is in a deteriorating state and non-edible, undesirable and poisonous vegetation is taking over.



1.1.2 MAYORAL IDP FORWARD 2023 / 2024

This 2023 / 2024 Integrated Development Plan (IDP) provides the 1st review of our 5year strategy framework (2023 – 2027) for Kamiesberg Municipality.

The IDP is a direct result of yet another extensive consultation process. This review puts a lot of emphasis on the infrastructure development projects and revitalization of social and local economic to grow labour intensive job opportunities.

Kamiesberg Municipality are striving to achieve our mission of proper service delivery to our communities.

Therefore, I would like to extend my sincere gratitude towards my fellow Councilors, the Municipal Manager and senior Management for their inputs and leadership as well as the officials for their endless contributions towards the Municipality and communities.

Working together we can move Kamiesberg forward.

Cllr Susarah Nero

Mayor : Kamiesberg Municipality.

1.1.3 MUNICIPAL MANAGER IDP FORWARD 2023 / 2024

This document sets out Kamiesberg Municipality's Integrated Development Plan (IDP) for this financial year, containing key municipal goals and priorities.

The IDP document is the strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development within the municipality. Kamiesberg Municipality's commitment to developing a caring and livable municipality is the point of this IDP document, with a specific emphasis on the alignment of the municipalities vision.

This IDP can only reach its full potential with the involvement of different sphere of government with emphasis on cooperative governance to ensure the implementation of the IDP

I want to thank the communities, ward committee members, stakeholders, officials and council involve participating the process of consultation in identifying the needs of the people. Your support is much appreciated and we value each and every one of you.

Thank you.

Mr Rufus C Beukes
Municipal Manager

1.1.4 CONTACT DETAILS OF THE MUNICIPALITY

POSTAL ADDRESS:
PRIVATE BAG X 200
GARIES
8200

PHYSICAL ADDRESS:
22 MAIN STREET
GARIES
8200

TEL: 027 6528000

FAX: 027 6528001

WEB: www.kamiesbergmun.co.za

MUNICIPAL MANAGER

MR RUFUS BEUKES

TEL: 027 6528000 / FAX: 027 6528001 / CELL: 078 198 4237

E – MAIL: rufusb@kamiesberg.gov.za or mm@kamiesberg.gov.za

MAYOR

COUNCILLOR: SUSARAH NERO

TEL: 027 6528000 / CELL: 063 514 8101

E – MAIL: Susarah.nero@gmail.com

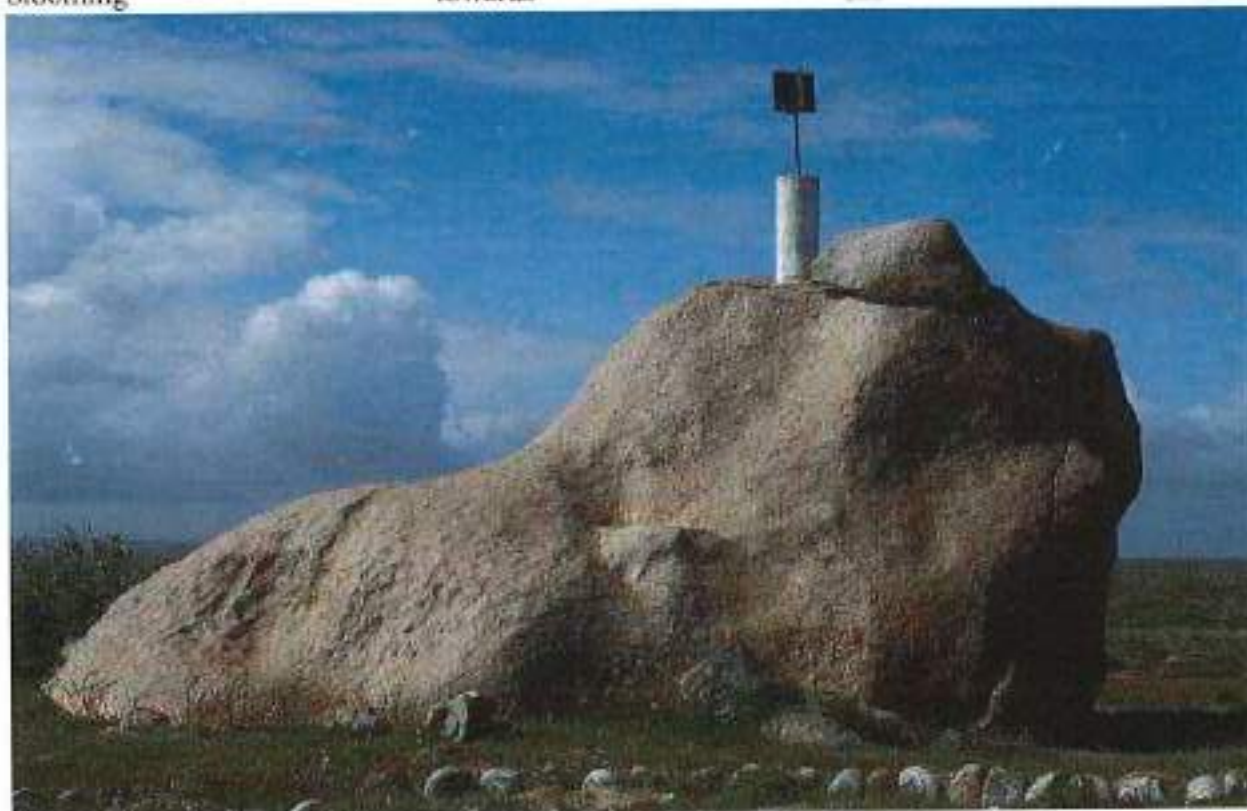
1.2 Background

The Municipality is structured into the following six (6) wards, namely:

WARD	TOWN
1	Hondeklipbaai, Koinaas, Soebatsfontein and Spoegrivier
2	Garies
3	Lepelfontein, Kheis and Klipfontein
4	Kamassies, Rooifontein, Nourivier and Paulshoek
5	Kharkams and Tweerivier
6	Kamieskroon and Leliefontein

HONDEKLIPBAAI

Hondeklip Bay or Hondeklipbaai as it is known in Afrikaans is a small, picturesque village on the West Coast of Namaqualand and lies about 95 km South West of Springbok. Nestled between the Namaqua National Park and the South Atlantic Ocean, Hondeklip Bay can be reached by different routes, the Messelpad, The Wildeperdehoekpas, through Soebatsfontein, or Kamieskroon, or from Garies. Hondeklip Bay was formerly a favoured holiday destination for fishermen, divers and farmers. Nowadays, holiday makers from all over the country enjoy their holidays here. During the flower season, Hondeklip Bay is spectacular to behold with all the orange and yellow flowers blooming towards the sun.



KOINGNAAS

Koingnaas is a small town some 110km from Garies. Since 2015/16 Koingnaas form part of the Kamiesberg Local Municipality. The Town was first part of the Namakwa District Municipality. Established in 1970, Koingnaas was once a flourishing diamond –mining town, but after De Beers departed the population has fallen rapidly from its peak of about 1000 inhabitants to approximately 105, according to the Census taken in 2011. Koingnaas is in a restricted area and visitors need to fill in a register and present an ID at the gate office. A gravel road leads to this small mining town. There are also two general grocery stores and library services at the Municipal building. The clinic is currently not in use. The community make use of the health services at the Hondeklipbaai clinic. There are no schools, the community either make use of Home based education or the schools in



Hondeklipbaai or Kleinzees

SOEBATSFONTEIN

Soebatsfontein is a settlement nearly in Namakwa District Municipality but part of the Kamiesberg Local Municipality in the Northern Cape.

This settlement is 80 km south-west of Springbok and 48 km north-west of Kamieskroon. The name, Afrikaans for 'begging or pleading fountain', dates from an incident about 1898 in which Hendrik S(t)ievert, a farmhand, was murdered by San in spite of his begging for mercy.[2]

Soebatsfontein has a Population of 276

Number of households -80

Population group - Coloured 98%,
Afrikaans

Male 54% 46% Female First language-

(Census 2011)



SPOEGRIVIER

Spoegrivier is a town in Kamiesberg Municipality some 13 km west-north-west of Karkams and 46 km east of Hondeklipbaai. It takes its name from the non-perennial stream which rises north of it and extends south and then west to enter the Atlantic Ocean 20 km south-east of Hondeklipbaai. Afrikaans for 'spit river', the name is probably translated from Khoekhoen Kanoep, referring to a disease affecting cattle.

The Spoegrivier Caves are part of the proposed Groen-Spoeg Coastal Park ,46 km East of Hondeklipbaai. These caves are of archaeological importance as they contain the earliest evidence of sheep in South Africa. The bones found date back about 2 000 years. The National Monuments Act protects this site therefore no camping, fires, digging or vehicles are permitted in the caves



GARIES

Garies is small agricultural center situated in the Northern Cape Province about 120km south of Springbok. Garies is a Nama (a Khoisan tribe) name, also spelt as th'aries and xaris. It is right on the N7 and thus easily serves as a journey breather or 'not-quite-halfway' mark for those on the road between Cape Town and Namibia. It lies in the heart of the Namaqualand and makes an excellent base for those exploring the spring flowers. The sheer lavishness of blossoms during spring, after good rains, draw visitors to this part of the Namaqualand from around the world. The area has the richest succulent flora in the world, about one third of the world's approximately 10'000 succulent species. Nearly 40% of the species are endemic. The area has 1200 different plant species, hundreds of which are only found in Namaqualand and also 150 bird species. The Namaqualand Flower Trail Run, a 20km loop on the Rooibergkloof Trail starts just north of Garies, with a rather tough 12km ascent to the summit of the Rooiberg. Include Letterklip (alphabet stone), something of a stone fortress used during the South African War.



LEPELFFONTEIN

Lepelfontein is a village situated in the southern section of the Kamiesberg with its communal area bordering on the Western Cape and some 30km from the Namaqualand West Coast, and is part of the Kamiesberg Local Municipality, in the Namaqua Districts Municipality. Lepelfontein is some 61km south of Garies, 28km west of Rietpoort, 52km west of Bitterfontein on the N7, 10km south east of Kotzesrus and some 45km south east of Groenriviersmond via Ruitervlei se mond.

Per the 2011 census, Lepelfontein had a population of some 233 people who are mainly communal farmers, farming with sheep and goats with some of the population working on the surrounding commercial farms.

Lepelfontein has a primary school, Roman Catholic church, a small general grocery store, Municipal offices and a clinic within their community centre.

Lepelsfontein was established close to a spring where the village got its name from – when the spring started to dry up the local inhabitants had to use a spoon to get water out of the spring, thus the name Lepelsfontein or Spoon fountain. Some of the local inhabitants decided to move away from Rietpoort and established a village near the spring which gave the village its name.

Lepelsfontein's communal area borders on the Western Cape and is surrounded by a communal area of 28.72km² where the community farm with sheep and goats. Other than the Western Cape, the communal area is surrounded by commercial farms. The area surrounding Lepelsfontein is littered with old giant termite mounds which are also known as fairy circles.

This area was in the 18th and 19th centuries part of the main route explorers, used to travel through as close to the village is Meerhof's Castle where van der Stel stayed over in 1685 on his way to the rumoured copper fields near the Gariep river. The route followed by the early travelers to the north largely coincided with the old well established game trails of elephant, rhino and other animals.



KHEIS

Kheis is one of 10 communal villages to be found in the Leliefontein Communal Area situated in a river valley below the mountainous central Kamiesberg escarpment which is part of the Groenrivier system, which is part of the Kamiesberg Local Municipality in the Namaqua Districts Municipality. Kheis is some 14 km north Garies.

Per the 2011 census, Kheis had a population of some 488 people who primarily are communal farmers, farming with sheep and goats. Population group- Coloured 97% First Language- Afrikaans 98%.

Kheis has a primary school (None selected), a general grocery store, one tuck-shop and a clinic. The community have access to health care twice a week. Kheis has an earthen dam to the north of the village which is used for irrigating cultivated lands below the dam wall. When the dam has water it is known that water birds congregate here.

Kheis is a Khoi name meaning "a place where you live, or a home". The village is named in recognition of the Khoi people who were the first permanent dwellers of Namaqualand. The other translation for Keis, is the Khoi/Khoekhoe word for sand, the word can also be interpreted as Sanddrif or Dryfsand. Keis is pronounced 'chais' in Xhosa.



KLIPFONTEIN

Klipfontein is one of ten communal villages to be found in the Leliefontein Communal Area situated in the most southerly part of the communal area at the bottom of the Kamiesberg highlands on the edge of the Sandveld, is part of the Kamiesberg Local Municipality, in the Namaqua Districts Municipality. Klipfontein is some 25km north west of Garies and 64 km east of Hondeklip Bay.

Per the 2011 census, Klipfontein had a population of some 466 people who primarily are communal farmers, farming with sheep and goats. Klipfontein has a primary school, some small shops, post office- and a clinic services at the Municipal building, Municipal offices and liquor store. Klipfontein is one of the very few communal villages connected with the N7 by a tarr road.

Klipfontein lies to the east of a 501m high mountain, called "Soetheuningberg" or directly translated as "Sweet Honey Mountain"!!! Klipfontein, as many other "fontein" or fountain named places, was named after a fountain which had its source under a "Klip" or Rock.



KAMASSIES

Kamassies is one of ten communal villages to be found in the Leliefontein Communal Area situated on the eastern plateau of the Bushmanland, part of the Kamiesberg Local Municipality in the Namaqua Districts Municipality.

Kamassies is some 68km east north east of Kamieskroon, 89km south east of Springbok via the Gamoep gravel road (R355) and some 106km north east of Garies via Studers Pass, Leliefontein and Nourivier.

Per the 2011 census, Kamassies had a population of some 341 people who primarily are communal farmers, farming with sheep and goats.

Kamassies has a Municipal office, primary school, a small grocery stores and a clinic. The community have access to health care twice a week.

Here small groups of Namaqua descendants established themselves as stock farmers, moving seasonally between the mountains and the plains, thus the formation of villages over a period of time. Kamassies is the most north-easterly village within the Leliefontein Communal area and is

split by the Upper Buffels River which joins the Lower Buffels to the east of the northern section of the village.



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ROOIFONTEIN

Rooifontein is one of the 10 communal villages to be found in the Leliefontein Communal Area situated on the eastern plateau of the Bushmanland, is part of the Kamiesberg Local Municipality, in the Namaqua Districts Municipality.

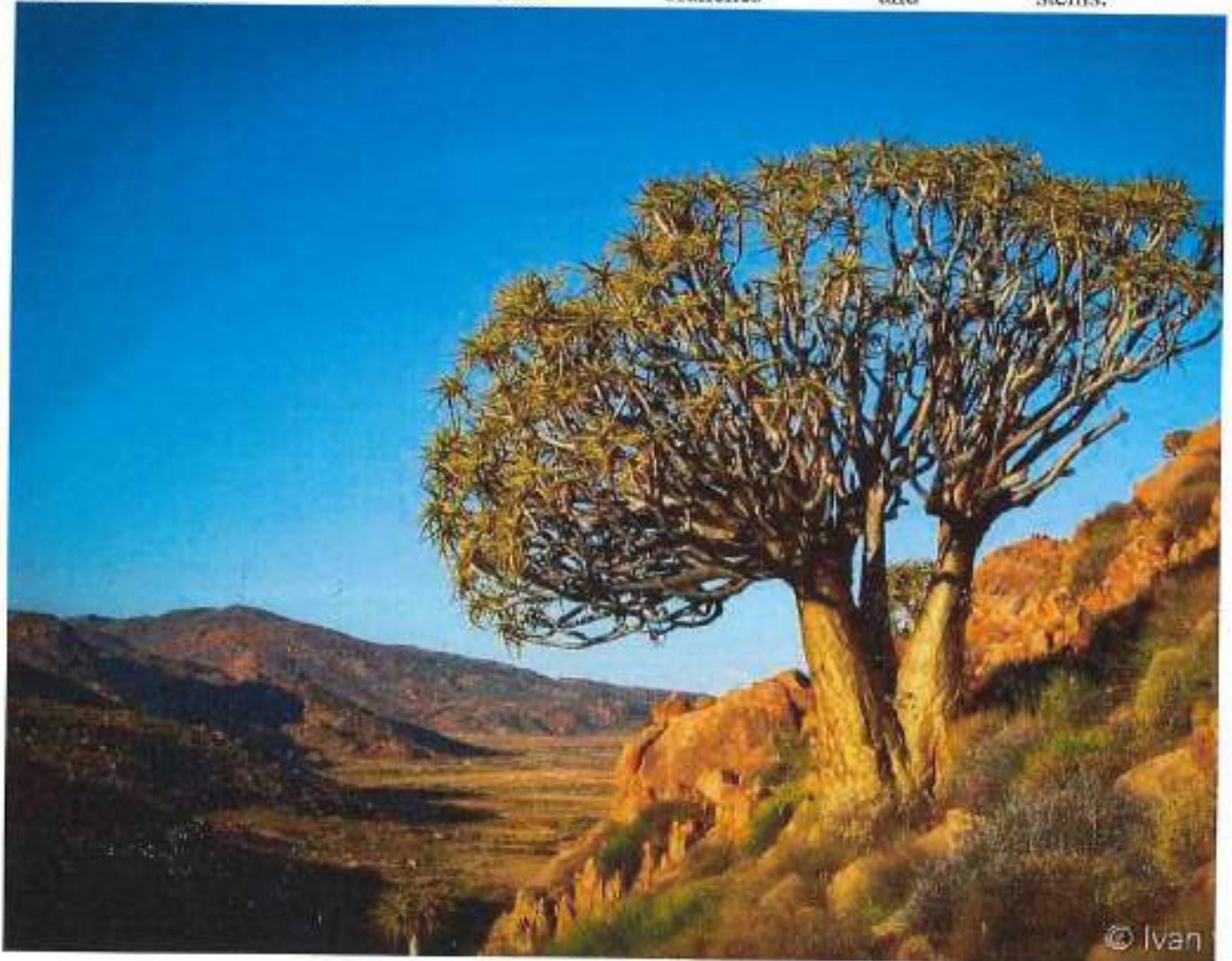
Rooifontein is some 63km east north east of Kamieskroon, 93km south east of Springbok via the Gamoepe gravel road (R355) and some 101km north east of Garies via Studers Pass, Leliefontein and Nourivier.

Per the 2011 census, Rooifontein had a population of some 332 people who primarily are communal farmers, farming with sheep and goats.

Rooifontein has a primary school, 2 small general grocery stores, 3 tuckshops, 1 liquor store, post office - and a clinic service at the Municipal Building. The community have access to health care twice a week.

Here small groups of Namaqua descendants established themselves as stock farmers, moving seasonally between the mountains and the plains, thus the formation of villages over a period of time.

Here the earth is a rich sandy red and the name of the town was derived from this geographical feature. Rooifontein is situated on the banks of the "upper" Buffels River plus has a house built only of Aloe trees branches and stems.



NOURIVIER

Nourivier is a small village approximately 35km outside of Kamieskroon in the Northern Cape - accessible by gravel road. The surrounding areas of the village are popular during the September flower season as it is then home to an explosion of beautiful colours



PAULSHOEK

Paulshoek is one of 10 communal villages to be found in the Leliefontein Communal Area situated on the edge of the eastern plateau of the Bushmanland and the edge of the Kamiesberg massif and form part of the Kamiesberg Local Municipality, in the Namaqua Districts Municipality.

Paulshoek is some 75km east north east of Garies via Studers Pass, 27km south east of Leliefontein via Witwater and some 32km east of Platbakkies intersection on the R355.

Per the 2011 census, Paulshoek had a population of some 415 people who primarily are communal farmers, farming with sheep and goats. A primary school, a few small grocery stores, a post office, clinic and Municipal offices can be found in the village as well. The community have access to health care twice a week.

Due to grazing land becoming overcrowded at Leliefontein during the early part of the 20th century, Leliefontein saw an exodus of people many of whom settle at Moed Verloren. Paulshoek was at that time an outstation, used during the months preceding the breeding season when rams needed to be kept separate from the rest of the herd. These rams were herded communally under the guardianship of an old man named Paul. The name followed naturally: 'And every time the

people asked "Where can I put my ram" the people said "Send him to Paul's corner". So the place



became Paulshoek' (Ouma Betjie Cloete 1999).



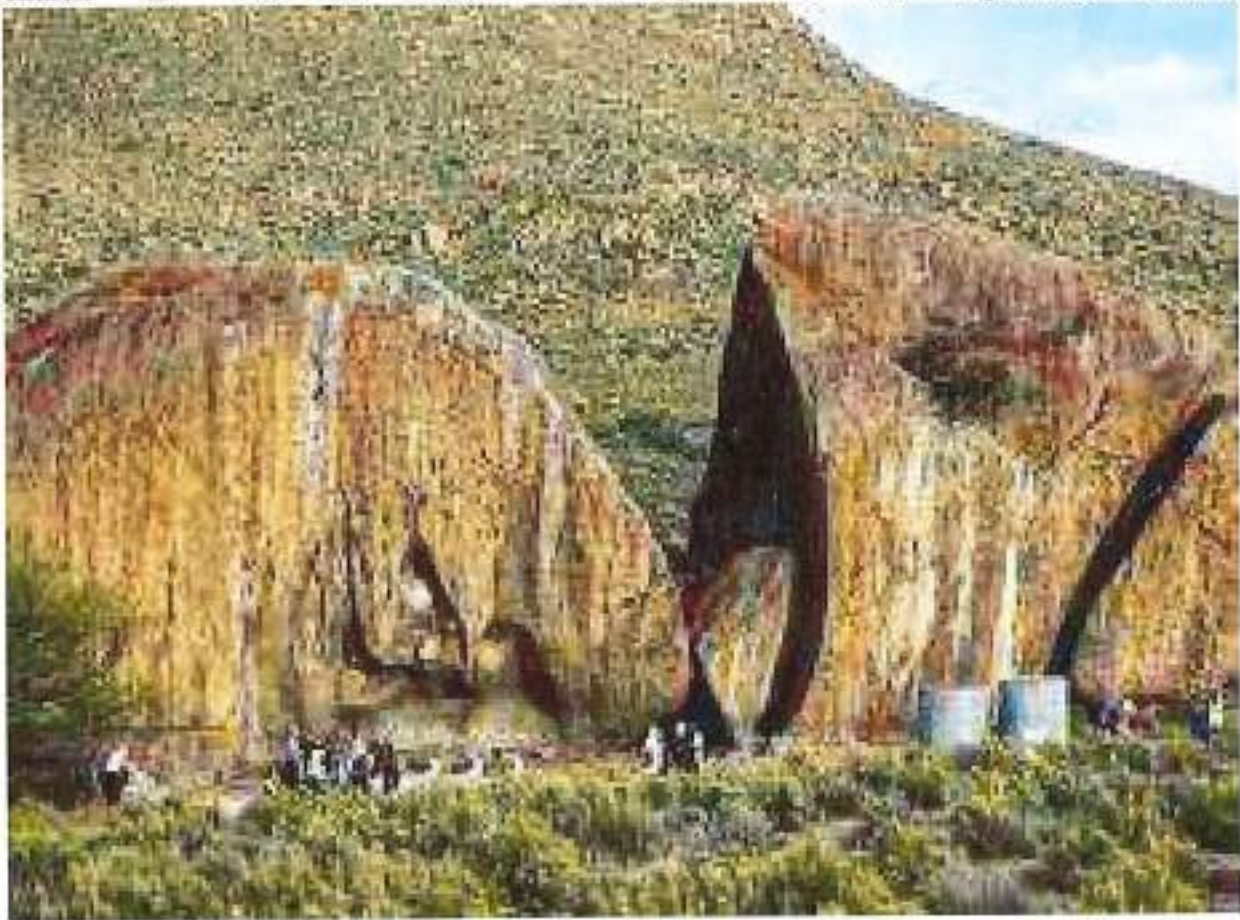
Paulshoek is a small settlement in the beautiful Kamiesberge between Garies and Springbok. It can be reached by turning off from Garies and taking the Leliefontein road via the Studer's Pass or from Kamieskroon via Leliefontein and Witwater. You do not need a 4x4 to reach Paulshoek, but the access roads are gravel and it is necessary to drive slowly.

KHARKAMS

Kharkams village represents, in many ways, the typical village in Kamiesberg. Electricity reached the village in 1999 and water is available in nearly every house. Kharkams has a Combined School (Grade R up to Grade 12) as well as an ECD Centre. There are also two a general grocery stores, four tuck-shops and a clinic. The community have access to health care five days a week.

The settlement of Kharkams, 25 kilometres to the south of Kamieskroon on the N7 in Namaqualand, is an excellent flower spotting site. The Systershoog pass 16,2 km in length connects the town of Kharkams in the east with Spoegrivier in the west and provides an alternative (and much slower) route to Hondeklipbaai.

Sheep and goats are kept on villager-owned land between Kamiesberg's 16 villages. The name means 'gathering place of the Nama near abundant water' and is part of the old stock farmers' route between Leliefontein and Bethel's Klip (an archaeological site which shows evidence of human occupation dating back over 800 years). The huge boulders at Bethel's Klip were also used as a pulpit from where a Rev. Shaw gave sermons to the local Khoikhoi. This has given the site its alternative name, 'Preacher's Rock'. Kharkams accommodates also the Methodist Pastorie and church as well as Roman Catholic-, VGK and Apostolic Church.



TWEERIVIER

Tweervier is one of ten communal villages to be found in the Leliefontein Communal Area, is situated in the middle of the mountainous central Kamiesberg escarpment which is part of the Kamiesberg Municipality in the Namaqua Districts Municipality. Tweervier is some 17 km east of Kharkams and 23 km west of Leliefontein.

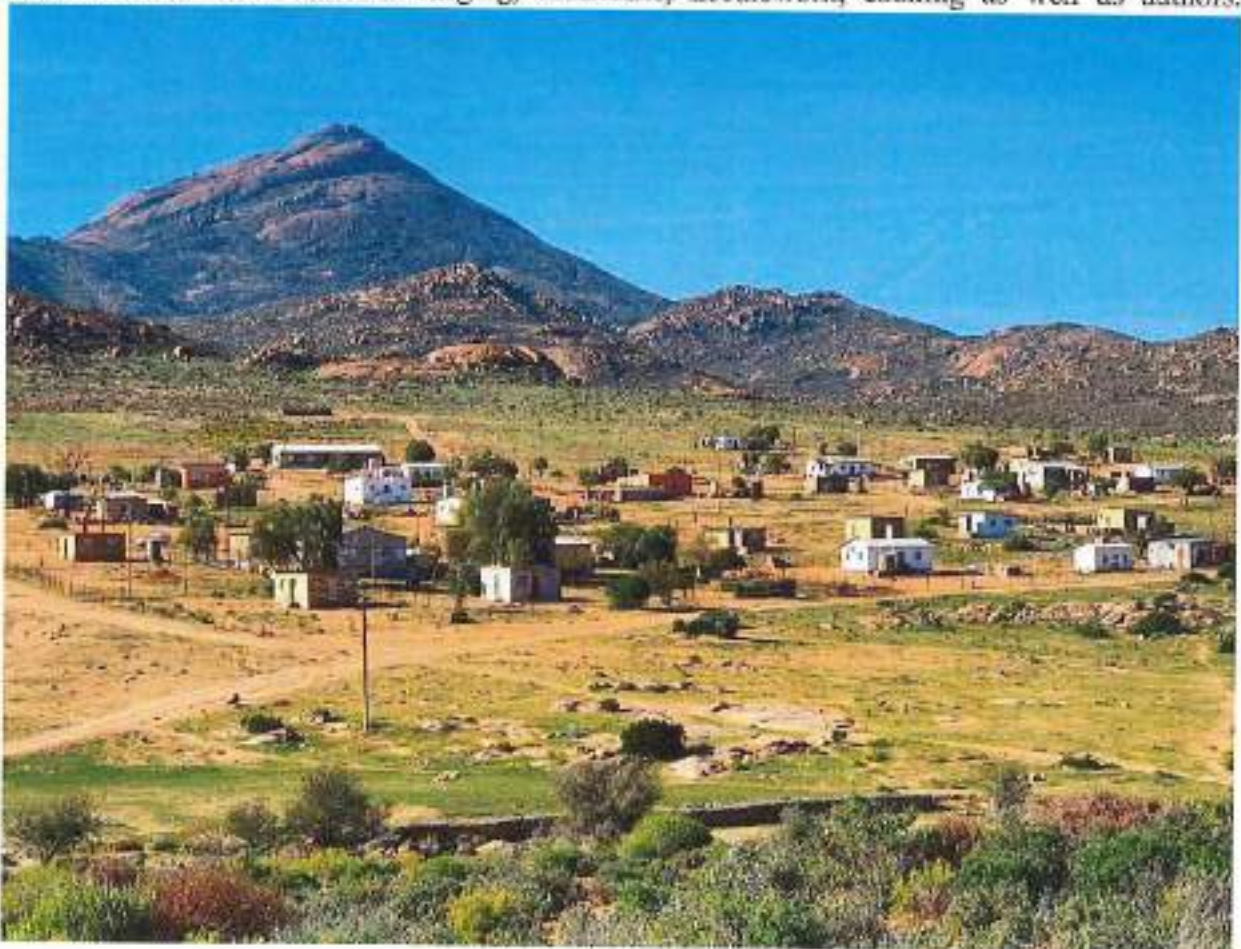
Per the 2011 census, Tweerivier had a population of some 252 people who primarily are communal farmers, farming with sheep and goats.

Tweerivier has a primary school, a general grocery store and a clinic at the Municipal Building. The community have access to health care twice a week.

Here small groups of Namaqua descendants established themselves as stock farmers, moving seasonally between the mountains and the plains, thus the formation of villages over a period of time.

Tweerivier takes its name from being below the junction of two perennial streams, namely Twee rivier and the other Cloetesdrif, which rise to the north and east of the village and extends south to join the Groenrivier near the village of Kheis which enters the Atlantic Ocean some 80km south of Hondeklip Bay.

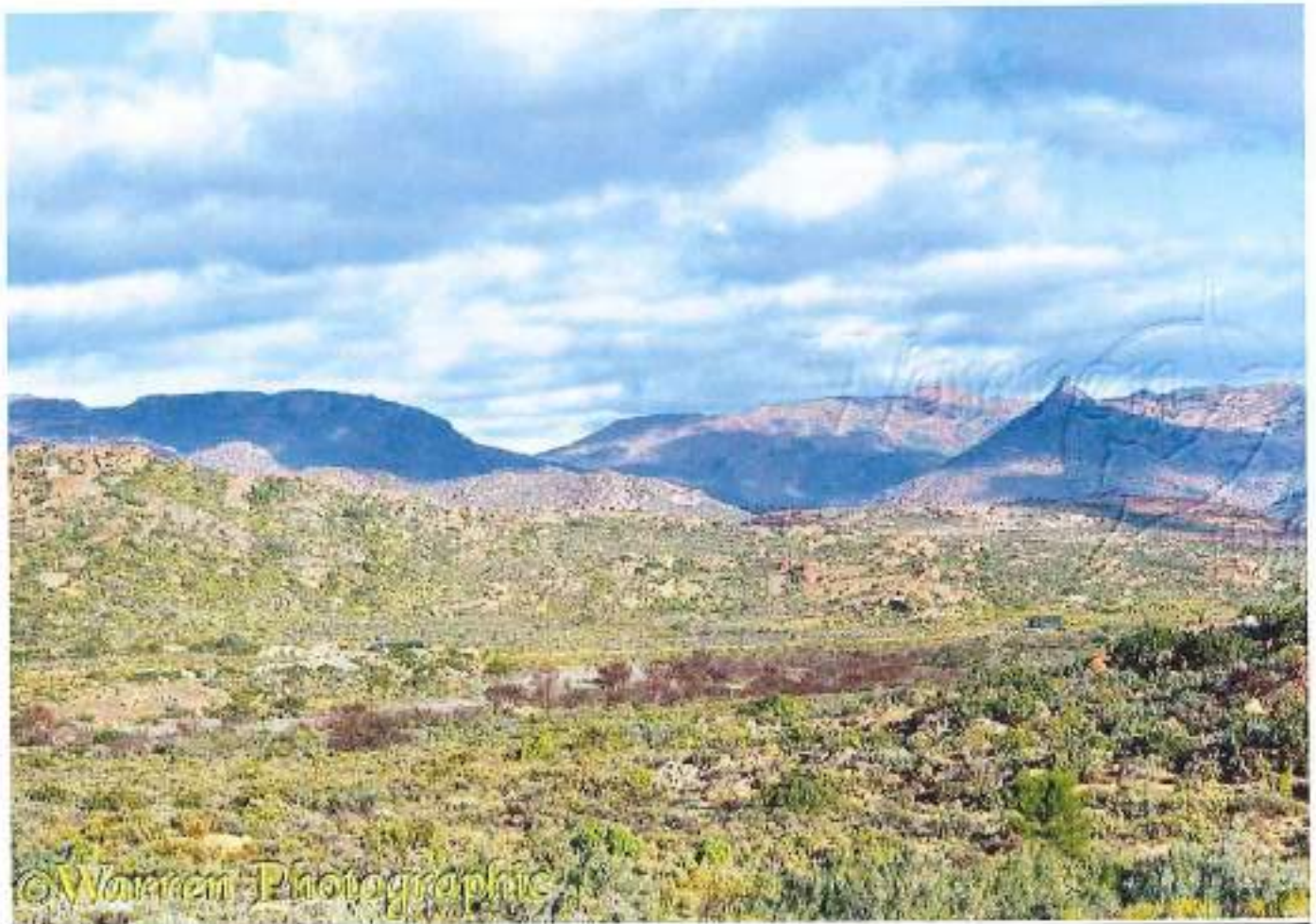
The Face book page "TWAS" (Acronym for Together We Are Strong) describes village life in Tweerivier as wonderful since life there is peaceful and free of violence as the villagers live as though they are brothers and sisters. As can be found in most Kamiesberg villages, the inhabitants have a lot of talent such as singing, musicians, needlework, cooking as well as authors.



KAMIESKROON

Kamieskroon was founded in 1924, when the Dutch Reformed Church bought the land to relocate from Bowesdorp, 8 km to the north of the current location of the town. The move was forced by a shortage of water and restricted space for the growth of the town. Kamieskroon is located at the foot of the "Kroon" (Afrikaans, meaning Crown), a small koppie that resembles the crown of a king and is near Sneekop, the second highest peak in Namaqualand. Also located close to Kamieskroon is Boesmankop, a mountain that resembles a Boesman (Bushman or San) lying on his back.

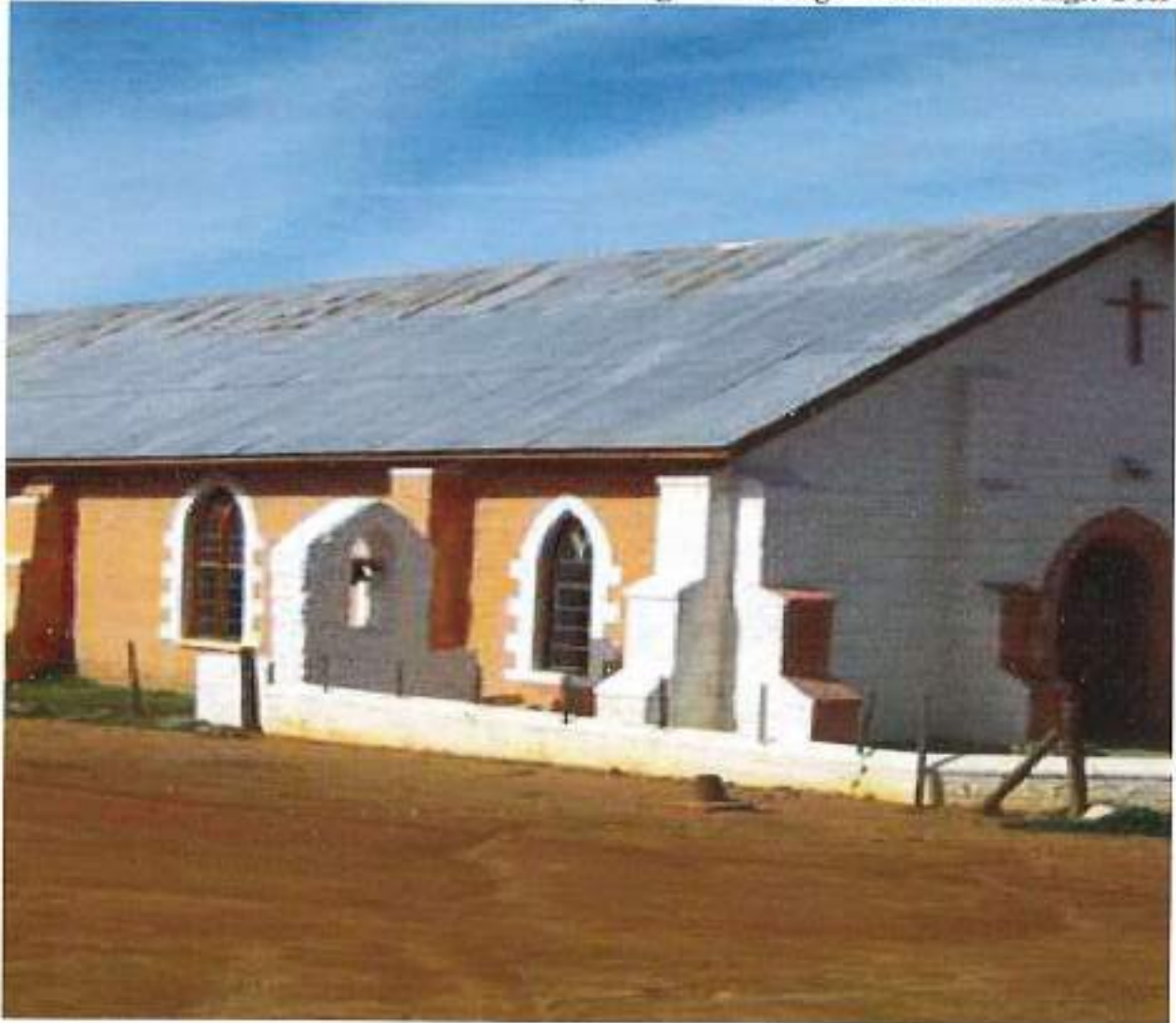
This small town in the Kamiesberg Local Municipality, lying in the foothills of the Kamiesberge at an elevation of approximately 800 m (2 600 ft.). The town is more or less in the center of Namaqualand, about 70 km to the south of Springbok . It is known mainly for its abundance of wild flowers during spring.



LELIEFONTEIN

Leliefontein is a village in the Kamiesberg Mountains, 18 miles (29 km) south-east of Kamieskroon. Leliefontein was established in 1816 by Reverend Barnabas Shaw, a Wesleyan missionary. The mission was established on a farm awarded to the Namaquas by the Dutch governor Rijk Tulbagh. It is probably named after the many white Lilies found in the area.

It was the site of the 1902 Leliefontein massacre, during the final stages of the Second Anglo-Boer



The Namaqualand Mission is said to have begun on 23 October 1816, the day when Jantjie Wildshutt and his elders invited the Rev Barnabas Shaw and his wife, Jane, to accompany them to the home of their Namaqua tribe, "Neiemies" or "Place of Gathering", to become their

missionaries. Realising their need for a teacher who could tell them about the "Great One in the Sky," they met Shaw near Cape Town who accepted their invitation. Neiemies later became Lilyfontain.

Shaw arrived in Cape Town earlier that year and was denied permission to preach by the Governor, Lord Charles Somerset. The London Missionary Society missionary Schmelen, told him of the need for missionaries in the interior, thus whilst looking for a place to set up a mission station, he met Wildshutt. Upon arrival at Lilyfontain, Shaw recorded: "We took up our abode in a hut belonging to one of the natives which had neither chimney, not even a door, and all in all, was of small dimension".

The Namaqua people were hunters and lived a communal nomadic life. Shaw taught them agricultural skills and also started a school. In 1817, about 50 people were learning to read, and amongst Shaw's early helpers were members of the Links family. In 1826 the first proper school was erected. Education has always been a priority at Lilyfontain, and in 1970 a Hostel was built. Today the school caters for learners from Grade 1 to Grade 8.

The Lilyfontain Mission was the first indigenous Methodist Society in South Africa. Shaw taught the people Methodist discipline and doctrines, and witnessed with the plough and spade as well as with his preaching, prayer and reading of scripture. One of Shaw's achievements was to transform a nomadic farming community into an educated settled agricultural community with a permanent place of abode. Although they farmed cattle, sheep and goats, Shaw taught crop farming and horticulture.

Spiritually the Namaqualand Mission has come a long way. In 1817 Shaw had ten converts. By 1833 there were 120 full members and in 1835 they started to contribute financially to the Mission. By 1850 the membership had grown to 163 and today there's almost 5 000 members.

Shaw's contextual and caring ministry begun in 1816 which included a respect for Namaqua culture of never "eating, drinking or smoking alone" continues to this day. icy and Legislative Context

1.3 SENCUS 2011

Kamiesberg Municipality is a category B municipality (NC064) established in 2001 in accordance with the demarcation process. It serves a geographical area of 11 742 km² and is divided into four municipal wards. It has a population of 10 187 with an average of approximately one person per square kilometer.

Key Statistics 2011

Total population	10,187
Young (0-14)	26,5%
Working Age (15-64)	63,3%
Elderly (65+)	10,2%
Dependency ratio	57,9
Sex ratio	101,7
Growth rate	-0,54% (2001-2011)
Population density	1 persons/km ²
Unemployment rate	30,8%
Youth unemployment rate	40,4%
No schooling aged 20+	5,2%
Higher education aged 20+	4,3%
Matric aged 20+	16,4%
Number of households	3,143
Number of Agricultural households	913
Average household size	3
Female headed households	40,9%
Formal dwellings	95,6%
Housing owned/paying off	63,9%
Flush toilet connected to sewerage	38,8%
Weekly refuse removal	79,4%
Piped water inside dwelling	41,7%

Electricity for lighting 87,4%

WARD 1.

Hondeklipbaai.

Key Statistics 2011

Characteristics

Total population	543
Young (0-14)	24,7%
Working Age (15-64)	67,4%
Elderly (65+)	7,9%
Dependency ratio	48,4
Sex ratio	91,9
Population density	24 persons/km ²
No schooling aged 20+	1,3%
Higher education aged 20+	4,9%
Matric aged 20+	20,5%
Number of households	189
Average household size	2,9
Female headed households	36,5%
Formal dwellings	96,8%
Housing owned/paying off	72%
Flush toilet connected to sewerage	29,5%
Weekly refuse removal	97,4%
Piped water inside dwelling	60,8%
Electricity for lighting	98,9%

Koingnaas.

Key Statistics2011

Characteristics

Total population	105
Young (0-14)	11,4%
Working Age (15-64)	83,8%
Elderly (65+)	4,8%
Dependency ratio	19,3
Sex ratio	116,7
Population density	2 persons/km2
No schooling aged 20+	0%
Higher education aged 20+	13,5%
Matric aged 20+	25,8%
Number of households	61
Average household size	1,6
Female headed households	32,8%
Formal dwellings	96,7%
Housing owned/paying off	23%
Flush toilet connected to sewerage	100%
Weekly refuse removal	98,4%
Piped water inside dwelling	98,4%
Electricity for lighting	100%

Soebatsfontein

Key Statistics2011

Characteristics

Total population	276
Young (0-14)	24,2%
Working Age (15-64)	67,9%

Elderly (65+)	7,9%
Dependency ratio	47,3
Sex ratio	115,6
Population density	653 persons/km2
No schooling aged 20+	11%
Higher education aged 20+	2,1%
Matric aged 20+	7,9%
Number of households	80
Average household size	3,4
Female headed households	25%
Formal dwellings	87,5%
Housing owned/paying off	55%
Flush toilet connected to sewerage	0%
Weekly refuse removal	82,5%
Piped water inside dwelling	20%
Electricity for lighting	86,4%

Spoegrivier

Key Statistics 2011

Characteristics

Total population	513
Young (0-14)	34,1%
Working Age (15-64)	55,4%
Elderly (65+)	10,5%
Dependency ratio	80,6
Sex ratio	86,9
Population density	1512 persons/km2
No schooling aged 20+	6,1%

Higher education aged 20+	2,2%
Matric aged 20+	8%
Number of households	151
Average household size	3,4
Female headed households	64,2%
Formal dwellings	99,3%
Housing owned/paying off	90,7%
Flush toilet connected to sewerage	2,6%
Weekly refuse removal	100%
Piped water inside dwelling	45,7%
Electricity for lighting	100%

WARD 2

Garies

Key Statistics 2011

Characteristics

Total population	2,105
Young (0-14)	23,8%
Working Age (15-64)	67,4%
Elderly (65+)	8,8%
Dependency ratio	48,4
Sex ratio	98,4
Population density	30 persons/km2
No schooling aged 20+	3,4%
Higher education aged 20+	9,3%
Matric aged 20+	21,9%
Number of households	536
Average household size	3,4

Female headed households	44,4%
Formal dwellings	96,6%
Housing owned/paying off	68,9%
Flush toilet connected to sewerage	99,3%
Weekly refuse removal	99,1%
Piped water inside dwelling	67,5%
Electricity for lighting	97,6%

WARD 3

Lepellfontein

Key Statistics 2011

Characteristics

Total population	233
Young (0-14)	23,2%
Working Age (15-64)	67,4%
Elderly (65+)	9,4%
Dependency ratio	48,4
Sex ratio	100
Population density	8 persons/km ²
No schooling aged 20+	1,9%
Higher education aged 20+	0,6%
Matric aged 20+	8,7%
Number of households	78
Average household size	3
Female headed households	37,2%
Formal dwellings	100%
Housing owned/paying off	92,4%
Flush toilet connected to sewerage	1,3%

Weekly refuse removal	3,8%
Piped water inside dwelling	10,3%
Electricity for lighting	91%

Kheis

Key Statistics 2011

Characteristics

Total population	488
Young (0-14)	33,4%
Working Age (15-64)	53,7%
Elderly (65+)	12,9%
Dependency ratio	86,3
Sex ratio	85,6
Population density	515 persons/km ²
No schooling aged 20+	7,1%
Higher education aged 20+	0,6%
Matric aged 20+	10,6%
Number of households	150
Average household size	3,2
Female headed households	47,3%
Formal dwellings	92,7%
Housing owned/paying off	79,3%
Flush toilet connected to sewerage	2%
Weekly refuse removal	99,3%
Piped water inside dwelling	26%
Electricity for lighting	91,9%

Klipfontein

Key Statistics 2011

Characteristics

Total population	466
Young (0-14)	29,8%
Working Age (15-64)	60,1%
Elderly (65+)	10,1%
Dependency ratio	66,4
Sex ratio	104,8
Population density	620 persons/km ²
No schooling aged 20+	6,7%
Higher education aged 20+	0,3%
Matric aged 20+	10,7%
Number of households	114
Average household size	4,1
Female headed households	43,9%
Formal dwellings	93,9%
Housing owned/paying off	81,6%
Flush toilet connected to sewerage	1,8%
Weekly refuse removal	100%
Piped water inside dwelling	24,6%
Electricity for lighting	94,7%

WARD 4

Kamassies

Key Statistics 2011

Characteristics

Total population	341
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Young (0-14)	35,8%
Working Age (15-64)	59,8%
Elderly (65+)	4,4%
Dependency ratio	67,2
Sex ratio	97,1
Population density	399 persons/km2
No schooling aged 20+	7,7%
Higher education aged 20+	0%
Matric aged 20+	3,1%
Number of households	70
Average household size	4
Female headed households	60,6%
Formal dwellings	94,3%
Housing owned/paying off	7,1%
Flush toilet connected to sewerage	1,4%
Weekly refuse removal	100%
Piped water inside dwelling	2,9%
Electricity for lighting	90,1%

Rooifontein

Key Statistics 2011

Characteristics

Total population	332
Young (0-14)	30,1%
Working Age (15-64)	60,8%
Elderly (65+)	9%
Dependency ratio	64,4
Sex ratio	87,6

Population density	469 persons/km2
No schooling aged 20+	3,2%
Higher education aged 20+	2,3%
Matric aged 20+	8,2%
Number of households	117
Average household size	2,8
Female headed households	43,1%
Formal dwellings	97,4%
Housing owned/paying off	81,4%
Flush toilet connected to sewerage	46,2%
Weekly refuse removal	87,1%
Piped water inside dwelling	45,3%
Electricity for lighting	91,4%

Nourivier

Key Statistics 2011

Characteristics

Total population	460
Young (0-14)	29,7%
Working Age (15-64)	60,3%
Elderly (65+)	10%
Dependency ratio	65,8
Sex ratio	108,1
Population density	1826 persons/km2
No schooling aged 20+	10,5%
Higher education aged 20+	3,1%
Matric aged 20+	9,2%
Number of households	155

Average household size	3
Female headed households	40,6%
Formal dwellings	96,1%
Housing owned/paying off	2,6%
Flush toilet connected to sewerage	0,6%
Weekly refuse removal	91%
Piped water inside dwelling	0%
Electricity for lighting	76,6%

Paulshock

Key Statistics 2011

Characteristics

Total population	415
Young (0-14)	28%
Working Age (15-64)	60,4%
Elderly (65+)	11,6%
Dependency ratio	65,6
Sex ratio	87,8
Population density	566 persons/km ²
No schooling aged 20+	11,9%
Higher education aged 20+	0%
Matric aged 20+	5,4%
Number of households	127
Average household size	3,2
Female headed households	48%
Formal dwellings	92,9%
Housing owned/paying off	63%
Flush toilet connected to sewerage	7,9%

Weekly refuse removal	97,6%
Piped water inside dwelling	22,8%
Electricity for lighting	98,4%

WARD 5

Kharkams

Key Statistics 2011

Characteristics

Total population	1,439
Young (0-14)	29,4%
Working Age (15-64)	61,3%
Elderly (65+)	9,4%
Dependency ratio	63,3
Sex ratio	98,2
Population density	48 persons/km ²
No schooling aged 20+	4,2%
Higher education aged 20+	3,8%
Matric aged 20+	18,2%
Number of households	383
Average household size	3,4
Female headed households	46,1%
Formal dwellings	98,4%
Housing owned/paying off	80,4%
Flush toilet connected to sewerage	10,7%
Weekly refuse removal	91,9%
Piped water inside dwelling	28,6%
Electricity for lighting	97,9%

Tweerivier

Key Statistics 2011

Characteristics

Total population	252
Young (0-14)	29%
Working Age (15-64)	61,9%
Elderly (65+)	9,1%
Dependency ratio	61,5
Sex ratio	96,9
Population density	776 persons/km ²
No schooling aged 20+	0,6%
Higher education aged 20+	0,6%
Matric aged 20+	13%
Number of households	68
Average household size	3,5
Female headed households	63,2%
Formal dwellings	100%
Housing owned/paying off	41,2%
Flush toilet connected to sewerage	1,5%
Weekly refuse removal	3%
Piped water inside dwelling	3%
Electricity for lighting	98,5%

WARD 6

Leliefontein

Key Statistics 2011

Characteristics

Total population	616
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Young (0-14)	30,5%
Working Age (15-64)	58%
Elderly (65+)	11,5%
Dependency ratio	72,5
Sex ratio	99,7
Population density	914 persons/km2
No schooling aged 20+	1,8%
Higher education aged 20+	1,8%
Matric aged 20+	13,2%
Number of households	181
Average household size	3,4
Female headed households	47,3%
Formal dwellings	99,4%
Housing owned/paying off	87,8%
Flush toilet connected to sewerage	16,7%
Weekly refuse removal	100%
Piped water inside dwelling	19,9%
Electricity for lighting	100%

Kamieskroon

Key Statistics 2011

Characteristics

Total population	893
Young (0-14)	27,4%
Working Age (15-64)	62,7%
Elderly (65+)	9,9%
Dependency ratio	59,5
Sex ratio	112,1

Population density	102 persons/km ²
No schooling aged 20+	2,4%
Higher education aged 20+	3,2%
Matric aged 20+	23,8%
Number of households	267
Average household size	2,9
Female headed households	46,1%
Formal dwellings	98,5%
Housing owned/paying off	51,3%
Flush toilet connected to sewerage	83,5%
Weekly refuse removal	94,4%
Piped water inside dwelling	63,9%
Electricity for lighting	94,4%

1.4.1 Constitutional Context

The Constitution of the Republic of South Africa, together with Chapter 5 of the Municipal Systems Act, 2000 (Act 32 of 2000) had a substantial impact on the traditional role of Local Governments. In addition to providing municipal services, municipalities must (by law) now lead, manage and plan for development through a process of Integrated Development Planning. Municipalities are inter alia co-responsible to eradicate poverty, boost local economic development, creating jobs and generally to promote the process of reconstruction and development.

The Integrated Development Plan (IDP) is the product of the Integrated Development Planning process through which municipalities prepare a strategic development plan, for a five-year period.

1.4.2 Municipal Systems Act, Act No. 32 of 2000 (MSA)

The **Municipal Systems Act, Act 32 of 2000** states in section 25 (1) "Each Municipal Council must, within a prescribed period after the start of its elected term, **adopt a single, inclusive and strategic plan for the development of the municipality**-which

- a) **Links, integrates and coordinates plans** and takes into account proposals for the development of the municipality;
- b) **Aligns the resources and capacity** of the municipality with the implementation of the plan;
- c) Forms the **policy framework** and general basis on which budgets must be based;
- d) **Complies** with the provisions of this chapter and; and
- e) Is **compatible** with National and Provincial development plans and planning requirements binding on the municipality in terms of legislation.”

Section 26 of the System Act outlines the **core components of the IDP**, “an integrated development plan must reflect –

- a) The **Municipal vision** for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation;
- b) An assessment of the existing **level of development in the municipality**, which must include an identification of communities which does not have access to basic services.
- c) The Council's **development priorities and objectives** for its elected term, including its local economic development aims and its internal transformation needs;
- d) The council's **development strategies** which must be **aligned to the with any National or Provincial sectoral plans** and planning requirements binding on the Municipality in terms of legislation;
- e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f) The council's **operational strategies**
- g) Applicable **disaster management plans**;
- h) A **financial plan**, which must include a budget projection for at least the next three years; and **key performance indicators and performance targets** determined in terms of section 41.”

In addition, Section 27 speaks to drafting a district framework plan for the IDP, section 28 speaks to the IDP adoption process and section 29 describes the process to be followed.

The IDP is a municipality's principal strategic planning instrument which deals with the most critical development needs and opportunities of the municipal area (external focus) as well as the most critical governance needs of the organization (internal focus)

1.4.3 Spatial Planning Land Use Management Act, Act 16 of 2013 (SPLUMA)

The Municipal Systems Act requires municipalities to adopt IDPs that contain Spatial Development Frameworks (SDFs) as a core component. These SDFs must include basic guidelines for a land use management system for the municipality. The SDF as contemplated in the Municipal Systems Act, are further elaborated in the Spatial Planning and Land Use Management Act.

Section 21 (b) and (c) of SPLUMA requires municipal spatial development frameworks to include statements that demonstrate the short term (5year) plan for the spatial form of a municipality as well as more strategically show a longer - term vision statement for the desired spatial growth and development pattern of the municipality for the next 10 to 20 years.

The principles set out in SPLUMA inform the goals within which land use should be shaped and call on all three spheres of government to redress spatial imbalances and improve access to land.

1.4.4 Review and Development of the Municipal Spatial Development Framework for Namakwa District Municipality.

1.5 Purpose of the Guidelines

This guideline document is developed in terms of Section 37 of the Municipal Systems Act, which empowers the Minister responsible for local government to issue the guidelines on drafting, adoption, or reviewing on integrated development plans. In this regard, the purpose of the revised IDP guidelines is to:

- Assist municipalities to develop IDPs that are legally compliant, reassert the strategic nature of IDPs, and ensure that they respond to key national and provincial policy imperatives.
- Provide guidance on the adoption of IDPs during an election year.
- Describe the process of transversal planning for municipal departments.
- Clarify the roles and responsibilities of stakeholders in the development, review and implementation of IDPs.
- Clarify the relationship between the IDPs and One Plans.

These IDP guidelines are targeted at:

- All categories of municipalities for the development and implementation of IDPs in the context of the National Development Plan (NDP), Integrated Urban Development Framework (IUDF) and other policy imperatives. Whilst these guidelines are relevant to all types of municipalities, they are specifically geared towards the needs of non – metropolitan municipalities.
- National and Provincial departments with regards to their roles and responsibilities in the development and implementation of IDPs.

- Government entities, traditional leadership, private enterprises (including mining companies) and other stakeholders with regards to their role in the development and implementation of IDPs.

CHAPTER 2. DEVELOPMENT of LEGALY COMPLIANT IDPs

2.1 Process and Content Framework

The Municipal Systems Act and the Municipal Planning and Performance Management Regulations (2001) elaborate on the process requirements for the development and review of an IDP. While the development of an IDP generally requires phases outlined below, it is also important to recognize that new municipal councils can adopt the IDP, in part or in whole, of the preceding council. This, however, still requires the municipality to follow the required process outlined in Section 29 detailed below.

The 5year IDP development process involves the following key steps, namely:

1. District Development Framework and Process Plan
2. Drafting of IDP Document
3. Submission to MEC and publication
4. Implementation
5. Review

2.1.1 Development of the District Development Framework

Section 27 of the Municipal Systems Act requires that each district municipality, after following a consultative process with the local municipalities within its area, adopt a framework for integrated development planning that binds both the district municipality and the local municipalities.

The district IDP development framework serves as a coordination tool to ensure that priorities, programs and projects of local municipalities and the district are aligned with national priorities and programs in order to facilitate integrated development. This framework is developed for a five – year period and is aligned to the IDP cycle and electoral mandate and should be reviewed annually. It should provide direction to the local municipalities on development priorities to be addressed. A well – formulated district idp development framework can be used as a high – level scorecard to monitor and measure the performance of the district, and its contribution to the provincial and national development agenda.

The District Development Framework must do the following:

- Identify all legally binding plans and planning requirements relevant to the district or local municipalities;
- Identify all matters in the IDPs of the district or its local municipalities which require alignment;
- Specify the principles to be applied and approach to be used in these matters; and
- Determine the procedures for consultation between the district and local municipalities.

2.1.2 Process Plan

Section 28 of the MSA requires all municipal councils to adopt a written process to guide how it will plan, draft, adopt and review its IDP. Municipalities need to inform and consult with the local community before this is adopted.

In some instances, districts do not separate between the district IDP development framework and district process plan as contemplated in Section 28 of the MSA. These documents are usually seen as one thing. The process plan for the district municipality can include the development of a district IDP framework as one of the activities.

Essentially, the IDP Process Plan articulates the programme of action that will be followed in the development of the IDP, and covers the following:

- The distribution of roles and responsibilities in the IDP development process;
- Institutional arrangements for the process;
- Mechanisms and procedures for alignment with external stakeholders;
- Relevant and binding planning and policies requirements at national and provincial sphere, and
- Cost estimates for the planning process.

2.2 Drafting of an IDP

The five critical phases involve in drafting an IDP:

1. **Phase 1 – Research, Information Collection and Analysis:** During this phase the current situation in the municipality is analyzed. Problematic issues impacting on the lives of people are identified and prioritized. In identifying the problems, the municipality should consider people's perception of their problems, but should also use facts and figures to quantify these.
2. **Phase 2 – Vision, Objectives and Strategies:** Once the municipality understands the problems affecting the people of the area and their causes, as well as opportunities and unique aspects, it must then formulate the solutions to address the problems and gain benefit from the opportunities. It is important to ensure that the key requirements of the NDP, IUDF and DDM are factored in. Key priorities should be to address poverty, inequality and unemployment. IUDF: Spatial integration, inclusion and access, growth and governance.

This phase includes the formulation of:

- (1) **VISION** – This is a statement which indicates the long - term view of what the municipality wants to become. It should guide municipalities transformational initiatives and become the foundation for broader strategies. Ideally vision statements should be short, concise, forward looking and inspirational. It should avoid jargon or over – idealistic statements.
- (2) **Strategic Objectives** – The development objectives provide a practical statement of what the municipality wishes to achieve to work towards the vision. The objectives should bridge the gap between the current reality and the vision. These should take into account the objectives outlined in the NDP, IUDF and DDM.
- (3) **DEVELOPMENT STRATEGIES** – Once the municipality knows where it wants to go (vision) and what it needs to achieve to realise the vision (objectives), it must then develop strategies. These provide answers to the question of how the municipality will reach its objectives. They are strategic decisions about the most appropriate ways and means to achieve the objectives.

Phase 3 – Development of Programs and Projects

Closely links to phase 2 above, this phase involves the identification of programs and projects that the municipality intends to undertake in this fiveyear period. These should be developed with a constant reference to the requirements of the NDP, IUDF, DDM as well as other sectoral policies. During this phase, the municipality should strive to get the input of other spheres of government, state entities, as well as key private sector players, on what their development programs, projects or intentions are, within the municipality.

Phase 4 – Integration and Consolidation

Once the programs and projects have been articulated, there is a need to step back and assess the relevance and interdependence of the programs and projects. This is done to ensure the following:

- That the programs and projects support the Vision and Objectives of the municipality.
- That the programs and projects respond or address the priority problems outlined in the analysis phase.
- That the programs and projects comply with the applicable policy and legislative framework.

This phase gives the municipality an opportunity to harmonies their programs and projects in terms of content, location and timing in order to arrive at consolidated and integrated strategy. Its vital for the municipality to ensure that the programs and projects being implemented by “external” non – municipal role players are harmonized with the municipality’s own programs, to ensure that they gain maximum benefit from each other.

Once the consolidation process has been concluded, the following components of the IDP should be develop:

- A financial plan.
- An indication of how, over the five – year period, the municipality and other external parties, including the SOEs and private sector, will invest capital in the municipality.
- An indication of the spatial pattern of development in the municipality – this should provide a spatial summary of the problems, opportunities, strategies and programs and must reflect the SDF.
- Integrated sectoral programs (LED, HIV, Poverty Alleviation, Gender Equity, Disaster Management etc.).
- A Performance Management System.
- A high – level institutional plan that outlines how the municipality is geared to undertake the programs and projects required.
- Reference to sector plans.

📌 Phase 5 – Approval, Adoption and Publication

Once the IDP has been compiled, a draft must be submitted to the municipal council for consideration and approval. The MFMA requires municipalities to table both a draft IDP and Budget at least 90 days before the start of the financial year (by the end of March).

The council should consider whether the IDP correctly identified the issues / problems that affect the municipality and the extent to which the strategies and projects will contribute to addressing the problems. The council must also ensure that the IDP complies with the legal requirements before it is approved.

The draft IDP is then published for public comment for at least 21 days. Relevant comments should be incorporated. Once the IDP is amended with this input, the council can consider it for approval.

A full council must approve the IDP. The act also notes that the media and members of the public may not be excluded from such a council meeting. Once adopted, municipalities must then give notice to the public within 14 days of adoption of the IDP and published a summary of the IDP.

2.3 Provincial Assessment and MEC comments

Municipalities must submit a copy of the approved IDP to the MEC for Local Government in the Province within 10 days of the adoption of the plan. The copy of the IDP must be accompanied by a summary of the process (together with a statement that the process has been complied with) and a copy of the district framework adopted (for Districts).

The Municipal Systems Act does not require the MEC to approve the IDP, only to assess whether it complies with the requirements of the Act and that it is not in conflict with the IDPs and strategies of other municipalities and organs of state.

Within 30 days of receiving the IDP, the MEC may request the municipal council to adjust the plan. If such a request is made, within 30 days a municipal council must adjust its IDP or object to the MEC in writing.

2.4 Annual IDP Review and Amendment Process

Section 34 of the Municipal Systems Act states the following about the annual review and amendment of the IDP:

A municipal council must review its integrated development plan-

- (1) annually in accordance with an assessment of its performance measurements in terms of section 41; and*
- (2) to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process.*

2.4.1 Review

On an annual basis, municipalities are required to review how they have performed against the pre-determined objectives outlined in the IDP. This is a form of institutional performance review and will inform how the municipality adjust its focus and operations in order to meet the targets.

The following are some of the key questions that should be asked when reviewing the IDP:

- Are there any significant changes in budget availability?
- Are there any significant changes in the spatial layout of the area?
- Are there any significant changes within the specific municipal area that has a reasonable impact on projects, programs or livelihood of the community?

2.4.2 Amendments

Whitin the term of office, a municipal IDP may need to be amended, when there have been significant unexpected changes within the municipality that require a reorganization of the municipal priorities and budgets. IDP amendments should only be required under exceptional circumstances and should not be done without significant justification.

PROCESS TO AMEND THE IDP

Review	
Council to review the IDP based on:	Annually
• Assessment of performance measures	
• Demand based on changing circumstances	
Amendment (if required)	

a) A council member or committee introduces a proposal to amend the IDP	If / when required
b) A memo detailing the reasons to amend	
c) Give reasonable notice to members of council	
d) Published proposed amendment for 21 days	
e) Consultation between the district and locals	
f) Council adopt the IDP	

CHAPTER 3. ADOPTION OF AN IDP DURING AN ELECTION YEAR

Even though the IDP is a 5 – year plan linked to the council term of office, the norm has been that the first year of such new council is primarily confined to implementing the last year of the previous Councils IDP. The new council will then start the process to develop their 5 – year IDP with the of implementation in the second year. This process mostly leads to an overlap of the last year of outgoing council into the new council.

3.1 Legal Requirements

According to Section 25 (1) of the Municipal Systems Act, each municipal council must adopt an IDP after the start of its elected term within a prescribed period. An election represents the start of a 5 – year IDP development process. Section 25 (3) does allow the municipal council to adopt the IDP of the preceding council. However, this needs to be done in accordance with the process prescribed.

Section 24 (2) of the Municipal Structures Act (117 of 1998) indicates that the Minister after consultation with the Electoral Commission, by notice in the Government Gazette, should call and set a date for an election of all municipal councils within 90 days of the date of the expiry of the term of municipal council.

CHAPTER 4. TRANSVERAL PLANNING

This challenge persists even though Section 25 (1) of the MSA specifically require a municipal council to adopt a single, inclusive and strategic plan for the development of the municipality which must link, integrate and co – ordinate plans for the development of the municipality.

The absence of transversal planning in municipalities is the contributing factor for the weak integration of municipal plan, a prerequisite for integrated development. Therefore, the objective of this section is to highlight the importance of transversal planning in municipalities towards achieving integrated service delivery. The sector that needs to be seamlessly integrated include

housing delivery, transport, water services, electricity, waste management, disaster management, climate change economic development etc.

4.1 Legal Requirements

This is in part through the Municipal systems Act, which details what the IDP must address and partly through sector legislation indicating requirements for sector plans.

4.1.1 Municipal Systems Act, Act 32 of 2000

The essence of integrated planning is captured in Section 25 of the MSA. This section of the Act enjoins municipalities through the IDP to link, integrate and co-ordinate plans for the development of the municipality and align the resources and capacity of the municipality with the implementation of the plan. Secondly, the MSA through Section 26 identifies the core components that must be harmonized in the integrated development plan such as development strategies, spatial development frameworks, operational strategies, disaster management plans, financial plans and key performance indicators, including targets.

Integrated planning across departments (intra-municipal), inter-sphere and inter-sectoral has always been a requirement of the IDP, however, it has been difficult to achieve in practice.

4.1.2 Human Settlements: The Housing Act, Act 107 of 1997

The Housing Act through Section 2 enjoins national, provincial and local spheres of government to ensure that housing development is based on integrated development planning. Section 9 of the Act requires that municipalities, as part of its integrated development planning process take all reasonable and necessary steps with the framework of national and provincial housing policy to ensure that-

- The inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis;
- Conditions not conducive to the health and safety of inhabitants of its area of jurisdiction are prevented or removed;
- Services in respect of water, sanitation, electricity, roads, stormwater drainage and transport are provided in a manner which is economically efficient;
- Housing delivery goals in respect of its area of jurisdiction are set;
- Land for housing development is identified and designated;
- A public environment conducive to housing development which is financial and socially viable is created and maintained;
- Bulk engineering services are provided; and
- Land use and development are planned for and managed.

4.1.3 National Land Transport Act, Act 5 of 2009

Section 31 of the National Transport Act requires that land transport planning must be integrated with the land development and land use planning processes. The integrated transport plans required by this Act are designed to provide structure to the function of municipal planning mentioned in Part B of Schedule 4 of the Constitution and must be accommodated in and from an essential part of integrated development plans.

4.1.4 Water Service Act 108 of 1997

Section 12 and 15 of the Water Services Act requires municipalities that are water service authorities to prepare and adopt a water services development plan for their areas of jurisdiction. This water services development plan must be part of the integrated development plan.

4.1.5 Climate Change Bill, 2018

The Bill places a responsibility on local government (as organ of state entrusted with the powers and duties aimed at the achievement, promotion and protection of a sustainable environment) to coordinate and harmonized plans for functions that effect or are affected by climate change to give effect to the national adaptation and mitigation objectives set out in the bill.

4.1.6 Local Economic Development and Inclusive Economic Development (Integrated Urban Development Framework)

Section 26 of the MSA required the reflecting on the local economic development and attendant strategies to promote economic development in the IDP. Inclusive economic development is a key lever of the Integrated Urban Development Framework (IUDF). The IUDF directs that municipalities economic development strategy should be a special section of the municipal growth management strategy, and that the medium-term plan towards the strategy should be expressed in the Integrated Development Plan. It outlines the economic development strategy as follows:

"The economic development strategy should be based on distinctive strengths and weaknesses, and recognize certain imperatives, such as the need to decouple growth and resource consumption. It should seek to position the city (in relation to key industries, occupations, markets and investment opportunities) relative to other cities and regions within South Africa and international".

The IUDF goes further to suggest how the municipality should reflect its economic development priorities in the IDP and SDF:

“At a local level, economic developments require available serviced land, essential; physical telecommunication infrastructure, labour, skills, and efficient administration of building and environmental regulations. Combined with a conducive and safe social environment, these form the basic platform for attracting investment and enabling growth. However, municipalities are not responsible for all these things and cannot deliver them alone. Therefore, municipalities need to champion a common economic agenda, working with relevant organizations and stakeholders in order to avoid redundant, incoherent or fruitless efforts and initiatives, and to develop joint action plans. Key development planning documents, such as the IDPs and SDFs should clearly reflect municipalities priorities.”

4.2 Guidance

(i) Centralized cross departmental strategic planning, management and monitoring

Municipalities must plan and develop their IDPs on the basis of a strategic long-term vision. The following should form the basis of such a Vision:

- Guidelines that reinforce the need for a transversal approach to strategic planning and subsequent management, monitoring and reporting.
- It must encourage positive transversal engagement as a way of bringing in line officials (re: workshops)
- Long-term asset infrastructure management plan.
- It must be made clear that process planning only happens every 5 years, and that their budget time schedule (MFMA) is annual.
- Encourage completion of the SDBIP before the final IDP submission
- How to link, align and cascade the IDP to all other key strategic documents and processes.

(ii) Common data

Municipalities must ensure that all strategic planning in the municipality should work from the basis of common data. This means working off a common set of evidence and assumptions, covering:

- Demographic;
- Economic;
- Fiscal;
- Environmental;
- Social; and
- Growth trends and projections.

(iii) Integrating sector plans

The strategic outcomes identified and included in the IDP and the long – term strategic visions need to lead sector / line strategies, from which SDBIPs are develop. Sector strategies should explain the strategy that the sector is going to apply towards achieving the strategic outcomes in the IDP and long-term strategic vision.

(iv) IDP and the SDF

The IDP and the SDF must depart from the same long-term strategic vision, and must contribute towards the same strategic outcomes, alongside the long-term infrastructure planned the long-term financial strategy. The SDF must give spatial expression to the growth and development pattern expressed in the long-term strategic vision of a 10-to-20-year time horizon.

Strategic outcomes may change from term to term as political priorities change.

(v) Planning for cross – departmental issues

Planning for cross-departmental issues (such as: climate resilience, safer cities, gender mainstreaming) should be centrally coordinated through the same strategic management processes, and using the same common data used for developing long-term strategic plans and IDPs.

Cross departmental plans should therefore be integrated in the IDP in the same way as sector plans, through a focus on achieving one or multiple strategic outcomes.

(vi) Disaster Management

In terms of the Disaster Management Act integrated disaster management planning and integrated development planning processes should be integrated. They must also use the same data as basis.

4.3 Key Role – Players Within the Municipality

4.3.1 The Mayor

The Mayor and the Executive Management must ensure that there is a long-term vision in place, share by all departments in the municipality.

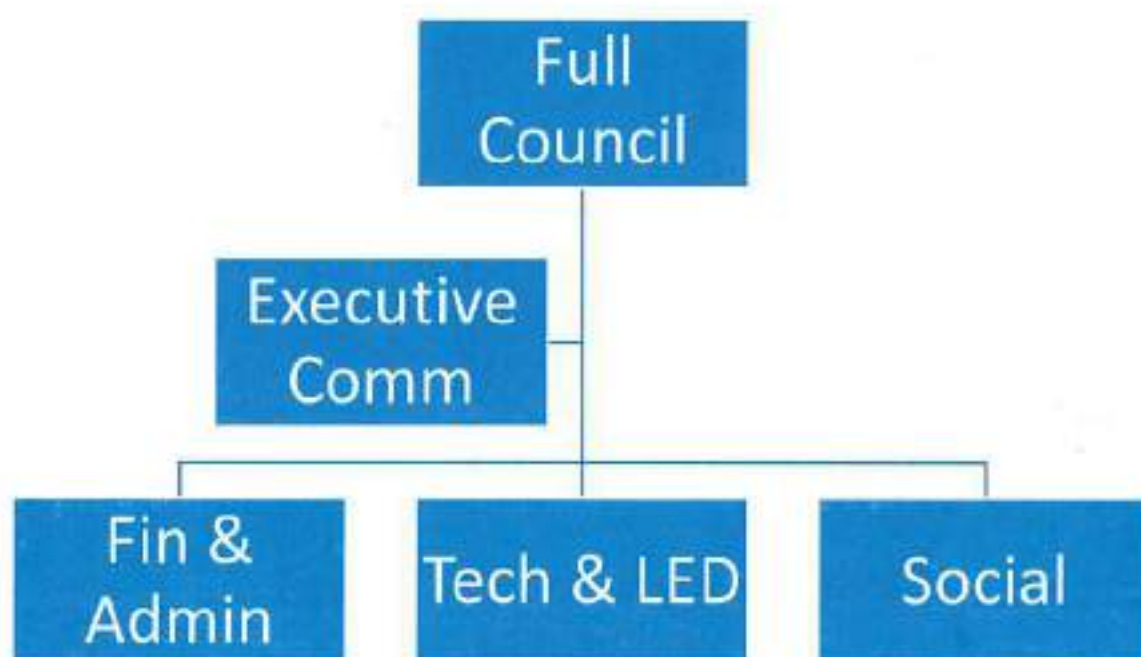
4.3.2 The Mayor, The Municipal Manager, and the Chief Financial Officer

The Mayor, Municipal Manager and the Chief Financial Officer, must make sure that there is an evidence based long term financial strategy in place on which planners can rely as the financial bases of the IDP. The Mayor and the Municipal Manager must make sure that the institutional arrangements for a common set of data are in place and that this data set is in place and is used as the basis for planning by all the departments in the municipality.

4.3.3 The Municipal Manager

The Municipal Manager and line managers must make sure that all role-players in the municipality understand their role in relation the achievement of cross-departmental outcomes and their supporting outputs, to which those role-players contribute.

4.4 GOVERNANCE STRUCTURE



EXECUTIVE COMMITTEE

1. Councilor S C Nero (ANC)
2. Councilor P A Smit (ANC)
3. Councilor M B Hanekom (DA)

FINANCE AND ADMINISTRATION

1. Councilor S C Nero (ANC)
2. Councilor B C Brandt (ANC)
3. Councilor CCCC Coetzee (DA)

TECHNICAL AND LED

1. Councilor P A Smit (ANC)
2. Councilor L Petersen (ANC)
3. Councilor D Markus (NEF)

MPAC (Shared service with Namaqua District Municipality)

Councilor R G C Cloete (ANC)



Back: FLTR. Cllr M J Cloete; Cllr P A Smit; Cllr CCC Coetzee; Cllr D Markus; Cllr L Petersen and Cllr B C Brandt

Front: FLTR: Cllr RGC Cloete; Cllr S C Nero; Cllr M B Hanekom; Cllr CC Kordom and Cllr SS Cloete

Party Representation are as follows:

ANC 6

DA 3

NCM 1

NEF 1

4.5 ADMINISTRATION GOVERNANCE

The Municipal Manager is the accounting Officer of the Municipality. He serves as chief custodian of service delivery and implementation of political priorities.

The Kamiesberg Municipality is structured in three (3) departments namely:

- Finance
- Infrastructure
- Corporate and Local Economic Development

Top Administrative Structure



Municipal Manager

Rufus C Beukes

Section 54 appointment

Functions

- ✚ Strategic planning
- ✚ Municipal Management
- ✚ Internal Audit
- ✚ Financial management
- ✚ Risk Management
- ✚ Performance Management
- ✚ Public Relations



Manager Local Economic and Corporate Services: Gustav Von Mollendorf

Section 56 Appointment

Functions

- ⬇ General Administration
- ⬇ Secretariat
- ⬇ Legal Matters
- ⬇ Human Resource and
- ⬇ Labour Relations
- ⬇ Law Enforcement
- ⬇ Capacity building in the Municipality (s51 of the MSA)
- ⬇ By-laws
- ⬇ Municipal Planning
- ⬇ Trading regulations
- ⬇ Billboards and the display of advertisements in public places
- ⬇ Control of public nuisances
- ⬇ Control of undertakings that sell liquor to the public
- ⬇ Records Management
- ⬇ Municipal Property Management
- ⬇ Town Planning
- ⬇ Libraries
- ⬇ Cleaning Services
- ⬇ Messenger Services

MANAGER: CHIEF FINANCIAL OFFICER

(Vacant)

Section 56 appointment

Functions

- 📁 Budget: Planning, Monitoring and Reporting
- 📁 Revenue Management
- 📁 Expenditure Management
- 📁 Supply Chain Management
- 📁 Payroll Management
- 📁 Insurance
- 📁 Valuations
- 📁 Contract Management
- 📁 Asset Management

Manager: Head of Technical Services

Heinrich Cloete Section 56 appointment

FUNCTIONS

- ✚ Water Services Management
- ✚ Sewer & Sanitation Management
- ✚ Storm Water Management
- ✚ Disaster Management
- ✚ Roads
- ✚ Waste Management & Cleansing
- ✚ Building Control
- ✚ Electrical Services
- ✚ Fleet Management
- ✚ Cemeteries, funeral parlours and crematoria
- ✚ Building regulations
- ✚ & Rescue

CHAPTER 5: ROLES AND RESPONSIBILITIES

One of the long-standing problems confronting municipal development planning process is the weak alignment of municipal priorities, programs and plans with that of national and provincial governments. The Municipal Systems Act envisage municipalities producing IDPs that integrate the planning and implementation of programs and projects initiated by other spheres of government in a manner that promotes integrated development and spatial transformation.

5.1 National and Provincial Sector Participation

Section 154 of the Constitution mandates national and provincial government to support municipalities. The Participation of sector departments in the development and implementation of a municipal IDP is critically important in ensuring that they are aligned to national and provincial priorities and programs and reflect all of government in a municipal space.

5.1.1 Why is Sector Participation in Municipal Integrated Development Planning Important?

Integrated planning requires the participation of all relevant role-players. This contributes to a more effective and efficient use of scarce resources. The value that national and provincial sector departments bring to municipal development planning cannot be over emphasized. A significant amount of the financial resources for the implementation of projects lies with sector departments.

While the responsibility lies with a municipality to prepare an IDP, integrated development planning is an intergovernmental system of planning that requires involvement of all spheres of government.

Municipal plans should complement and be complemented by those of national and provincial government to ensure that services are delivered in an integrated manner. This ensures that IDPs become seamless government plans implemented in a municipal space.

5.1.2 Recognition of Different Roles and Responsibilities of Sector Departments

Different national and provincial sector departments can play different roles in their interaction with municipalities. The three main roles played and the type of support that they can provide are as follows:

✓ **Implementation;**

Departments that implement projects directly on the ground.

Provide training or capacity building

Provide technical expertise and or funding to develop sector plans

Provide relevant information on policies and programs

✓ Invest / Finance:

Administer grants or funding for projects to be implemented by municipalities

Training or capacity building

Provide technical expertise and or funding to develop sector plans

Provide relevant information on policies and programs

✓ Support:

Sector departments that support municipalities during the process of integrated development planning.

Training or capacity building

Provide technical expertise and / or funding to develop sector plans

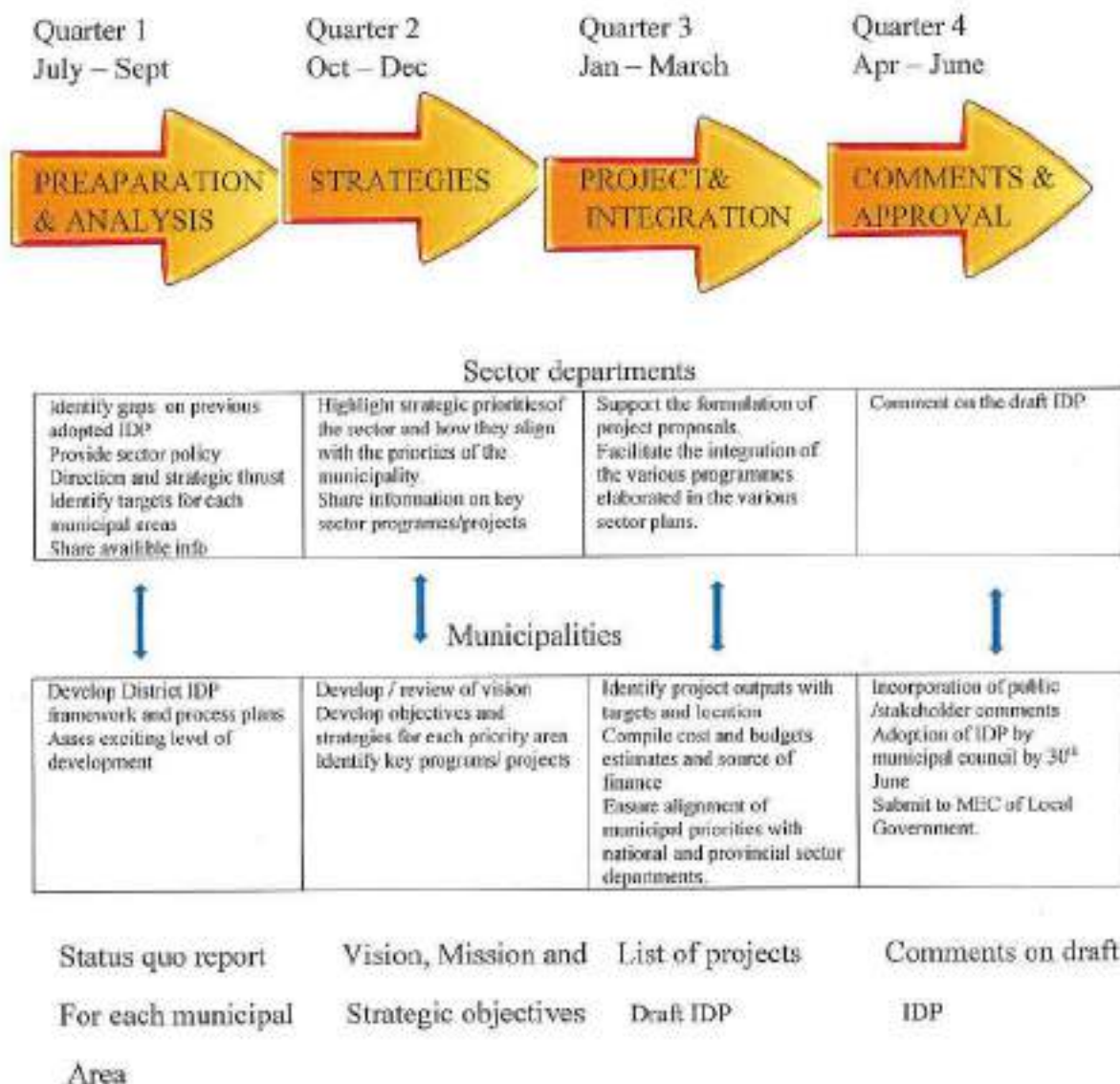
Provide relevant information on policies and programs

5.1.3 Sector Participation Guiding Principles

“One of the problems with IDPs at municipal level is there is no effective system for them to gain the national and provincial support that they require to be meaningful.”

- (i) Clear national and provincial policy to guide IDPs
- (ii) Responsiveness and Alignment to Municipal IDPs
- (iii) Consultation and Communication
- (iv) Integrated approach to support
- (v) Accountability
- (vi) Timeous provision of information
- (vii) Sectoral and technical expertise
- (viii) Rationalization of requirements by national and provincial sectors
- (ix) The Systems Act, Section (24) (3) states that if municipalities are required to comply with planning requirements in terms of national or provincial legislation, the responsible organs of state must assist the municipality to meet their IDP time-frame requirements.

5.1.4 Sector Participation in the Development of the 5 - year IDP



5.1.5 Sector Participation in the Annual Review of IDP's

In the annual review process, this interaction is far simpler and is focused mainly on providing project information and budgets for the financial year.

5.1.6 Intergovernmental Platforms and Structures

There are a number of intergovernmental forums which should be use to ensure integration and alignment between and within spheres of government. Both the Premiers and District

Intergovernmental Forums can be used as platforms where IDP priorities and major projects are discussed and debated in order to ensure a coherent and integrated approach.

- (i) At a provincial level, the Premiers Intergovernmental Forum (or the Premiers Coordinating Forum) are established in terms of S16 of the IGRFA.
- (ii) District Intergovernmental forums aim to ensure alignment between District plans and those of the Local Municipalities, as well as alignment between the local municipalities.

5.1.7 Provincial Monitoring of IDP's

Provincial MECs of Local Government are required to monitor the process undertaken by municipalities in developing their IDPs (S31) and can provide assistance to municipalities in their development. After receiving approved IDPs from municipalities, MECs must evaluate them.

5.2 Traditional Authorities

Traditional authorities fulfill a variety of functions in rural society in particular. However, there is no formal traditional structure within our municipal area.

5.3 Mining companies

The mining industry plays a critical role in the social and economic development of the country. Through the implementation of the SLPs as required through the Mineral and Petroleum Resources Development Act, mining companies have a legal obligation to develop and uplift poor communities in areas where they operate. In this regard, the SLPs should focus on addressing the key challenges in the municipal area and align to the overall municipal development strategy as identified in the IDP rather than focus on individual projects. The SLP provides mining companies with a tool to make a significant contribution towards the implementation of a municipal IDP.

Mining companies should participate in the IDP Representative forum in particular to understand the long-term development vision of the municipality and then design 5-year programs to contribute towards that vision.

According to the SLP guidelines, mining companies must consult and co-operate in the formulation and review of the IDPs of the mine communities and they must consult with other economic development frameworks at Provincial and National level.

5.3.1 SLP Development Process

The municipal IDP process is the key planning mechanism which provides an overarching framework that guides all stakeholders (including mining companies) on how to provide services and infrastructure meant to promote social and economic development in the municipality.

ACTIVITY	DESCRIPTION	RESPONSIBILITY
Stakeholder engagement in the development / review of the IDP	The IDP is one of the source documents for the SLP, in terms of the SLP Guidelines. Mining companies are expected to participate in the development/review of the IDP as part of the broader stakeholder engagement process by the municipality. The participating of mining companies in the IDP representative forums in particular will assist in improving socio – economic conditions across the whole municipality	Municipality and Mining Companies
Public Participation	Mining companies are also expected to consult and cooperate with surrounding communities. This includes consultation with traditional authorities and other community structures and might differ from one municipality to the other.	Municipality and Mining Companies
Prioritization and endorsement of the draft SLP by Municipalities	Once mining companies have consulted relevant planning documents (IDP) and local communities, communication with the municipality on the content of the draft SLP is critical. Municipalities need to make inputs as to the prioritization of the needs.	Municipal Council
Submission of the SLP to DMR	The SLP guidelines are clear that SLP is to be submitted to DMR Regional Manager, who may refer it back to the applicant with proposals for amendments where necessary. Accordingly, this is the last authority to sign-off on the document.	DMR
Reporting on and Monitoring implementation of the SLP.	Mining companies are required to submit to the Director General of DMR an annual report detailing the extent of compliance with the SLP. It also states that the DMR may request progress report as and when required.	DMR Mining Companies. Municipalities

CHAPTER 6: RELATIONSHIP BETWEEN THE IDP AND ONE PLAN

6.1 What is the One Plan?

It is an Intergovernmental Plan setting out a long – term strategic framework to guide investment and delivery in relation to a specific district or metropolitan space.

It is a collaboratively produced by all three spheres of government (“Co – Created”) informed by Existing Plans of all three spheres of government.

It confirms what is in Existing Plans, refines as necessary and identifies key strategic gaps/issues. It expresses IG agreement, alignment and commitments and is therefore not a detailed development plan.

Adopted collectively by all three spheres of government and stakeholders as an IGR and Social Compact:

Shared understanding of the space

Agreement on priorities

Common vision and measurable outcomes Targets and Commitments



6.2 Relationship between the IDP and One Plan

ONE PLAN (LONG TERM 30 – YEARS)	IDP (MEDIUM TERM – 5 YEARS)
Long term vision of the district area of impact and common understanding of goals and objectives amongst stakeholders in the district area.	Determine how the long – term vision, goals and objectives contributes towards addressing challenges at a local level by directing actions and interventions towards the vision.
Long term vision expressed in policy and long range plans across all spheres of government ,i.e NDP, PGDS, NSDF, PSDF, DSDF, etc.	Implementation of short to medium term service delivery programmes and projects informed by the MTSE, municipal SDF's, sectoral / master plans and long term financial strategies.
Determines government – wide key development strategies and priorities to be addressed.	Address municipal strategies, Council development priorities / objectives and community needs.
Conceptualisation of the desired future and results (outcomes and impact) to be achieved by the district area in the long term.	Plans implemented by municipalities and departments respond directly to the desired outcomes and impacts.
Spatially referenced plans and budgets at district and metro level with emphasis on long – term catalytic programmes and interventions to unlock development potential.	Focus on implementation of immediate service delivery interventions and priority projects in the One Plan.

CHAPTER 7: DEVELOPMENT STRATEGIES

7.1 Overview

7.2 Vision

The Establishment of a Climate Change Orientated and Economically Viable Lifestyle Through Sustainable Growth.

7.3 Mission

To Provide Affordable Quality Services, Alleviate Poverty, and Facilitate Social and Local Economic Development through Comprehensive Rural Development of the Kamiesberg Municipality.

7.4 Value Statement

Kamiesberg Municipality embraces the notion of Developmental Local Government.

In order to fulfil this believe, we subscribe to the following values:

- Integrity and Transparency
- Equity and Dignity
- Service Excellence
- Morality and Honesty
- Commitment and Respect
- Compassion and Professionalism
- Conservation, Climate Change Response and responsible Development

7.5 KPA 1: Service Delivery

STRATEGIC OBJECTIVE

To provide and maintain superior decentralized consumer services (Water, sanitation, roads, storm water, waste management and electricity)

INTENDED OUTCOME

Water infrastructure has been improved in villages such as: Lepelfontein, Kheis, Rooifontein, Paulshock, Kamieskroon and Garies

Electricity supply in all towns.

Kamiesberg Municipality has a total number of 16 water schemes under its area of jurisdiction and applies innovative technologies at these schemes which range from osmosis/desalination, boreholes and surface water schemes. These systems ensure a high quality of drinking water to all residents. Water is supplied to all formal households, businesses; neighbouring farms.

The quality of the drinking water supply in the Kamiesberg Municipal area is tested monthly by the Namaqua District Municipality and the quality is constantly above the national norms.

During the past heavy Drought Season, we were unable to supply water to the major towns within our municipality. We apply for funding from the Department of Water and Sanitation and that bring part time relief for us.

WATER

Kamiesberg Municipality is an accredited Water Service Authority in terms of the National Water Act (Act 36 of 1998) and provides potable water to all towns and settlements under its area of jurisdiction.

STATUS OF THE WATER SERVICE DEVELOPMENT PLAN

Our current Water service Development Plan has to be reviewed.

The main objective of the plan was to ensure and assist in effective planning and communication by the Water Service Authority and to assist in the effective monitoring and evaluation.

NATIONAL TARGET

All households within Kamiesberg Municipality received 2kl of water free in terms of the municipalities Indigent Policy.

Kamiesberg Municipality has a total number of 16 water schemes under its area of jurisdiction and applies innovative technologies at these schemes which range from osmosis/desalination, boreholes and surface water schemes. These systems ensure a high quality of drinking water to all residents. Water is supplied to all formal households, businesses; neighbouring farms.

The quality of the drinking water supply in the Kamiesberg Municipal area is tested monthly by the Namaqua District Municipality and the quality is constantly above the national norms.

A total of 149 Households have no access to any form of sanitation within our municipality, therefore business plans are completed and submit for funding to eradicate the backlog.

WASTE MANAGEMENT

STATUS OF THE INTEGRATED WASTE MANAGEMENT PLAN

We have an Integrated Waste Management Plan, however it expired during 2019 and therefore needs to be revive.

The objective of the plan is to integrate and optimize waste management, in order to maximize efficiency and minimize associated environmental impacts and financial costs, and to improve the quality of life of all residents within the Kamiesberg Municipality.

WASTE DISPOSAL

To give effect to the strategic objective of Kamiesberg Municipality to provide infrastructure for basic services and ensuring a safe and healthy environment, Council has made considerable investment in its infrastructure development programme. That is why good sanitation services exist in the municipal area where the majority of the residential areas have waterborne sanitation. However, some areas still rely on septic tanks and ventilated pit latrines, notably the smaller towns around Garies. The servicing of septic tanks becomes increasingly demanding during the peak holiday season and require more frequent emptying. The municipality does not have adequate capacity and resources available to cope with such demand. More than 39 % of households had access to flush toilets, flush septic tanks or chemical toilets in 2011. This figure can certainly improve to eradicate the backlogs and provide equal access to basic sanitation services to all households in the Kamiesberg if more funding can be secured from national & provincial government in this regard

ELECTRICITY AND ENERGY

Electricity reticulation means bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas. The Kamiesberg Municipality adopted a free basic service policy by which 50 kilowatts of electricity is given free to all indigents.

PROVISSION OF ENERGY

Kamiesberg Municipality, as the distributor, supplies consumers within the licensed area of supply. The distribution of electricity within the municipal area is governed further by distribution licences with NERSA, which regulate the areas to which the municipality may distribute electricity. According to the licence the distribution area includes: Rooifontein, Garies, Kamasies, Nourivier, Kamieskroon, Paulshoek, Klipfontein, Spoegrivier, Hondeklipbaai, Soebatsfontein, Kheis and Lepelsfontein and excludes Kharkams, Tweerivier and Leliefontein.

SOLAR POWER POTENTIAL

A small 6.1 KW solar energy system will provide 8.72 kw hours of energy per annum, saving 6.6 tons of carbon from going into the atmosphere and would be the equivalent of planting 4.4 acres of trees.

The only disadvantage is that the solar power system is expensive (around R 22 per watt) and would need some form of battery storage to ensure energy during heavy winter periods. Solar water heaters can save up to 4.5 kwh per household per day; which workout much cheaper than a

geyser in the long run. According to the Energy Outlook SA Report (2002:XV) the Northern Cape has some of the world's best conditions for solar power.

WIND POWER POTENTIAL

Wind power is one of the cleanest energy resources of electrical energy, but it also requires a place to store its energy (i.e in batteries) and it usually needs a constant wind that comes from one direction at a time. Before wind farms can be constructed the following issues need to resolve;

- Site location
- Legal rights – up to 22.2 km distance from a country's shore belongs to the national authorities and coastal zoning

According to the Energy Outlook SA Report (2002:XV) “much of South Africa's coastal region is suitable for wind power”.

The following electricity sector projects are outlined in other Kamiesberg LM policies:

- A natural gas plant, South of Hondeklipbaai: A full EIA has already been undertaken for this project. Economic impacts are high, with a large number of spin – off projects , particularly in the manufacturing of equipment (drills, pipelines, safety equipments etc.)
- Hondeklipbaai Oil and Gas Refinery – the use of Hondeklipbaai as a port of entry and processing for any gas and oil brought to shore.
- Kamiesberg Local Municipality Solar power feasibility study
- Kamiesberg Local Municipality Wind power feasibility study

7.6 KPA 2: Local Economic Development

STRATEGIC OBJECTIVE

To create employment, investment and business development opportunities we will:

1. Regular update our socio – economic and demographic information.
2. Capacitate local LED staff
3. In – depth analysis of the real development opportunities in key economic sectors, e.g tourism, agriculture
4. Focus explicitly on opportunities for SMME development in all sectors of the economy.

INTENDED OUTCOME

Local Economic Development must incorporate recent development changes in the local economy as well as the alignment with Provincial and National initiatives and to develop implementation plans. In implementing the above objectives we will broaden our economy base and introduce new activities in the area, exploit latent resources and established SMME's.

7.7 KPA 3: Financial Viability

STRATEGIC OBJECTIVE

To ensure a municipality that is:

- a) Committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery.

INTENDED OUTCOME

Financial viability measured in terms of the municipalities ability to meet its service debt obligations as at 30th June.

Financial viability measured in terms of the municipalities outstanding service debtors as at 30th June.

Financial viability measured in terms of the municipalities available cash to cover fixed operating expenditure as at 30th June.

7.8 KPA 4: Municipal Transformation

7.8.1 SKILLS DEVELOPMENT PLAN

Our Workplace Skills Plan are approved by Council for the period 01st May 2023 until the 30th April 2024.

It was also submitted on the 26 of April 2023.

WORKPLACE SKILLS PLAN AND ANNUAL TRAINING REPORT	
Reference Number	L2307014809-24
ATR / WSP Period	2023 / 2024
Workplace Skills Plan Report Period	1 May 2023 – 30 April 2024
Annual Training Report Period	1 May 2022 – 30 April 2023
Closing Date	30 April 2023
Submitted	Yes
Date Submitted	26 April 2023 10:11

ADMINISTRATIVE DETAILS

Organisation Details	
Name of Municipality / Entity	Kamiesberg Local
Skills Development Levi (SDL) No	L230701809
Demarcation Code	NCO64
Municipal Type	Local Municipality
Sic Code	91202
Contact Person	Gertrude Miggel
Telephone	027 6528000
Fax	027 6528001
Physical Address	22 Main Road Garies Garies 5220
Postal Address	Private Bag X200 Garies Garies 8220
Province	Northern Cape

7.8.2 HUMAN RESOURCE MANAGEMENT PLAN / STRATEGY

KAMIESBERG MUNICIPALITY

HUMAN RESOURCE DEVELOPMENT AND RETENTION PLAN

Objectives of the policy:

The objectives of this policy is primarily to ensure recruitments of suitable qualified personnel into higher positions at the Municipality in an equitable and consistent manner in order to eliminate unfair discrimination and to ensure equitable groups in the workplace according to the demographics of the area.

PROMOTIONS

1. Advertising

- (a) Once a position becomes vacant and resolved by the Council that it is necessary to fill it, the post must be advertised internally first.
- (b) An advert must reflect specific job requirements and a brief job profile attached to the post.
- (c) All applications should be made on the application form approved by the Council.
- (d) A Council Resolution number for filling of a particular post must be used as a reference number when the post is advertised internally.

2. Processing of application forms received:

- (a) A personnel officer must receive and acknowledge the receipt of the forms on a proforma letter wherein it should be stated that if any applicant has not received any correspondence after three weeks of the receipt of the acknowledgement letter should take the application as unsuccessful.
- (b) The day after the closing date the forms must be examined by the Personnel officer who must ascertain which applicants meet the minimum requirements for the post and which do not.
- (c) Only employees who meet the minimum requirements can be selected for short listing, especially those from the designated groups in terms of the Employment Equity Act, 55 of 1998.
- (d) The Personnel officer must thereafter prepare a schedule for short listing process indicating details like Name, address, Gender, Race, Qualifications, Experience and any other important information and the schedule must be submitted to the Municipal Manager or relevant Manager.
- (e) Late applications will not be considered.

3. Selection and interviewing panel:

The Municipal Manager in consultation with the Executive Mayor, selected Councilors (for that purpose) labour representatives and one personnel

- (a) representative to constitute a selection and interviewing panel for appointment of Departments and next level Managers (Level 1-3).
- (b) The selection and interviewing panel for junior posts will be constituted by the relevant Head of Department, three Councilors and personnel representatives. The Municipal Manager may sit on the panel as well.

2. Short listing

- (a) The selection and interviewing panel should agree on the criteria on which the pre-selection of suitably qualified candidates for interviews to be based on.
- (b) After the pre-selection the panel should shortlist candidates and ensures that a suitable venue and date for interviews is communicated to them.

3. Elimination list

- (a) All the applicants who are not short-listed will be put to elimination list and reasons for elimination of each applicant must be recorded.

4. Interviews:

- (a) All members of the panel should be given full details of the candidate being interviewed including his application forms, CV and qualifications.
- (b) The panel should agree on a fair and reasonable interviewing process including the parameters within to ask question – i.e. they can use pre-planned questions to every candidate.
- (c) The panel should ensure that all candidate are accorded an equal opportunity and avoid questions which are racist, sexist or infringe the candidate's rights.
- (d) The Chairperson should commence by asking a technical question relevant to the job in order to ascertain the level of competence and knowledge of the job.
- (e) Other members may ask questions and it is advisable for the personnel representative to ascertain the interpersonal relation in his/her questioning.
- (f) Each member of the panel, except for the observes (personnel and labour representative), should give scores according to the specified elements in the score sheet and select three strong candidates and write a motivation for each.
- (g) The panel should on the basis of the motivation cited above, submit a complete report including its recommendation to the Council for final approval.
- (h) If the first candidate declines, number two must be considered and also if number two declines, number three must be considered but if number three declines it must be re-advertised.

APPOINTMENT

(1) Once the Council confirms the appointment of a candidate(s) a letter of appointment detailing conditions of service in terms of the Basic Conditions of Employment Act is addressed to the candidate(s).

(2) If the candidate has accepted the post it is important that the necessary orientation and induction course should be arranged for him/her.

Employees on maximum salary notch:

- (1) Employees who have reached maximum salary notch on his/her salary scale should be moved to one salary notch ahead of his/her salary scale. Or Employees can receive a long service bonus. In order for employees to qualify they should be on one salary for 5 years or more. Note that employees on salary level 1 to 3 are excluded from his adjustment.

SUCCESSION PLANNING

2. COMMUNICATE POSSIBLE OPPORTUNITIES

- 8.1 Inform employees of the possible job opportunities over the designated time period (e.g. next three years).
- 8.2 Communicate what key competencies are needed for those jobs. That is, what level of demonstrated skills and knowledge is management looking for in potential candidates for these jobs.
- 8.3 Inform employees of the succession planning process that the organization intends to use. This is done in accordance to the Human Resources Strategy and pertains to plans such as bursary support, mentorship, special projects, limited job-rotation or advanced development programmes.

3. IDENTITY INTERESTED EMPLOYEES

- 9.1 Give employees the opportunity to indicate interest in possible job openings and willingness to participate in succession planning activities.
- 9.2 Clarify that participation in succession planning is not a guarantee of advancement. However, participation could help one's chances.

81 4. ASSESS COMPETENCY READINESS

- 10.1 Assesses individuals readiness to assume possible job openings for which they have indicated interest.
- 10.2 Compare the employee's present competency level to that required of the anticipated opening. Identify competencies that need development to help ready the employee for that job occupation.
- 10.3 It is advisable to use an assessment instrument that actively engages the employee as well as the superior in determining the employee's competency levels.
- 10.4 Competency and potential assessments must be done with assessment tools that are culture and gender sensitive and of which the integrity has been establish.

1. PREPARE DEVELOPMENT PLANS

- 11.1 Together with the employee, prepare an individual development plan that outlines specific activities that the employee engages in to develop needed competencies. Include a timetable with milestone for assessing progress.
- 11.2 The list of activities and timetable should be reflected in the employee's personal development plan.
- 11.3 In addition to individual plans, it may make sense to have a group development plan applicable to core competencies for a particular occupation level that all interested employees should participate in.

2. PROVIDE DEVELOPMENT OPPORTUNITIES

- 12.1 Help the employee follow through with the development plan by setting up training options and providing realistic time to participate in the training activities indicated in the employee's development plan.
- 12.2 The employee should also take personal responsibility to take the initiative and seek out activities that will help develop the targeted competencies.
- 12.3 This display of initiative and follow through can show that the employee is serious about succession and may, in itself, be a key competency.

3. FORMALISE ELIGIBILITY

- 13.1 Avenues to increase flexibility to formalize eligibility include:
 - 13.1.1 Use "until further notice" recruitment announcements so that employees can submit their application at any time.
 - 13.1.2 Use desirable, not minimum, qualifications (recognize prior learning)
 - 13.1.3 Use the "in-training" program that allows bringing the employee in at a lower level with automatic advancement to the higher level.
 - 13.1.4 Use competency based classification structures.

review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

Strategic performance indicates how well the municipality is meeting its objectives and whether policies and processes are working effectively.

Our IDP process and the performance management process are integrated and the IDP fulfils the planning stage of performance management whilst performance management in return, fulfils the implementation management, monitoring and evaluation of the IDP.

The Service Delivery and Budget Implementation Plan (SDBIP) assist to achieve the objectives and priorities adopted in the IDP and indicators that measure

7.8.4 Approved Organizational Structure 2023 / 2024

COUNCIL RESOLUTION: Organogram 2023/2024

Council item number: SRV 31/05/2023-4 (q): Organogram 2023/2024

The Council of Kamiesberg Municipality resolved on a Special Council Meeting held on 31th of May 2023 in the Council chambers in Garies:

1.To accept the Organogram 2023/2024.

Confirmed by:

Proponent: Councillor CCC Coetzee

Seconding: Councillor M Hanekom

7.9 KPA 5: Good Governance

STRATEGIC OBJECTIVE

- Promotion of Local Economic Development with specific focus on shared growth.
- To create an enabling environment for economic growth in Kamiesberg that attracts investors, encourages innovation and facilitate pro-poor intervention
- To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery
- To develop socially integrated, safe and healthy communities
- To ensure ecological integrity and climate response through sustainable practices.
- To develop progressive strategies to optimize the use of available human resources
- To facilitate real opportunities for youth, women, and disabled and appropriate care for the aged
- To provide and maintain superior decentralized consumer services (Water, sanitation, roads, storm water, waste management and electricity).
- Reduction of infrastructure backlogs i.e. human settlement, water, roads, electricity etc.
- To ensure compliance as prescribed by relevant legislation.

INTENDED OUTCOME

Through our Strategic Objectives and the 5 Local Government Key Performance Areas, the municipality will always strive to achieve its developmental mandate.

The following are the five local governments KPA's:

- Institutional Capacity and Municipal Transformation
- Basic Service and Infrastructure Development
- Financial Viability
- Local Economic Development

Public Participation and Good Governance.

Governance Structures:

AUDIT COMMITTEE

Kamiesberg Municipality did not have its own committee but make use of a shared committee on the Namaqua District Municipality.

The committee members are:

- Mr F Rootdman
- Mr F van den Heever
- Mrs Elsanne van Wyk

Functions of the Committee

To advise the municipal council , the political office bearers

) Review the annual financial statements to provide the council of the municipality or, in the case of a municipal entity, the council of the parent municipality and the board of directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;

(c) Respond to the council on any issues raised by the Auditor – General in the audit report;

(d) carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity may request; and

(e) perform such other functions as may be prescribed.

MPAC COMMITTEE

To exercise oversight over the executive functionaries of council and to ensure good governance in the municipality.

This function is shared within the Namakwa District Municipality. Councilor R G C Cloete is the representative of our municipality to the district MPAC.

MUNICIPAL WARD COMMITTEES

DEFINITION OF WARD COMMITTEES

Ward committees are an exciting way of achieving objectives and aims of developmental local government as outlined in the Constitution of the Republic of South Africa, 1996. The objective of a ward committee is to enhance participatory democracy in local government. A Forum for deliberative democracy through: -

- Faster access to information
- Instant clarification about programmes
- Awareness building
- Fosters feeling of self-management
- Transparency in administration
- Proper harnessing of local resources
- Involvement/Quick decision making
- Sense of ownership
- Better planning ascertaining local needs and requirements
- Social Audit,
- Accountability,
- Closer monitoring and evaluation of service delivery

RELEVANT LEGISLATION

- The Constitution of the Republic of South Africa, 1996-Chapter 7 Section 152
- The Local Government: Municipal Structures Act, 1998 -Sections 73 and 74.
- The Local Government: Municipal Systems Act, 2000- Chapter 4
- The National Guidelines for the Establishment and Operation of Municipal Ward committees, 2005
- Public Participation policy of the KAMIESBERG MUNICIPALITY.

ESTABLISHMENT OF WARD COMMITTEES

The Kamiesberg Ward committees will be made up of elected members of a particular Ward within Kamiesberg local Municipality. Ward Councillor shall convene a constituency's meeting. The Kamiesberg Speaker will conduct elections to ensure that they are independent. Ward committee can have up to 10 members through call for nominations and voting. Ward committee should be representative of all interest groups e.g. women, youth, disabled.

In the case of death or resignation of a ward committee member, the Kamiesberg Speaker will convene a meeting of that particular ward for a replacement by following the procedures and processes of electing a ward committee.

ROLE OF WARD COMMITTEES

The Kamiesberg Municipality ward committee's role is as follows: -

- Increase the participation of local residents in Municipal decision making.
- Represent the local ward and are not politically aligned.
- Should be involved in the Integrated Development Planning process, Municipal performance management, annual Budget, Council projects and other key activities and programmes.
- Can identify and initiate projects to improve the lives of the people in the ward.
- Can support the Ward Councillor in dispute resolutions.
- Monitoring of the performance of the Municipality and raise issues of concern for the ward.
- Assist with community awareness campaigns e.g. Waste, water and sewerage, payment of fees and charges, etc.

CHAPTER 8. STRATEGIC INTENT DEVELOPMENT AND PROJECTS

8.1 SWOT Analysis

A SWOT analysis is a commonly used tool used to facilitate a strategic review of a particular organisation. It is a high-level exercise that identifies strengths, weaknesses, opportunities and threats of the organisation. The strengths and weaknesses are internal factors that the organisation may control. Opportunities and threats are those factors external to the organisation and therefore the organisation has little or no control over these macro environment factors.

The SWOT analysis does not identify what should be done. Rather, it provides a framework for identifying where strategic opportunities may exist and how to avoid weaknesses inherent in the organisation or external threats from limiting future expansion and growth. The purpose of the SWOT analysis is to identify and assess the strengths, weaknesses, opportunities and threats in the Kamiesberg LM, in terms of local economic development. The identification of strengths, weaknesses, opportunities and threats within the municipal area provides the basis upon which the pillars of the LED strategy may be built.

<u>Weakness</u>	<u>Strengths</u>
<ul style="list-style-type: none"> ▪ Water shortages □ High poverty situation □ Mostly gravel roads □ High cost of land □ Very poor public transport network □ Low institutional capacity (municipal workforce & budget) □ Low rainfall □ Lighthouse at Hondeklipbaai is not functioning properly □ Arid to semi-arid land with low carrying capacity 	<ul style="list-style-type: none"> ▪ High quality & unspoiled environment □ Diversity of scenic landscapes and vast amounts of open land □ Diversity of local cultures □ Historical networks linked mainly to agricultural history (Khoi-San) □ Harbour at Hondeklipbaai □ Flowers – flower season □ Sun – renewable energy potential □ Ocean – mariculture potential □ Abundant labour □ N7 link to Namibia

<input type="checkbox"/> Electricity outages/surges <input type="checkbox"/> Lack of cell phone signal in some areas <input type="checkbox"/> Land reform taking place too slowly <input type="checkbox"/> Skills gap within the local population <input type="checkbox"/> Municipal owned land is not being used for its best strategic uses <input type="checkbox"/> Low-income levels and low spending capabilities <input type="checkbox"/> Lack of jobs and economic development <input type="checkbox"/> Seasonality of working opportunities <input type="checkbox"/> Lack of support for emerging entrepreneurs <input type="checkbox"/> Lack of access to land for local residents <input type="checkbox"/> Lack of integrated domestic and international marketing of the area <input type="checkbox"/> Fragmentation of tourism industry <input type="checkbox"/> Lack of access to good health care <input type="checkbox"/> Lack of sport and recreational facilities <input type="checkbox"/> Poor quality of education <input type="checkbox"/> Poor resourcing of LED strategies <input type="checkbox"/> Increasing drug related crimes <input type="checkbox"/> High levels of teenage pregnancy	
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<ul style="list-style-type: none"> <input type="checkbox"/> High dependency on social grants and wage income by the poor <input type="checkbox"/> Geographically dispersed small population and far from sources of industrial inputs and from markets <input type="checkbox"/> Undiversified economy: over-dependence on mining and government services sectors <input type="checkbox"/> Virtually non-existent manufacturing industry 	
<p><u>Threats</u></p> <p>Climate change that will impact on water resources and agricultural activities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Water supply <input type="checkbox"/> Water quality <input type="checkbox"/> Political dynamics/uncertainties <input type="checkbox"/> Narrowing agriculture profit margins <input type="checkbox"/> Fluctuations in tourism industry <input type="checkbox"/> Global uncertainty of economic conditions <input type="checkbox"/> Fluctuations in Rand cycles 	<p><u>Opportunities</u></p> <p>Growth in tourism (N7 link to Namibia)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Unexploited mineral opportunities <input type="checkbox"/> Brand development <input type="checkbox"/> Strengthening local government spheres <input type="checkbox"/> EPWP, SETAs and learner ships <input type="checkbox"/> Renewable energy <input type="checkbox"/> Mariculture <input type="checkbox"/> Opportunities for technology to fill gaps <input type="checkbox"/> Agro-processing and technology innovations

8.2 Strategic Objectives

In order for a Municipality to function efficiently and effectively, prior planning has to be carried out in order to ensure that the needs of the Municipality and community are balanced with what is practically possible to achieve in line with available human and financial capacity.

8.3 Intended Outcome

The IDP as a whole forms part of this planning process, however, Sector Planning is important in order to focus on a specific focus and guide the Municipality in what projects need to be initiated and implemented. The Sector Plans need to be aligned to the IDP in order to ensure that there is holistic planning. Below are summaries of key Sector Plans that have been prepared by Kamiesberg Municipality.

The sector plans and key policy documents required of a municipality to support the delivering the above services in providing strategic and policy direction are summarized in the following diagram:

8.4 Infrastructure Development

Poverty Alleviation and Job Creation is some of our biggest challenges that escalate in to other serious social crimes such as alcohol and drug abuses, illegal mining and the illegal selling of endangered species

The municipality therefore identified the following Mega Projects to broaden its tax basis and alleviate poverty and create jobs.

To implement these projects the municipality, need the support of our District, Provincial and National Government. It also creates the perfect opportunity for Public Private Partnerships

These projects are:

1. Tar / Upgrading of gravel road from Garies via Kheis, Paulshoek, Leliefontein, Nourivier to Kamieskroon.

We are from the view that if this project can realise service delivery can be done

2. Completion of the Klipfontein - Hondeklipbaai Road.
3. Coastal Development: Hondeklipbaai and Eiland Punt Noord

COASTAL DEVELOPMENT

The Coastal town of the Kamiesberg Municipality is Hondeklipbay. Hondeklip Bay lies about 95 km south west of Springbok. This village was originally used as a harbor to export copper ore from the mines around Springbok but was later surpassed by Port Nolloth, which had a safer harbor as well as a railway line.

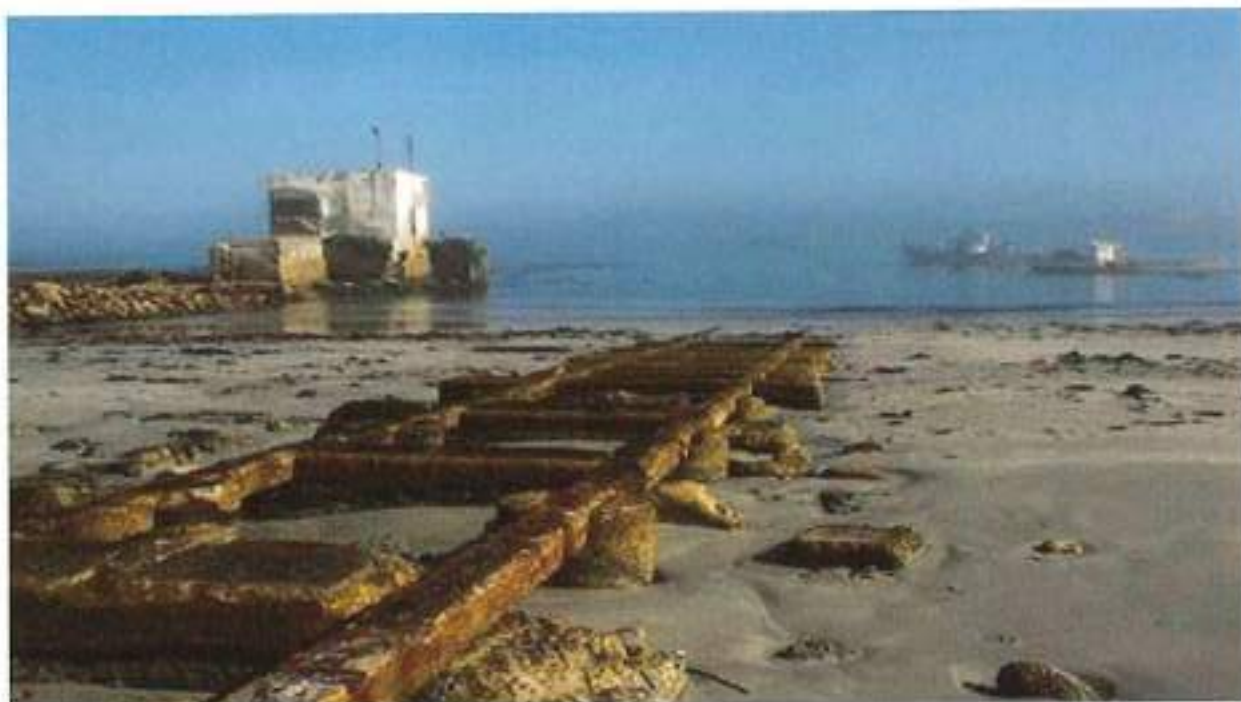
Today Hondeklip Bay is a popular regional holiday destination and serves the fishing and diamond-mining community. Holiday accommodation ranges from camping at the municipal caravan park to self-catering chalets.

Attractions include ship wrecks like the Jahleel and the Aristeia which ran aground in 2003 and 1945 respectively. In July 2016, the Jahleel started breaking up and split in two.

COASTAL INFRASTRUCTURE PRIORITIES IN KAMIESBERG MUNICIPALITY:

- Small harbour development
- Fishing and fish processing

Beach front development





8.5 Public Launched Site

In terms of General Notice 31 of 2021 dated 26 March 2021 by the Department of Environment and Nature Conservation that Hondeklipbaai is proclaimed a Public Launched Site.

A draft Operational Plan is drafted. We are busy with our community participation process.

The content of the plan is:

1. Background
2. Access Management
3. Code of Conduct
4. Parking and Control Areas
5. Environmental Conduct
6. Management Agent

8.6 Tourism Development

Kamiesberg Municipality have a variety of tourism potential e.s historical, cultural and our well known beautiful flowers during springtime. The opportunity is there to unlock a tourism season from January up till December.

- Roodebergskloof Guest Farm
- Leliefontein Massa care (history)
- Leliefontein Methodist Church (National Monument)
- Betelsklip (history / cultural)
- Namakwa National Park
- Kliphuis
- Moertjieklop
- Daters' Poort (Grave of Lieutenant James Darter / this small piece of land belong to England) (history)
- Letter Klip (history)
- Aristeia ship wreck (history)

8.7 Current and Planned Projects

During this year-round of community participation, we give members not only a change to identified their needs but also vote for the biggest challenge in their respective community. It gives us a clear sense on how to prioritize the needs and therefor come up with a priority list for the Kamiesberg Municipality.

1. Roads
2. Water
3. Health Service
4. Housing & Surveyed of Erven
5. Upgrading of Sportsgrounds

8.8 Community Needs: 2022 / 2023

(NB!! Our main focus for the past financial year was to provide water to three of our communities, therefore very little was done in the rest of the municipality)

TOWN	
HONDEKLIPBAAI	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health Services / Clinic Services	
Water	
Roads (Tar of Road: Hondeklipbaai to N7)	
Paving of Internal Street	
Housing	
Erven: Business and Residential	
Sewerage Plant	
Upgrading of Sports Ground/Facility	
Paving of Internal streets	
Streetlight	
Upgrading of Community Hall	
Job creation Projects	
Sewerage	
SMME Development	
Youth Centre	
Recycling	
Ambulance Services	
Stormwater drainage	
Upgrading of Jetty	
Cleaning of fabric	
Construction of a Dam	
Security for Fishermen	
KOINGNAAS	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health / Clinic Service	
Maintenance of Roads (internal / External)	
Sewerage (maintenance of the Dumping Sites)	
Streetlights	
Upgrading of Community Hall	
Cell Phone Reception	
Pre-Paid Water meters	

SOEBATSFONTEIN	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health / Clinic Service	Upgrading of Road
Upgrading of Desalination Plant	Upgrading of Community Hall
Construction of Roads (to Kamieskroon and Kommagas)	
Surveyed of erven: business and residential	
Housing	
Building of a Police Station	
Upgrading of roads and bridges	
Sewerage	
Recycling	
Recreation facilities	
Nameboard	
Cleaning of fountains	
Upgrading of commonage land	
Transformation of Bloukamp	
Ambulance service – speed – up	
Upgrading of Community Hall	
SPOEGRIVIER	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health and Clinic services	Health and Clinic services
Upgrading of desalination plants	Upgrading of desalination plants
Electricity- repair/maintenance of infrastructure	Electricity- repair/maintenance of infrastructure
Construction and tar of road to N7	Construction and tar of road to N7
Surveyed of business and residential erven	Surveyed of business and residential erven
Housing	Housing
Upgrading of sport facilities	Upgrading of sport facilities
Upgrading of landfill site	Upgrading of landfill site
Vandalism a big problem	Vandalism a big problem
Drug abuse	Drug abuse
Upgrading of Graveyard	Upgrading of Graveyard
Playpark for kids	Playpark for kids
Internet Access	Internet Access
Cleaning of UDS toilets	Cleaning of UDS toilets
Construction of New Dam	Construction of New Dam
Paving of Internal Streets	Paving of Internal Streets
Fully Equipped Boreholes for drinking Water	Fully Equipped Boreholes for drinking Water

Construction of a Storage Facility at Community Hall	Construction of a Storage Facility at Community Hall
Enclosing existing Landfill Site	Enclosing existing Landfill Site
Solar Panels	Solar Panels
Library	Library
Wi Fi	Wi Fi
Road Signage	Road Signage
Crèche	Crèche
Streetlights	Streetlights
Library	Library
Police Station	Police Station
Sewerage	Sewerage
Refuse removal (regular)	Refuse removal (regular)
SMME development	SMME development
Street name	Street name
Upgrading of sports grounds	Upgrading of sports grounds
Eradicate Unemployment	Eradicate Unemployment
ABET	ABET
Water Tanks for every House Hold	Water Tanks for every House Hold
GARIES	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Water. Get water from outside resources such as Orange and Olifants River	
Paving of Internal roads	
Housing	
Upgrading of Sportsground / sport facilities	
Upgrading of Graveyard	
Crèche	
Climate change / Renewable Energy	
Windfarms / Solar Energy	
Streetlights	
Ablution facilities	
Infrastructure	
"Leerlooierij"	
Construction of pavers	
LEPELFONTEIN	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health / Clinic service	Health / Clinic Service
Upgrading of desalination Plant	Upgrading of desalination Plant

Electricity	Electricity
Construction of access roads	Construction of access roads
Upgrading of sports fields	Upgrading of sports fields
Vandalism	Vandalism
Drug abuse	Drug abuse
Internet Access	Internet Access
Paving of internal roads	Paving of internal roads
Upgrading of Community Hall	Upgrading of Community Hall
Water for Livestock	Water for Livestock
Ablution facilities / toilets	Ablution facilities / toilets
Tourism development	Tourism development
KLIPFONTEIN	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health / Clinic service	Health / Clinic service
Water. Upgrading of Desalination Plants.	Water. Upgrading of Desalination Plants.
Upgrading of internal network	Upgrading of internal network
Completion of Klipfontein – Hondeklipbaai tar road	Completion of Klipfontein – Hondeklipbaai tar road
Surveyed of erven: Business and Residential	Surveyed of erven: Business and Residential
Housing	Housing
Upgrading of Sport facilities	Upgrading of Sport facilities
Streetlights	Streetlights
Water for Livestock	Water for Livestock
Soup kitchen	Soup kitchen
Library	Library
Police Station	Police Station
Job Creation Projects	Job Creation Projects
Upgrading of roads and bridges	Upgrading of roads and bridges
Cell phone reception	Cell phone reception
KHEIS	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Water. Upgrading of Desalination plant.	
Upgrading of internal water network	
Tar of road to Garies. Alternative road to Springbok. Paving of internal streets.	

Surveyed of business and residential erven.	
Housing	
Upgrading of sports facilities	
Crèche	
Internet Access	
Streetlights	
JoJo Tanks for house holds	
Maintenance and repair of Dam	
Maintenance of internal streets	
Cameras at Community Hall for security purpose	
Ram Camp	
Upgrading of community hall	
Vee suipings	
Toilette	
Vegetable Garden	
PAULSHOEK	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Construction of roads in the vicinity	Construction of roads in the vicinity
Surveyed of business and residential erven	Surveyed of business and residential erven
Housing	Housing
Upgrading of Landfill site	Upgrading of Landfill site
Upgrading of sports facilities	Upgrading of sports facilities
Vandalism	Vandalism
Drug abuse	Drug abuse
Cleaning of Graveyard	Cleaning of Graveyard
Solar and Wind Farms	Solar and Wind Farms
Health / Clinic service	Health / Clinic service
High mast Lightning	High mast Lightning
ROOIFONTEIN	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health / Clinic Service	Health / Clinic Service
Water	Water
Construction / maintenance of Roads	Construction / maintenance of Roads
Surveyed of residential and business erven	Surveyed of residential and business erven
Housing	Housing
Street lights	Street lights
Construction of roads and bridges	Construction of roads and bridges
Cell phone reception	Cell phone reception
Sewerage	Sewerage

Tourism development	Tourism development
Powerline	Powerline
Additional land for agricultural purposes	Additional land for agricultural purposes
KAMASSIES	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Construction of roads and bridges	Construction of roads and bridges
Surveyed of business and residential erven	Surveyed of business and residential erven
Upgrading of sport facilities	Upgrading of sport facilities
Construction of new graveyard	Construction of new graveyard
Street lights	Street lights
Paving of internal streets	Paving of internal streets
Police Station	Police Station
Sewerage System	Sewerage System
Youth Centre	Youth Centre
Tourism Development	Tourism Development
Health / Clinic Service	Health / Clinic Service
Upgrading of desalination plant / water	Upgrading of desalination plant / water
	Sewerage System
	Upgrading of Community Hall
	Satellite Police Station
	Drug Abuse
	Vandalism
NOURIVIER	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Community did not take part in the IDP process	Pre Paid Water meters
	Street Lights
	Construction and maintenance of Roads
	Learnerships
	Library
	Upgrading of Dumping site
	Upgrading of Sports facility
	Health / Clinic Service
KHARKAMS	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Water for House Hold	Water for House Hold

Paving of internal roads	Paving of internal roads
Surveyed of residential and business erven	Surveyed of residential and business erven
Housing	Housing
Completion of Sports facility	Completion of Sports facility
Vandalism	Vandalism
Upgrading of graveyard	Upgrading of graveyard
Library	Library
Storm Water Drainage System	Storm Water Drainage System
Water Tanks for every Household	Water Tanks for every Household
Draught relief for Farmers	Draught relief for Farmers
Design Underground Wetland	Design Underground Wetland
Upgrade of Landfill Site	Upgrade of Landfill Site
Housing	Housing
Satellite Police Station	Satellite Police Station
Bakery	Bakery
Completion of Sports Ground	Completion of Sports Ground
ECD Centre	ECD Centre
Record Management of old Municipal Office	Record Management of old Municipal Office
Completion of Ram camp	Completion of Ram camp
Source to Sea project	Source to Sea project
High Mast Lightning	High Mast Lightning
Khoi San Heritage Route	Khoi San Heritage Route
TWEERIVIER	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Extension of Graveyard	Crèche
Crèche	Paving of internal streets
Paving of internal streets	Street lights
Street lights	Upgrading of community hall
Upgrading of community hall	Police station
Police station	Sewerage
Sewerage	Regular refuse removal
Regular refuse removal	Health / Clinic Service
Health / Clinic Service	Completion of internal water network
Completion of internal water network	Construction of roads
Construction of roads	Surveyed of business and residential erven
Surveyed of business and residential erven	
KAMIESKROON	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Water. Upgrading of network.	Water. Upgrading of network.

Paving of internal streets	Paving of internal streets
Surveyed of business and residential erven	Surveyed of business and residential erven
Housing	Housing
Upgrading of sports facilities	Upgrading of sports facilities
Construction / extension of graveyard	Construction / extension of graveyard
Paving	Paving
Street lights	Street lights
Vee suipings	Vee suipings
Street trading	Street trading
Tourism development	Tourism Development
LELIEFONTEIN	
Community Needs 2022 / 2023	Community Needs 2023 / 2024
Health / Clinic Service	Removing of Asbestos Waterpipes
Water. Desalination Plants	Fencing of Village
Construction / building of roads	Tar of Road from Kamieskroon to Leliefontein
Maintenance of Landfill site	
Upgrading of sport facility	Unemployment
Extension of graveyard	Tourism
High Mast Lightning	
Regular refuse removal	
Street Light	
Upgrading of Community Hall	
Solar and Wind Energy	

8.9 Unfunded Projects for the Department of Economic Development and Tourism

1. Kheis Charcoal Project
2. Spoe-grivier Medicinal Plant Nursery
3. Rooifontein Quiver Tree Conservancy
4. Kharkams Tourism Hub

8.10. Projects from the Department of Education

1. High School Garies: "Maintenance and Repair. Major Repair and Renovation to school including replacement of Wooden floors in school Hall and Girls hostel. R 4 088 709.00

2. Kheis Methodist Primary School: "Maintenance to facility and eradication of PIT Latrines or Unsafe VIP Toilets". R 150 000.00
3. Leliefontein Intermediary: Minor repairs and Electricity. R 319 100.00
4. Klipfontein Methodist Primary: "Preventative Maintenance" R 829 172.00
5. Nourivier Methodist Primary: "Preventative Maintenance" R 829 172.00
6. High School Garies: "Delivery of water due to water challenges at Municipality. R 250 000.00
7. High School Garies: "Appointment of Geo Hydrologist for Area and implementation of remedial action". R 350 00.00

8.10.1 Projects from the Department of Education: 2023 / 2024 Financial Year

1. High School Garies: Maintenance and Repair. R 2 382 032.00
2. Nourivier Meth Primary School. Infrastructure Development. R 802 897.00
3. Leliefontein Intermediate School. Infrastructure Development. R 1 204 360.00
4. Klipfontein Meth Primary School. Maintenance and Repairs. R 1 634 474.00
5. JJ Lambert Primary School. Infrastructure Development R 450 000.00
6. Hoër Skool Garies. Infrastructure Development (Water) R 150 000.00
7. Norap Meth Primary School. Infrastructure Development (Fencing) R 436 7956.00

8.10.2. Projects from the Department of Roads and Public Works.

1. SP Gravel Road Flood Damage Repair MR 751 Koingnaas.

8.11 KAMIESBERG MUNICIPALITY: CAPITAL BUDGET 2022/2023 FINANCIAL YEAR- IMPLEMENTATION PLAN.

No	Project Name	Budget	2022/2023 Fin Year	Status	Funder
1.	Koingnaas / Hondeklipbaai Bulk water Supply. Construction of new 250 mm x 16 km HDPE pipelines to Koingnaas. 2. Refurbishments of midway tanks, 3 new 160 mm x 20 km	R 32 000 000.00	R 5 000 000.00	Implementation	Dept Water & Sanitation

	HDPE pipelines, 4 Construction of 200 kl galvanized tank in Hondeklipbaai and, 5 Installation of new telemetric system.				
2	Rooifontein Bulk Water Supply- 1. Equipping of boreholes, 2 Construction of water treatment plant and, 4 Construction of Evaporation Ponds	R 25 000 000.00	R 4 000 000 .00	Design phase – Partial Construction can commence	COGSTA/MIG
3	Kharkams Borehole Development. 1. Drilling of Boreholes, 2 Equipping of Boreholes, 3 Construction of 12 km HDPE pipeline, 4 Construction of Pumphouses, 5 Installation of telemetric system, 6 Construction of Booster & Balancing tanks, 7 Installation of 400 Pre – paid watermasters	R 31 000 000 .00	R 3 800 000.00	Drilling contractor will be appointed before 3 May 2022	COGSTHA/MIG

8.12 KAMIESBERG MUNICIPALITY: CAPITAL PROJECTS REGISTERED & OR READY FOR IMPLEMENTATION

No	PROJECT NAME	BUDGET	STATUS	FUNDER
1	Installation of pre – paid water meters in Kamiesberg Municipal area- Business plan drafted	R 15 000 000.00	Bussiness plan drafted	Dept. Water & Sanitation / WSIG or COGHTA /MIG

2	Construction of Hondeklipbay Bulk Sewer	R 15 000 000.00	Preliminary Design	Dept. Water & Sanitation / WSIG or COGHTA /MIG
3	Construction of Koningnaas Bulk sewer	R 10 000 000.00	Design Phase	Dept. Water & Sanitation / WSIG or COGHTA /MIG
4	Street Lightning in Soebatsfontein	R 2 200 000.00	Business (MIG1) Plan Submitted	COGHSTA /MIG
5	Street Lightning in Kharkams – Highmast Ligthning	R 2 400 000.00	Business (MIG1) Plan Submitted	COGHSTA /MIG
6	Street Lightning in Tweerivier – Highmast Ligthning	R 1 200 000.00	Business (MIG1) Plan Submitted	COGHSTA /MIG
7	Street Lightning in Lepelsfontein – Highmast Ligthning	R 2 700 000.00	Business (MIG1) Plan Submitted	COGHSTA /MIG
8	Street Lightning in Hondeklipbaai – Highmast Ligthning	R 3 200 000.00	Business (MIG1) Plan Submitted	COGHSTA /MIG

8.13 DIVISSION of REVENUE ACT: 2023 / 2026 ALLOCATIONS

GRANT	2023 / 2024	2024 / 2025	2025 / 2026
Municipal Infrastructure Grant	8 086 000 .00	8 236 000 .00	8 392 000 .00
Water & Sanitation Infrastructure Grant	4 540 000 .00	8 924 000.00	9 322 000.00
Finance Management Grant	3 100 000.00	3 100 000 .00	3 100 000 .00
Integrated National Electrification	-	2 100 000.00	1 800 000.00

8.14 EPIP Projects

Province: Northern Cape

District: Namakwa

Municipality: Kamiesberg

PROJECT NAME	PROJECT DESCRIPTION	FOCUS AREA	RECOMMENDED BUDGET	APPLICANT	CATEGORY
Nourivier Medicinal Plants	Branch Priority: Project initiated by the DST and implemented by CSIR. Infrastructure exists. Requires refurbishment. Entails cultivation, primary processing and supply of Sceletium and Cancer bush (25 Priority species) raw materials.	Biodiversity Economy	R 5 000 000.00	Nourivier Community	Infrastructure
NC – Kamiesberg LM: Upgrading of existing and establishment of new recreational park	Planting of trees, installation of park furniture, upgrading of ablution facilities, installation of play equipment of a new recreational park.	GOSM	R 5 000 000.00	KLM	Infrastructure
Transformation of existing village into green villages	Establishment of eco-schools, upgrade and establish communal medicinal garden, establish household food gardens, implement green technology initiatives, equip fountains and water tanks.	GOSM	R 12 000 000.00	KLM	Mass Employment
Establishment of environmental education Centre and caravan park	A new 2.1 m high Black Mesh Fence will be installed to control access and provide security for visitors to the facility. Two doubled	People in Parks	R 10 000 000.00	KLM	Infrastructure

	gates will be installed; Security Guardhouse; Construction of new paved streets; Upgrade existing ablution block; Construction of caravan bays; construction of 7 new braai stands; Electrical works; Water infrastructure. Rubble bins at Caravan Bays and Braai stands. Enviro educational training/tourism info centre 150sqm.				
Upgrading of Rooibergskloof conservation Farm	Construction of 2 enviro friendly ablution blocks with access for woman, men and disabled. Construction of 10 braai areas; Construction of 10 chalets; Re-graveling of km access road to farm. Construction of low water bridge at access road. Upgrading of three hiking trails, 5km, 10km, and 20 km in total 35km. Renovate conference facility.	People in Parks	R 20 000 000.00	KLM	Infra structure

8.15 Social and Labour Plans: Projects

The purpose of the Mineral and Petroleum Resources Development Act, 2002, Act No 28 of 2002 (MPRDA) is amongst others to transform the mining and production industries in South Africa. In order to ensure effective transformation in this regard, the act requires the submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights.

The objectives of the Social and Labour plans are to:

- ✓ Promote economic growth and mineral and petroleum resource development in the Republic.
- ✓ Promote employment and advance the social and economic welfare of all South Africans.
- ✓ To utilize and expand the existing skills base for the empowerment of HDSA and to serve the community.

Projects listed for Social and Labour Plans.

Garies.

- ✓ Installed street lights in Delft
- ✓ Repair potholes
- ✓ Re – launch of the mineral water project
- ✓ Upgrading Rondebegskloof Conservation farm

Lepelsfontein.

- ✓ Paving of internal roads
- ✓ Construction of 20 RDP Houses
- ✓ Play Parks
- ✓ Fencing of Community Hall
- ✓ Upgrading of kitchen within Community Hall
- ✓ Installation of water tanks
- ✓ Street Lightning

Hondeklipbaai

- ✓ Speed bumps
- ✓ Refurbishment of Fishers Storage warehouse
- ✓ Beachfront boardwalk
- ✓ Extension of stabilising of beachfront
- ✓ Paving of internal roads
- ✓ Installation of Pre – Paid water meters
- ✓ Installation of Pre – Paid electricity meters
- ✓ Upgrading of electricity network
- ✓ Upgrading of High Mast Lightning

Soebatsfontein

- ✓ Completion of Library
- ✓ ECD Centre
- ✓ Communication
- ✓ Upgrading of water network
- ✓ Speed bumps
- ✓ Completion of paving

Koingnaas

- ✓ Installation of Pre – Paid water meters
- ✓ Installation of Pre – Paid electricity meters
- ✓ Upgrading of streetlights

- ✓ Repair and maintenance of tar road
- ✓ Upgrading of Sewerage Network
- ✓ Upgrading of Water network and Reservoirs

8.17 Medicinal Plants of Kamiesberg Municipality

INTRODUCTION

The Namaqualand region is situated along the west coast of South Africa and stretches from the Olifant's River mouth north – wards to the Namibian Border. This region of extreme summer aridity is part of the Succulent Karoo Biome and is famous for the spectacular display of annual flowers in the spring (August to September) and for the high levels of plant endemism, especially succulents (Mucina and Rutherford, 2006). It is also the traditional (original) home of the Nama people, the largest ethnic group of Khoisan speakers, who where historically concentrated in the highlands of the Kamiesberg area, from where they migrated seasonally to other parts of Namaqualand (Webly, 2007). The rich cultural heritage of the Nama people has been described by (Schapera 1930) but the medical ethnobotany has not yet been systematically recorded. The paucity of information on Khoisan ethnobotany has also been commented on by Liengme (1993), Archer (1994), and Van Wyk (2002, 2008).

It is noteworthy that the very first ethno botanical survey in South Africa was done in Namaqualand. (Van Der Stel 1685). A few ethno botanical anecdotes were also recorded by William Guybon Atherstone when he visited Namaqualand for five months in 1854 – 1855. Important contributions to the ethnobotanical of Namaqualand were made by Laidler (1928) and Archer (1982, 1990, 1994) described the medical practices and some medical plants of the region but unfortunately only common names were given for most of the plants.

STUDY AREA

The survey was conducted in four villages in the Kamiesberg, namely Kamieskroon, Nourivier, Leliefontein and Paulshoek. The Kamiesberg area represent the highest altitude region in Namaqualand and most of it is covered with fynbos and renosterveld, thus representing an outlying island in the Fynbos Biome within the succulent Karoo. It is situated in the so called Hardeveld or Klipkoppe vegetation unit of Namaqualand and is known as the Kamiesberg Centre of endemism (KBC) because of the high number of endemic species.

DATA COLLECTION

All the ethical guidelines in the latest (2008) version of the *International Society of Ethnobiology* (2006) were strictly adhere to, including the principle of educated prior informed consent (with explicit permission to use all photographs, personal details and ethnobotanical information for scientific these and publications). This study was also formally approved by the Science Faculty Ethics Committee of the University of Johannesburg. Over the last 30 years, several scientific studies have been conducted in the Kamiesberg (especially by scientist from the University of Cape Town) so that the area were already familiar with scientific research methodology.

8.18 TRANCRAA Land

The land is presently held in a trust for the communities by the Minister of Rural Development and Land Reform (in terms of the Rural Areas Act, 1987 (Act 9 of 1987) which has since been repealed). No residents in the Kamiesberg Municipal Area hold individual title deeds for their own on the commonage plots.

The commonage land is subdivided into grazing plots which are then allocated to the different local community members. The allotment of plots is done through an application process wherein a lease agreement is signed between the commonage beneficiary and the Kamiesberg municipality. The use of the commonage land by the beneficiaries is regulated by the grazing regulation that forms part of the Kamiesberg Commonage Management Plan. Land is predominantly used for pasture. There is a limited amount of land that sit alongside the river bank that is used for crop farming. This type of farming is also regulated by the grazing regulation of the municipality. This gives opportunity to local residence that prefer alternative farming practices to be accommodated. The act that came with the purchase of commonage land stipulates that access to certain farms is only permissible for select land users.

Garies and Kamiesberg commonage land has collectively 8 commonage camps that are leased to poor emerging farmers. The Kamiesberg Municipal Council has the prerogative to sell the latter commonage land to individual or family members in line with the principles of the for mentioned act.

The lands are managed by the commonage committee that have the authority to make request for additional land should such need arise from time to time. On recommendations of the commonage committee and after the review by the Economic and Infrastructure Committee the motion is tabled before council who make the final decision whether to proceed with an application to the Department Rural Development and Land Affairs.

8.18.1 Leliefontein

The following village falls within the Leliefontein area, namely: Paulshoek, Leliefontein, Nourivier, Rooifontein, Kamassies, Kheis, Tweerivier, Klipfontein, Kharkams and Spoegrivier

8.18.2 Lepelfontein

Lepelsfontein is part of the greater Rietpoort area that falls within the Western Cape, so here we have a cross boundary issue. The TRANCRAA process did not start in the Lepelsfontein area.

8.18.3 Land Reform

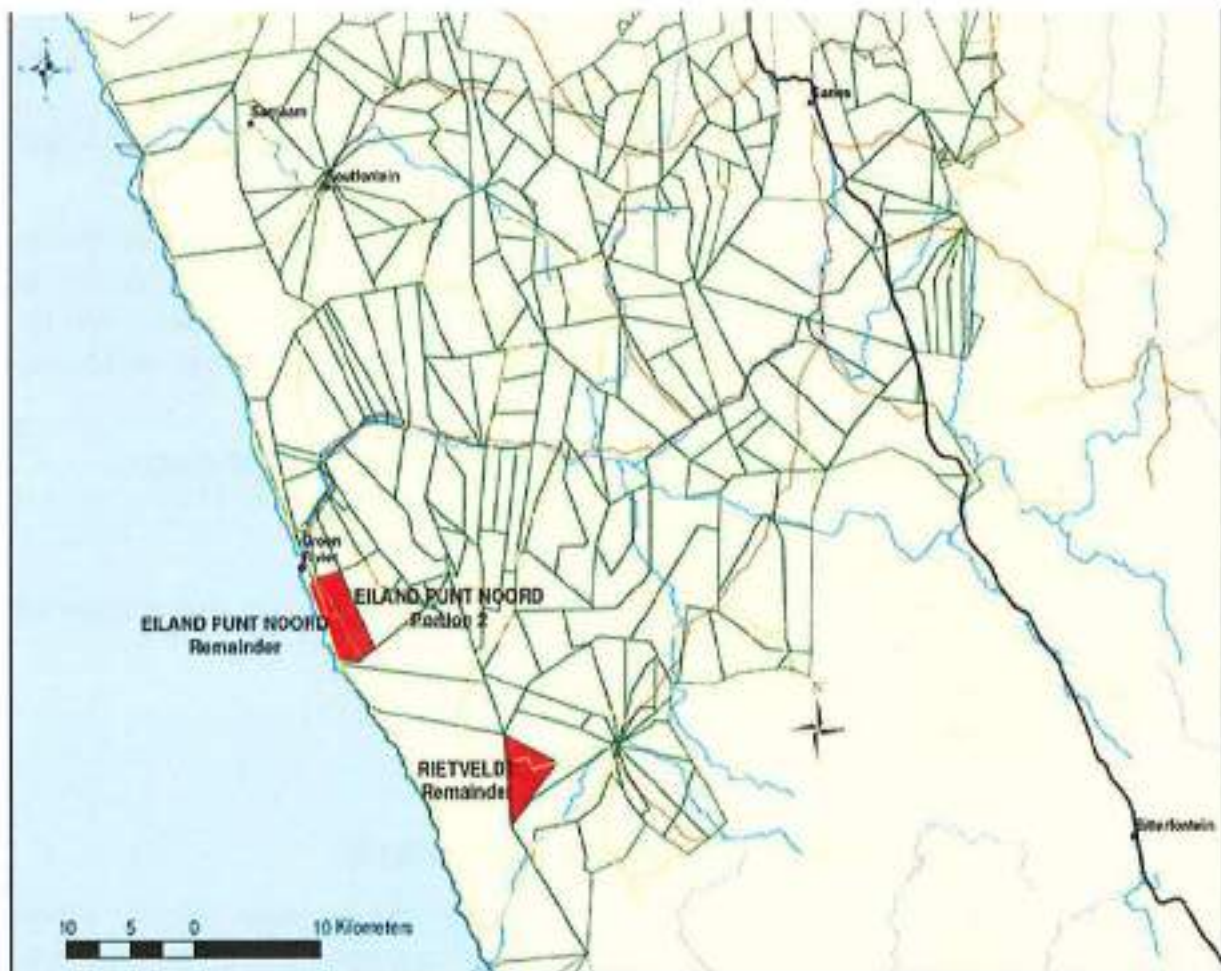
Land Reform is seen to be failing in the area, as claims take years to be processed and many land claim beneficiaries have failed at attempts at farming, for example. A further constrain with regards

to land is the mining sector's monopoly over vast stretches of valuable coastal land. These are issues that require creative, collaborative solutions that ensure that land use patterns reflect the economic and social goals of the Kamiesberg Municipality.

In our Municipal Area there is a huge need for land for agricultural purposes.

De Beers donate two farms to the municipality namely Eiland Punt Noord (Remainder) and Rietveld (Remainder)

This Farms rendered the opportunity for coastal development that include accommodation and leisure facilities.



8.19. LELIEFONTEIN MASSACRE PROJECT

“A RUTHLESS AND UNJUSTIFIABLE ACT”

INTRODUCTION

Leliefontein is a mission station in the Kamiesberg, Namaqualand about 29 km from Kamieskroon. This station is the oldest Methodist Mission Station in South Africa and was established on the 23 October 1815, with the arrival of Reverend Barnabas Shaw of the Wesleyan Methodist Missionary Society. This mission station becomes a major stopover for travelers during those early days. It is at this church that the first and biggest atrocity in Namaqualand happened during the Anglo Boer War in the nineteenth century. The Boer forces under General Manie Maritz massacred 35 Leliefontein inhabitants on 31 January 1902.

The massacre is perhaps a defining symbol of the unjust nature of the Anglo Boer War in the Namaqualand region. It also displays in an eerie way the impact that this war had on the lives of indigenous people of Namaqualand. It is also noticeable that this atrocity took place in the final stages of the Anglo Boer War.

Leliefontein, for more than one reason is an important historical village in the South African context. The Leliefontein massacre is the biggest atrocity where indigenous people of Namaqualand were slaughtered at specific time in the Anglo Boer War and therefore makes the commemoration of this event an essential part of highlighting the impact that it had on the local people of Namaqualand.

The commemoration will focus on the following aspects of the Leliefontein community:

- Honor the memory of those inhabitants who lost their lives
- Ensure that this event provides a balance historical record
- Erect a monument of remembrance. The monument's function is to provide a historical narrative that validates violence and loss of life
- Instill a sense of pride in the lives of poor people
- Build community spirit.

8.20 GREEN CLIMATE FUND PROJECTS

The Northern Cape Province is likely to be adversely affected by global climate change by virtue of its hot and arid climate and the naturally high-energy coastline, coupled with dynamic coastal processes. Coastal settlements and infrastructure will be vulnerable to intensified marine storm surges, coastal erosion events, droughts and terrestrial flooding. These will have important cascading effects on environmental elements, such as water availability, ecological processes and patterns, and social and economic elements, specifically food security, poverty alleviation and sustainable socio-economic growth. According to the Climate Change Vulnerability Assessment

for the Namakwa District Municipality, the area will become hotter and drier, with more intense storms, floods, and droughts. The following are key points of consideration for coastal management in respect to climate change (NDM, 2011; Bourne et al., 2012):

- Evidence of habitat and species shifts and growing numbers of endangered species already present. This is exacerbated by existing pressures of over-grazing, over-abstraction of ground water, land transformation and degradation by mining activities, and illegal harvesting;
- Exacerbation of water scarcity and drought intensification through rising temperatures and changing rainfall patterns, leading to complete desertification, combined with increased risk of extreme flooding in other areas
- Potential damage to infrastructure, such as the coastal town of Port Nolloth, due to predicted sea-level rise and associated increased damage capacity of storm surges.
- Increased vulnerability of already vulnerable, subsistence-based and isolated communities to food insecurity;
- Impacts on livestock, cultivation and fisheries productivity, and thus the sustainability of livelihoods; The project will be allocated along the approximately 413 km Northern Cape coast within a single district municipality-the Namakwa District Municipality. The Northern Cape is South Africa's largest and least populated province. Population distribution along the coast is characterised by widely dispersed human settlements, predominantly rural in nature, with few developed nodes that have emerged largely due to investment by mining companies for the development of supporting infrastructure and local economic development. The primary nodes of coastal settlement and economic activity are Alexander Bay and Port Nolloth (Richtersveld Local Municipality), Kleinsee (Nama Khoi Local Municipality), and Hondeklipbaai and Koiingnaas (Kamiesberg Local Municipality). At this moment we are not considering the towns of Alexander Bay and Kleinsee as part of the project because town proclamation is not finalised yet.

PROJECT DESCRIPTIONS

Buildings, cities, industries and appliances.

- Provision of rainwater harvesting tanks to indigent households in Koiingnaas and Hondeklip Bay**
- Provision of Solar panels to indigent households in Koiingnaas, and Hondeklip Bay**
- Convert existing municipal buildings to climate smart buildings by installing solar panels, rainwater harvesting tanks, and a greywater recycling system for the:**
 - Library, municipal buildings, and Caravan park in Hondeklip Bay**
- Provide a fish cleaning area/facility at the Hondeklip Bay harbour**

- Convert the current conservancy tank system at the Hondeklip Bay Caravan Park to a septic tank system in order to recycle partially purified sewage water.

Health, food, and water security

- The construction of a desalination plant, including training and skills transfer for:

□Hondeklip Bay

- Construction of slipways for the following Public Launching Sites:

□Hondeklip Bay (upgrading of existing slipway)

Livelihoods of people and communities

- Establish vegetable gardens and composting facilities in Hondeklip Bay

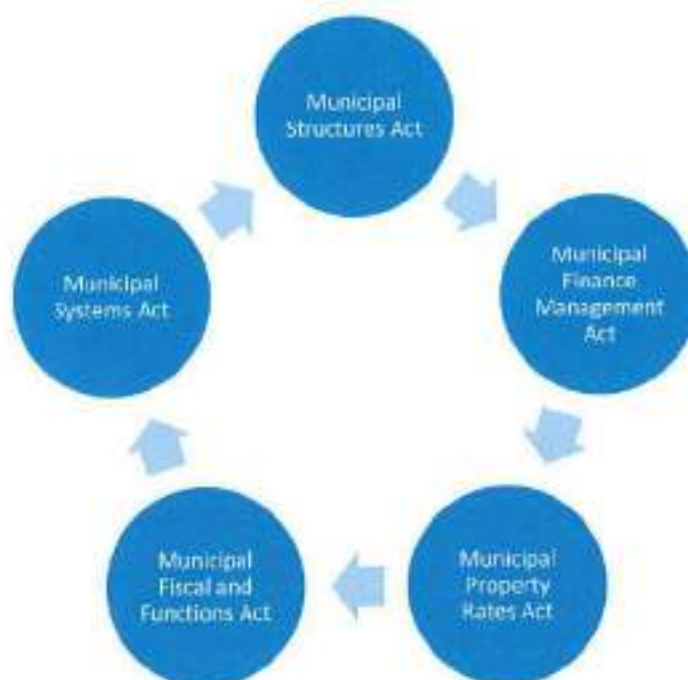
Ecosystems and ecosystems services

- Clearing off alien vegetation in the Buffels and Swartlintjies estuaries

Infrastructure and built environment

CHAPTER 9. FINANCIAL POLICIES

9.1 Legislative Overview



9.2 Roles and Responsibilities of Council and Administration

The roles and responsibilities of the Mayor and the Council are as follows:

Council: Review the performance of the municipal council, its committees and the administration.

The review will take place at a particularly strategic and high level and will be conducted annually in the form of a table report at the end of the financial year.

The mayor: Drive and Manage performance in the organization. Review performance quarterly

9.3 Budget Planning Process

ANNUAL BUDGET PREPERATION:

End of March: Table draft budget in Council.

April: Community participation process

End of May: Council approval of budget

Influence by community participation.

June: Advertise approved tariffs

July: Implement approved budget

August: Council approval of the budget preparation timetable.

August – November: Review and development of IDP

December / January: 3year high level capital budget proposal, budget related policies and funding and reserves policies.

January – March: Community input and setting of measurable objectives.

9.4 Role of Council in Budget

- Councilors provide a critical link between the community and the municipality.
- They approved the budgets processes and review policies.
- They review By-Laws e.g. enabling tariff settings.
- Approve the Budget and Budget related policies
- They monitored the implementation of the budget via reports to evaluate performance

9.5 Legislative Mandate

Section 1 of the MFMA states that “budget related policy” means a policy of a municipality affecting or affected by the annual budget of the municipality including:

- the tariffs policy which the municipality must adopt in terms of section 74 of the Municipal Systems Act.
- the rates policy which the municipality must adopt in terms of legislation regulating municipal property rates.
- the credit control and debt collection policy which the municipality must adopt in terms of section 96 of the Municipal Systems Act.

9.6 GRAP Compliance

Our best measure of GRAP compliance comes from the audit opinion of the latest Annual Financial Statements for the year ended 30 June 2020. The opinion improved from a disclaimer of opinion in 2018/19 to a qualified audit opinion for the year ended 30 June 2020. An audit action plan has already been established and controls being put in place to ensure that further improvement is made during the next audit cycle.

9.7 MSCOA Compliance

The fundamental purpose of MSCOA is to ensure a seamless integration on the financial system between all sectors within a municipality. Challenges are currently still being experienced in this regard due to limited system functionality.

9.8 Accountability and Good Governance

To achieve a culture of accountability, local governments need to be aware of areas where there is a lack of accountability.

An accountability audit assesses how local governments use public funds and resources.

It evaluates whether the government has proper controls in place to make sure employees aren't misusing resources. And it ensures that the government is following laws, regulations and internal policies and procedures.

For local government, core values such as integrity, equality, and transparency should provide the foundation for every decision and policy.

Good Governance is an approach to government that is committed to creating a system founded in justice and peace that protects individuals human rights and civil liberties.

Good Government is measured by the eight factors namely:

1. Participation
2. Rule of Law
3. Transparency
4. Responsiveness
5. Consensus Oriented
6. Equity and Inclusiveness
7. Effectiveness and Efficiency
8. Accountability

9.9 Asset Management Plan

As part of the financial sustainability strategy, an aggressive revenue management framework has is being designed to increase cash inflow, not only from current billings but also from debtors that are in arrears in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, credit control and debt collection.

Management of assets: Asset management policy is being developed for approval by council

9.10 Budget Policies

Tariffs Policy	This is a mandatory policy in terms of the Municipal Systems Act and also a budget – related policy in terms of the definition of such policies in Section 1 of the MFMA.
Rates Policy	This is a mandatory policy in terms of the Municipal Property Rates Act. It is also a budget – related policy in terms of the definition of such policies in Section 1 of the MFMA.
Indigency Policy	This is a budget – related policy within the definition of such policies as provided in Section 1 of the MFMA.
Credit Control Policy	This is a mandatory policy in terms of Section 96 of the Municipal Systems Act and it is also a budget-related policy.
Unauthorized, Irregular, Fruitless and Wasteful Expenditure Policy	
Debt Write Off Policy	
Municipal Supply Chain Management Policy	All officials and other role players in the Supply Chain Management System of the municipality must implement this policy in a way that: Gives effect to (1) section 217 of the Constitution and (2) Part 1 of Chapter 11 and other applicable provisions of the act. Is fair, equitable, transparent, competitive and cost effective. etc
Asset Management Policy	
Fraud Prevention Plan	
Fraud Prevention and Whistle Blowing Policy	
Banking and Investment Policy	The council of the municipality is the trustee of the public revenues which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently.
Risk Management Committee Charter	
Risk Assessment Methodology	
Risk Management Policy	
Performance Management Policy Framework	
Subsistence and Travel Policy	The purpose of this policy is to provide for:

	<p>The circumstances under which claims can be lodged for subsistence and travel;</p> <p>The amounts that can be claimed and other incidental matters;</p> <p>The terms and conditions required for traveling;</p> <p>Cost containment measures and Regulations.</p>
Budget Policy	
Virement Policy	
Cost Containment Policy	<p>The purpose of this policy is to regulate spending and to implement cost containment measures at the municipality.</p>
Contract Policy	<p>The objective of this policy are to give effect to Section 217 of the Constitution of South Africa (1996) which stipulate that:</p> <p>When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is:</p> <p>Equitable</p> <p>Transparent</p> <p>Competitive</p> <p>Cost – effective and</p> <p>Fair</p>
Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings	<p>The regulations will support measures to expeditiously address financial misconduct and related financial mismanagement.</p>
Consequence Management and Accountability Framework	<p>The Consequence Management and accountability Framework (CMA FRAMEWORK) provides information and guidance, from a Municipal Finance Management Act (MFMA) perspective, to deepen understanding of consequence management and accountability.</p>

CHAPTER 10. PERFORMANCE MANAGEMENT

10.1 Purpose

The performance of an organization is integrally linked to the staff. If employees do not perform an organisation will fail. It is therefore important to manage both the organizational and individual performance at the same time. The relationship between organizational performance and employee performance starts from planning, implementation, monitoring and review. All the phases in the organizational performance apply to management of individual performance. The monitoring system using monthly, bi-monthly and quarterly reports is informed by individual activities at sectional and departmental levels. However individual performance differs from organizational review.

10.2 The Constitution of South Africa. (Act 108 of 1996)

The Constitution of the Republic of South Africa, Act 108 of 1996, Section 152 clearly states that:

- Dealing with the objectives of Local Government, paves the way for performance Management with the requirement for an “accountable government”.
- The democratic values and principles in terms of Section 195(1) are also linked with the concept of performance management, with reference to the principles of, inter alia,
- The promotion of efficient, economic and effective use of resources, accountable public administration, to be transparent by providing information,
- To be responsive to the needs of the community, and to facilitate a culture of public service and accountability amongst staff.

10.3 Municipal Systems Act, 2000 (Act 32 of 2000)

The major PMS policy instrument is the 1998 White Paper on Local Government supported by the Batho Pele principles, which policies were given legal status through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000).

Chapter 6 of the Municipal Systems Act (2000) provides briefly that a municipality must:

- Develop a Performance Management System;
- Promote a performance culture;
- Administer its affairs in an economical, effective, efficient and accountable manner;
- Set Key Performance Indicators (KPI's) as a yardstick for measuring performance;
- Set targets and monitor and review the performance of the municipality based on indicators linked to their IDP;
- Monitor, measure and review performance at least once per year;
- Take steps to improve performance;
- Report on performance to relevant stakeholders;
- Publish an annual performance report on performance of the municipality forming part of its annual report as per the Local Government: Municipal Finance Management Act, 2003;
- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the Minister responsible for Local Government;
- Conduct on a continuous basis an internal audit of all performance measures;
- Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

10.4 Municipal Planning and Performance Regulations

The Municipal Planning and Performance Management Regulation set out in detail requirements for Municipal Performance Management Systems. Each component of the proposed framework in this document is strongly informed by the Regulations. In summary the Regulations provide that a municipality's PMS must:

1. Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
2. Comply with the requirements of the Systems Act;
3. Relate to the municipality's employee performance management processes and be linked to the municipality's IDP; and that:
4. A municipality must:
 - o The setting of performance measures (indicators) and the involvement of communities in this,
 - o The setting of performance targets for each of the measures,
 - o Annually review its KPI's as part of the performance review process
 - o Monitoring, measurement and evaluation of performance;
 - o Report on performance to Council at least twice a year;
 - o Internal auditing of performance measurement;
 - o Community participation in respect of performance management
5. Furthermore, Section 43 of the Systems Act authorises the Minister to prescribe general KPIs that every municipality must report on. Regulation 5(1) mentions the following general KPIs:
 - o The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
 - o The percentage of households earning less than R 4000.00 per month with access to free basic services.
 - o The percentage of the Municipality's capital budget actually spent on capital projects in terms of the IDP,
 - o The number of local jobs created through the Municipality's economic development initiatives, including capital projects.

10.5 Regulations for Municipal Managers and Managers reporting to MM

The regulations seek to set out how the performance of Municipal Managers and Section 56 Managers directly accountable to Municipal Managers will be uniformly directed, monitored and improved. The regulations include the following:

- Chapter 2 deals with the requirements and provisions of the employment contracts;
- Chapter 3 deals with the performance agreements, which must include prescribes Key Performance Areas and Core Competency Requirements.
- Chapter 4 deals with the content of a job description for Municipal Managers.

10.6 Municipal Finance Management Act. No 56 of 2003

The Municipal Finance Management Act, 2003 links financial management and the IDP in no uncertain terms, for example:

Section 17 – Contents of Annual Budgets and Supporting Documents.

An Annual Budget, when it is tabled in Council for approval, must be accompanied by measurable performance objectives for revenue from each source and for each vote in the budget, taking in account the Municipalities IDP.

Section 24 – Approval of Annual Budgets.

An Annual Budget must be approved together with the adoption of resolutions approving above mentioned performance objectives.

Section 53 – Budget Process and related Matters

The Municipalities Service and Delivery and Budget Implementation Plan (SDBIP) must include service delivery targets and performance measures for each quarter. The annual performance agreements must be linked to the measurable performance objectives approved with the budget and to the SDBIP.

Section 72 – Mid – Year Budget and Performance assessment

There must be a mid – budget and performance assessment in January of each year.

The Municipal Systems Act and the Municipal Financial Management Act required that the PMS be reviewed annually in order to align it with the reviewed Integrated development Plan (IDP). As a direct consequence of the reviewed organizational performance management system it then becomes necessary to also amend the scorecards of the municipal manager and section 57 managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to the employee level.

10.7 Batho Pele Principles

An important perspective in the management of the performance of a Municipality is its relationship with its customers, namely, local citizens and partners. The Batho – Pele White Paper (1998) provides an approach to building a culture and practice of customer service that is responsive to the needs of citizens and business as consumers and end – users of municipal services. For this to happen, even with the context of limited resources at the disposal of municipalities, everyone in the public service needs to do so with a high degree of commitment and sense of duty, through living the Batho – Pele principles.

Eight Batho – Pele principles were developed to serve as acceptable policy and legislative framework of service delivery in the service.

- (1) **Consultation:** Citizens should be consulted about the level and Quality of public service they receive, and where possible, should be given a choice about the service that are provided.
- (2) **Service standards:** Citizens should know what standard of service to expect.
- (3) **Access:** All citizens should have equal access to the service to which they are entitled.
- (4) **Courtesy:** Citizens should be treated with courtesy and consideration.
- (5) **Information:** Citizens should be given full and accurate information about the public services they are entitled to receive.
- (6) **Openness and Transparency:** Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- (7) **Redress:** If the promised standard of service is not delivered, citizen should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic , positive response.
- (8) **Value – for – Money:** Public services should be provided economically and efficiently in order to give citizens the best possible value – for – money.

“Importantly, the Batho – Pele White Paper notes that the development of a service – orientated culture requires the active participation of the wider community. Municipalities need constant feedback from service – users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture”.

10.8 Objectives of the Performance Management Framework

The objectives of institutionalising a Performance Management System, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality's IDP. In doing so, it should fulfil the following functions:

- Promoting accountability
- Decision – making and resource allocation
- Guiding development of municipal capacity – building programmes
- Creating a culture for best practice, shared – learning within the municipality
- Develop meaningful intervention mechanisms and early warning systems
- Create pressure for change at various levels
- Contribute to the overall development of the Local Government System

The Performance Management System identifies major or systematic blockages on time, ensures accountability between the residents, the political leadership and the administration of the Municipality and provide early warning signals so that corrective action can be taken on a regular basis.

10.9 Delegations of Responsibilities

WHEREAS section 160(1) (a) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) empowers the Council to make decisions concerning the exercise of all the power and the performance of all the functions of the municipality;

and

WHEREAS section 160 (6)(c) of the Constitution, 1996 empowers the Council to make by-laws which prescribe rules and orders for the establishment, composition, procedure, powers and functions of its committees;

and

WHEREAS section 160(2) of the Constitution, 1996 prohibits Council from delegating:

- (a) The passing of by-laws;
- (b) The approval of budgets;
- (c) The imposition of rates and other taxes, levies and duties; and
- (d) The raising of loans

and

WHEREAS the Council must develop a system of delegation that will maximise administrative and operational efficiency and provide for adequate checks and balances, and in accordance with such a system of delegation, may delegate appropriate powers in accordance with the provisions and requirements of Part 3 of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000);

1. POWERS OF THE MUNICIPALITY

- [1] The Municipality has all the powers assigned to it in terms of the Constitution as well as national and provincial legislation. The Municipality has the right to do anything reasonably necessary for or incidental to the effective exercise of its powers.

The executive and legislative authority of the Municipality vests in the Council. The Council takes all the decisions of the Municipality except-

- (a) Decisions on those matters that it has delegated to a delegated body
- (b) Decisions on those matters that by law have been assigned to a political structure, political office-bearer or employee of the council, or a committee.

The Council may exercise executive and legislative authority within its Municipal area only. The Council may, by written agreement with another Municipality, exercise executive authority in the area of that other Municipality.

3. OBJECTIVES OF DELEGATION

The objectives of this system are the following:

- (a) To ensure maximum administrative and operational efficiency;
- (b) To provide for adequate checks and balances;
- (c) To delegate decision-making to the most effective level within the administration;
- (d) To involve employees in management decisions as far as practicable;
- (e) To promote a sense of collective responsibility for performance;
- (f) To assign clear duties for the management and co-ordination of administrative components, systems and mechanisms;
- (g) To define the duties of each political structure and political office-bearer and
- (h) To determine the relationships amongst the political structures, political office-bearers and the administration, and the appropriate lines of accountability and reporting for each of them.

10.10 Relationship between the IDP and PMS

Planning for performance means developing and reviewing the IDP annually in preparation for continuous implementation. The IDP process and the Performance Management process are integrated. Integrated development planning fulfils the planning phase of performance management. Performance Management on the other hand fulfils the implementation management, monitoring and evaluation of the IDP process.

10.11 Performance Monitoring

Performance monitoring is an ongoing process throughout the year and will run parallel to the implementation of the IDP. Monitoring will be conducted within each department and evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting performance standards or not meeting performance standards. Each Head of Department must allocate responsibility in their offices for information management, as these performance information files must be separate from normal registry filing. The performance information will be filled according to key performance areas and key performance indicators and will be regarded as portfolio of evidence.

Roles and Responsibilities of stakeholders for monitoring and measuring are as follows:

Stakeholders	Roles and Responsibilities
Senior officers	<ul style="list-style-type: none"> - Will be responsible for monitoring and reporting on each indicator in their departmental scorecards. - Will monitor performance those under their direct supervision under their functional areas and, - Report as per indicator been set to measure functional area. - Monitor on a daily basis. - Are responsible for compiling section reports on each indicator and - Collect the relevant data related to each project and indicator and facilitate proper storage of the data files. - Responsible for collecting this information in preparation for submission of performance reports to Heads of Departments.
Management Team	<ul style="list-style-type: none"> - Will receive progress reports on progress into the implementation of the departmental scorecards from senior officers on a bi – monthly basis and will be discussed at Management Meetings.
The Mayor	<ul style="list-style-type: none"> - Monitor if targets are achieving, and where not - Put proper corrective strategies in place to keep to timelines set for achieving each indicator and targets.
Municipal Council	<ul style="list-style-type: none"> - Performance reports should be submitted to council twice a year. (A mid – term report and an annual report are the two reports.)

CHAPTER 11: CLIMATE CHANGE**11.1 Impact of Climate Change**

The plan was developed through the Local Government Climate Change Support programmed with support from the Department of Environmental Affairs (DEA).

Through this programme key climate change vulnerable indicators were identified. These indicators where Namakwa District Municipality may be at risk to the impacts of climate change.

No	Theme	Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
1	Agriculture	Change in fruit production	Yes	High	Low
2	Agriculture	Increased risk to livestock	Yes	High	Low
3	Biodiversity and Environment	Loss of high priority biomes	Yes	High	Low
4	Coastal & Marine	Impacts on Marine and Benthic Ecosystems	Yes	High	Low
5	Coastal & Marine	Loss of land due to sea level rise	Yes	High	Low
6	Coastal & Marine	Increased damage to property from sea level rise	Yes	High	Low
7	Human Health	Increase heat stress	Yes	High	Low
8	Human Settlements	Increase isolation of rural communities	Yes	High	Low
9	Human Settlements	Increase migration urban and peri – urban areas	Yes	High	Low
10	Human Settlements	Decrease income from tourism	Yes	High	Low
11	Water	Decrease quality of drinking water	Yes	High	Low

11.2 Impact of Climate Change on Agriculture

Changes in climate are predicted to result in the shifting of bioregions across South Africa. It is forecast that under different climate scenarios that the District Municipal area will get hotter and drier leading to a loss of Nama – Karoo and Fynbos biomes and an increase of the Desert biome, this change will lead to the consequent shift in related ecosystems and vegetation.

Climate Change is predicted to negatively impact on the agricultural sector in the Namakwa District Municipality. Increased temperatures, drought and increase in frequency and severity of storm events will impact on the crops that can be grown and potentially result in loss of livestock.

The following key agricultural indicators, sub projects and actions were identified for inclusion in the Service Delivery and Budget Implementation Plan (SDBIP).

3.35.2.1 Sub – Project: Increased risk to livestock

- Conduct educational awareness campaigns in collaboration with Conservation South Africa, Surplus Peoples Project and the Environmental Monitoring Group focussing on the carrying capacity of land in rural areas.
- Develop incentive for small scale farmers to promote sustainable land management
- Educate small scale farmers on best farming practices
- Implement communal rotation grazing

11.3 Impact of Climate Change on Biodiversity and Environment

Changes in climate are predicted to result in the shifting of bioregions across South Africa. It is forecast that under different climate scenarios that the District Municipal area will get hotter and drier leading to a loss of Nama – Karoo and Fynbos biomes and an increase of the Desert biome, this change will lead to the consequent shift in related ecosystems and vegetation.

11.1 Manage the Loss of High Priority Biomes

1. Conduct community engagements in collaboration with Conservation South Africa to promote participatory planning in farming communities.
2. Develop natural resource management programs such as grazing and wetland rehabilitation programs in collaboration with Conservation South Africa.
3. Commission research aimed at collecting and documenting traditional knowledge on the loss of biomes in the district.

4. Organize exchange visits for communities living in traditional modelling and promote exchange of knowledge to younger generations, in collaboration with Conservation South Africa.
5. Investigate options of biodiversity offsetting for industries in the district through the consideration and purchase of land to replace lost vegetation types and declare the land as a conservation area.

11.5 Coastal and Marine Environment

Changes in climate change such as variable rainfall patterns, drying trends and expected temperature increases will negatively impact on the district's marine and aquatic systems. The district is likely to experience frequent and more intense extreme weather events such as droughts and storms. Rising sea levels will pose a potential risk to small coastal communities, while warming seas may impact on fishing communities as water temperatures may not be suitable for the current catch.

11.6 Manage Impact on Marine and Benthic Ecosystems

1. Identify and conserve coastal areas that are rich in biodiversity.
2. Develop a research project in collaboration with SANBI, aimed at providing environmental feedback to coastal communities.
3. Conduct research which seeks to understand the impacts of mining and how climate change exacerbates the industries impact.

11.7 Manage Loss of Land due to Sea Level Rise

Educate communities on dangers of living in high water mark areas, in collaborations with Department of Environmental Affairs and Department of Environment & Nature Conservation.

2. Ensure climate change is incorporated in the Disaster Management Plan.
3. Develop short term emergency response plans for evacuation of communities.
4. Revise the Spatial Development Framework to recognize areas where communities should or should not settle.
5. Develop a long-term relocation plan for communities residing in vulnerable areas.
6. Reinforce the Coastal Management Act through the Disaster Management and Infrastructure Departments.

11.8 Manage Increased Damage to Property from Sea Level Rise

1. Educate communities of danger of living in high water mark areas, in collaboration with Department of Environmental Affairs and Department of Environment and Nature Conservation.
2. Revise the Spatial Development Framework.
3. Reinforce the Coastal Management Act through the Disaster Management and Infrastructure Departments.

11.9. NERSA (VAALPUTS)

Vaalputs, situated in the western portion of the Kamiesberg Municipality, is the National Radioactive Waste Disposal facility, manage by the South African Nuclear Energy Corporation (NERSA) on behalf of the South African Government, and has been receiving Low and Medium level nuclear waste from Eskom Koeberg nuclear power plant near Cape Town since 1986. Vaalputs covers an area of about 10 000ha, measuring 16 km from east to west and 6.5 km from north to south at its narrowest point. Approximately 500 – 1000 ha will be occupied by the sites being develop for low – and – intermediate – level waste, an interim spent fuel storage facility, housing, roads, power lines and airstrip.

The guiding principle with low and intermediate waste is to contain the emitting material in an appropriate container, which should be placed in a geological formation to trap any material that escape through leakage. The hazards to health associated with a well – managed depository are actually very low. High level waste (Essentially spend nuclear fuel) emits a great deal of heat and requires special treatment; but this at present is not within the Vaalput's brief: Koeberg high level waste is currently store on site.

The site was chosen by the Atomic Energy Board, taking into account the rainfall, rate of flow of underground water from the site, earthquake risk, mining potential, agricultural potential, population density in the vicinity, permeability of the under - lying strata and their susceptibility to corrosion. The board acquire Vaalputs, some 1000 ha, large enough to receive all possible low and intermediate level nuclear waste from as many as five nuclear power plants the size of Koeberg over their possible life time. It is located in one of the driest and least densely populated parts of the country.

The site is underlain generally by clay (a layer of 15 – 25 m), a suitably impermeable geological formation. This is important as back – up in nuclear waste disposal. Low level waste is packed in steel drums, but the site planning allows for the inevitable deterioration of the drums through rust. However, at a correctly chosen site, all radio activities will be safely contained even in the event of leakages of containers for intermediate level waste.

The safety system is further reinforced by a variety of monitoring procedures. A watch is kept on such aspects as ground water. Nuclear Liabilities Management maintains borehole in and around the area. The presence of radioactive isotopes would be a warning sign of the movement of radioactive material. The air above the site is also monitored as is the rock under the storage trenches and even the vegetation growing on the site. Remote handling of material is unnecessary with low and intermediate level waste. Operators must however, wear protective clothing and have their health monitored at suitable intervals. It is additional inherent in the phenomenon of radioactivity that it declines overtime. Considering the mix of material stored at Vaalputs it is safe to say that after 300 years the level of radiation at the site will have fallen off to significant levels.

The procedure at Vaalputs is to excavate large trenches of seven meters in depth, each trench being gradually filled up with one type of storage container – steel drums for the low-level waste. The preparation for intermediate level of waste for storage is more complex. This is vitrified within concrete containers, in turn placed inside a metal casing, surrounding by a further concrete casing. Low level waste typically consists of gloves, clothes, paper and cleaning material and medium level waste of resins, filters and smaller components.

When a trench had been filled, it is capped with the original top layers of earth preserved from the time of excavation. Thereafter the original vegetation reconstitutes itself. Vaalputs is located well within the boundaries of the African tectonic plate, where the risk of substantial earthquake is at a minimum. The site can be regarded as geologically stable.

CHAPTER 12. MARINE SECTOR PLANS

Background

Marine Sector Plans specify the overall development objectives and priorities of each marine sector for the coming two decades from a national point of view.

They specify and outline the spatial claims and interests of each sector for South Africa's marine area as a whole – the “spatial ask” of each marine activity and interest. This includes proposed zones and spatial regulations including their location and extent.

The Marine Sector Plans therefore summarise the national spatial and sector priorities that each marine sector would like to see translated into the Marine Area Plans across the Marine Planning Areas as part of the coming Marine Area Plan development processes. The Marine Planning Areas encompass the area between the high-water mark (landmass boundary line) and the exclusive economic zone as seaward boundary.

The Marine Sector Plans are therefore not the integrated Marine Area Plans.

Rather, they are critical inputs for the next step of developing integrated cross-sectoral Marine Area Plans. As such, the Marine Sector Plans serve as the sectors' proposals that will then need to be further discussed and negotiated across sectors and in multi-actor constellations as part of the Marine Area Plan development.

12.1 Marine Aquaculture Sector Plan

Part 1: Background and context

The aquaculture sector in South Africa is – globally speaking – relatively small but has great potential to grow. Furthermore, the aquaculture sector has undeniable potential to meet the increasing demand for fish in times of declining wild fish stocks. Over the past decade, production volumes for aquaculture commodities have continued to surpass projected figures, a trend which is expected to continue well into the future, provided that conditions remain suitable. The sector contributes to local economic development opportunities and is critical in sustaining livelihoods for communities.

The aquaculture sector in South Africa is classified into the marine aquaculture sector, which is mainly dominated by abalone, mussels and oyster production and the freshwater aquaculture sector which is dominated by trout and tilapia production. The marine aquaculture sector is fast developing in the country, with a major focus on mussels, oysters, abalone and seaweed. Marine aquaculture in South Africa occurs along the coastal regions in the Northern Cape, the Western Cape, the Eastern Cape and KwaZulu-Natal.

Part 2: Sector development objectives

- Develop a sustainable, diverse and economically viable marine aquaculture industry with minimal environmental impact and maximum benefits to local communities.
- Develop Aquaculture Development Zones (ADZs) in order to create an enabling environment for investment and promote sustainable development.
- Increase and promote responsible production, environmentally sustainable farming and ranching practices for different species and new technologies as well as international partnerships to improve global competitiveness.
- Enable improved access to international markets by ensuring quality and safe products through Implementation of internationally recognized animal health and food safety standards.

Type of zone

Proposed Priority Marine Aquaculture Zones

Spatial regulations

Proposed Priority Marine Aquaculture Zone

In the Proposed Priority Marine Aquaculture Zones (see part 5), priority is given to the farming of marine organisms.

The following uses are prohibited in the zone as they would impede the primary use and conflict with the sector's development objectives:

- Anchoring
- Dumping at sea
- Navigational dredging or dumping of dredged materials
- Naval training
- Ballast water exchanges
- Water sports
- Non-compatible, disruptive, damaging and potentially damaging fishing activities, such as net fishing (trawling, trek netting, gill netting, purse seine dragging, shoving including cast netting)
- Mining
- Sewage and other industrial coastal discharge that may impact food safety

The following activities are regulated in the zone as they could impede the primary use. They can be approved as consent use;

- Recreational fishing
- Small scale fishing

All other activities not specified above are allowed in this zone given their principal compatibility with the primary use, provided that relevant sector regulations are complied with by users and safe navigation is adhered to. Passage through marine aquaculture areas by marine tourism operators or other recreational users is allowed under the condition that a minimum safe distance (to be specified site-specific during the forthcoming marine area plan development) is kept with respect to any installed equipment of the production facilities.

Justification

Proposed Priority Marine Aquaculture Zones ensure that existing marine aquaculture locations are not impeded by other activities and that priority is given to suitable locations for future marine aquaculture development.

Type of zone

Proposed Priority Ranching Zone

Spatial regulations

In the Proposed Priority Ranching Zone (see part 5), priority is given to the ranching of marine organisms.

The following uses are prohibited in the zone as they would impede the primary use and conflict with the sector's development objectives:

- Dumping at sea
- Navigational dredging or dumping of dredged materials
- Bunkering
- Mineral and petroleum resources exploration and exploitation

Proposed Priority Ranching Zones ensure that existing and earmarked abalone ranching areas as well as prospective bivalves (e.g. oysters and mussels) ranching areas are not impeded by other activities.

- Bottom Trawling
- Mining
- Diving with prohibited gear

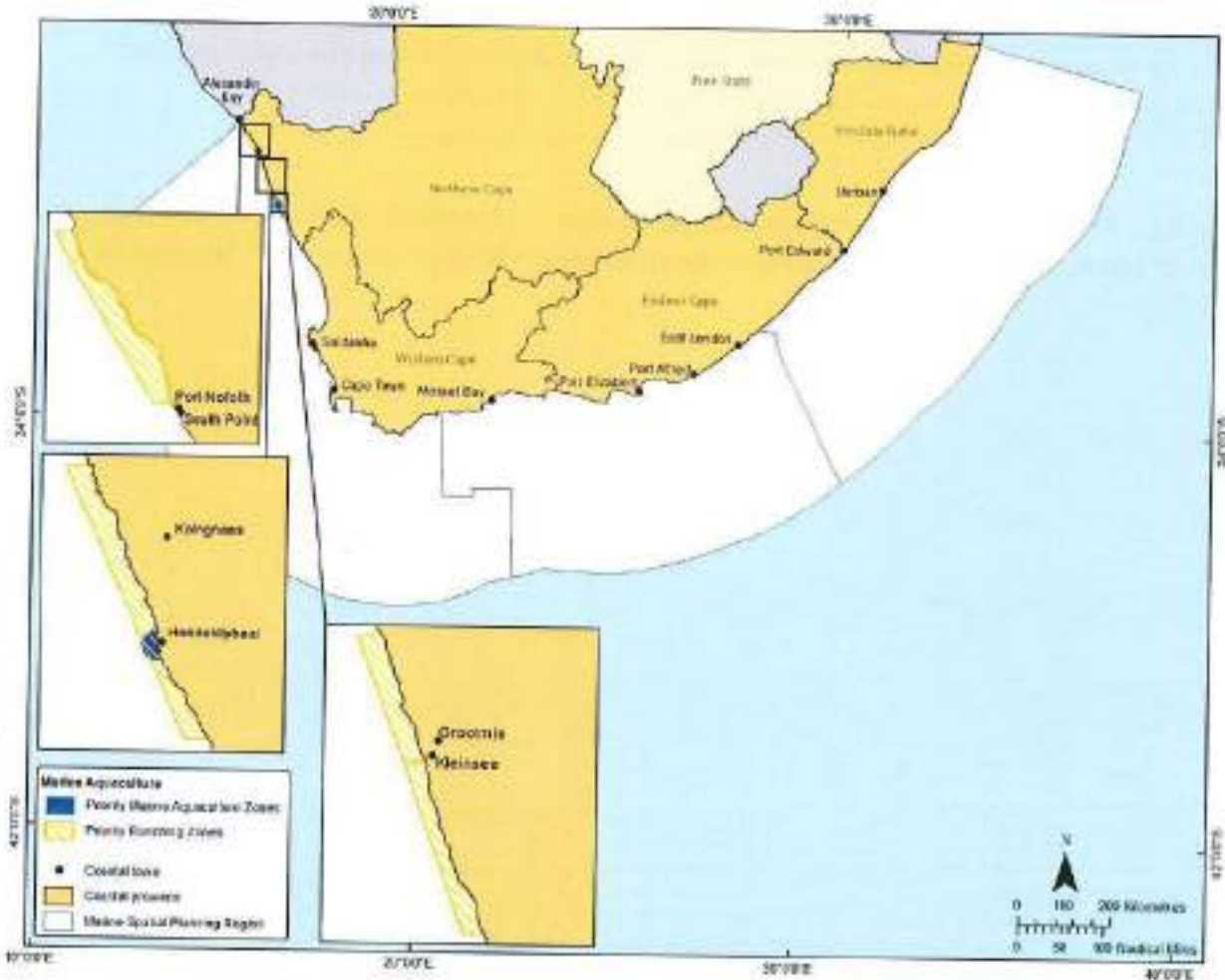
All other activities not specified above are allowed in this zone given their principal compatibility with the primary use, provided that relevant sector regulations are complied with by users.

Justification

Proposed Priority Ranching Zones ensure that existing and earmarked abalone ranching areas as well as prospective bivalves (e.g. oysters and mussels) ranching areas are not impeded by other activities.

Part 5: Maps

5 a) Proposed zones in relation to marine aquaculture activities (Northern Cape)



12.2 Marine Offshore Oil and Gas Sector Plans

Part 1: Background and context

South Africa is endowed with rich geological resources in the sea, including hydrocarbons like oil and gas. These are valuable economic assets for the country. Finding and mapping concentrations of offshore oil and gas resources that would merit commercial production is therefore a key priority for the South African government.

Although oil and gas resources were first discovered in 1969 and production commenced in the 1990s, the oil and gas industry is still in its infancy, and further exploration will be required to unlock the potential of the nation's petroleum resources.

Since the oil and gas sector is in an early development phase, major investment in exploration activity is required before the sector's potential can be realised. This is an area of high risk but with huge economic potential that requires substantial capital investment. Operators range from multi-national to smaller locally owned oil and gas companies. Currently there are twenty (20) active exploration and seven (7) production rights over the offshore petroleum blocks. The advancement of oil and gas exploration in South Africa has not been rapid as envisaged by the Operation Phakisa, whereby the Oil and Gas Lab formulated an objective to 'drill 30 exploration wells in the next 10 years'. This 30-well aspiration is unlikely to be achieved in the three remaining years of the target set out through Operation Phakisa, with only two (2) exploration wells and one (1) pilot well, having been drilled post 2014 in the South Coast Basin. Despite the fact that most exploration rights are already in their second or third renewal period, the majority of offshore operators are still in the early stages of their exploration efforts. As such it will take a significant amount of time before these operators are prepared to transition from exploration to production activities in the event of a discovery. Though it is worth indicating that one of the exploration rights offshore, in block 11B/12B, is in the process of the said transition. This in turn risks delaying South Africa's transition to reliance on a more diversified energy portfolio.

Various factors have contributed to the slow development of the oil and gas sector in South Africa, including external factors such as the persistent periodic global oil price shocks that have characterised the industry since the sub-prime crisis of 2008. A period of low oil prices that set in during 2014 slowed investment appetite in the sector both globally and in South Africa, and the slow recovery which began in 2017 was reversed quickly with the onset of the Covid-19 pandemic and imposition of lockdown in 2020.

It is essential to have a stable, certain and predictable regulatory environment in order to attract both domestic and foreign capital-intensive investments. The development of the Upstream Petroleum Resources Development Bill, which may be key in facilitating progress and advancement in the sector in line with the objectives of Operation Phakisa, is in progress.

Securing the future of the upstream oil and gas sector will confirm its position as a strategic and indispensable part of South Africa's Integrated Resource Plan, giving opportunity to diversify

South Africa's energy production portfolio, address energy challenges and secure low carbon emissions in the future through gas resources. It can therefore be said that the sector offers significant potential for contributing to the country's socio-economic development.

The minimisation of the environmental impacts associated with exploration and production activities offshore is a fundamental concern for the South African government. In order to preserve the environment while efficiently maximising hydrocarbon recovery, exploration and production activities have to be undertaken as per the prescribed regulatory framework.

Both the sector's development objectives and guidelines are based on national policies, and on relevant legislation and respective regulations, including but not limited to:

- The Mineral and Petroleum Resources Development Act (No. 28 of 2002) and associated regulations.
- The Petroleum Pipelines Act (No. 60 of 2003)
- The Petroleum Products Act (No. 120 of 1977)
- The Gas Act (No. 48 of 2001)
- The International Trade and Administration Act (No. 71 of 2002)
- The National Environmental Management Act (No. 107 of 1998) and associated regulations.
- The National Environmental Management: Waste Act (No. 59 of 2008)
- The National Environmental Management: Protected Areas Act (No. 57 of 2003)
- The National Environmental Management: Air Quality Act (No. 39 of 2004)

Part 2: Sector development objectives

On the basis of South Africa's relevant legislation and respective regulations, and policies, the following development objectives are identified that guide future development of the sector as part of and through MSP:

1. Create an enabling environment for the exploration and development of oil and gas resources within South Africa's offshore Exclusive Economic Zone (EEZ)
2. Prioritise the exploration and development of domestic oil and gas reserves to support the broader economic growth objectives of South Africa
3. Prioritise early phase exploration with the intention of locating leads and prospectivity in the greater part of the EEZ.
4. Attract foreign investment interest by international petroleum companies to further develop South Africa's underexplored hydrocarbon reserves, in addition to contributing positively towards

job creation and skills development in South Africa, including attracting global service companies to set-up regional hub in South Africa.

5. Create an industry which delivers effective risk management across all its operations and which is especially vigilant in testing operational impacts on current and future environments

6. Maximize the recovery of potential hydrocarbon reserves sustainably and efficiently through a focus on industry-led innovation, enhancing the skills base and ensuring supply chain growth for the benefit of ordinary South Africans

7. Contribute to satisfying the future energy demands for the country while balancing this with the protection of the marine environment and those communities who rely on it

8. Exploration and production of oil and gas resources is developed in an orderly and sustainable manner, consistent with section 24 of the Constitution of the Republic of South Africa and environmental legislative framework, to ensure that while benefits are realised, environmental and socio-economic concerns are addressed.

9. The security of tenure for oil and gas rights holders as provided for in terms of section 2(g) of the Mineral and Petroleum Resources Development Act (No. 28 of 2002) must be safeguarded.

Part 4: Proposed marine zones and spatial regulations

One type of proposed priority zone is delineated in relation to offshore oil and gas activities²:

1. Proposed Oil and Gas Production Zones

2. Proposed Oil and Gas Prospective Zones

Type of zone

Proposed Oil and Gas Production Zones

Spatial regulations

In Proposed Oil and Gas Production Zones (see part 5), priority is given to the extraction of oil and gas resources.

The following uses are prohibited in this zone as they would impede the primary use and conflict with the sector's development objectives:

- Military practices

Adjacent to sea surface oil and gas infrastructure shipping is prohibited based on the existing Traffic Separation Scheme (TSS) south of Mossel Bay. If and when required, new TSS's may be introduced as new oil and gas platforms and infrastructure are being developed to minimize risks. Further restrictions that result from the safety requirements of production operations may apply and are likely to be temporal, i.e. they only apply when extraction is actively taking place (e.g.

Justification

The Proposed Oil and Gas Production Zones are required to ensure that: (i) long-term investment is secured to facilitate the production of oil and gas resources, and (ii) security of tenure is safeguarded. This will ultimately contribute to the socio-economic development of the country.

2 Offshore oil and gas exploration activities are permitted to take place everywhere, unless the spatial regulations of other sector's zones (in Marine Sector Plans and eventually the Marine Area Plans) list the activity as consent use or prohibited use.

restricted access for fishing vessels and commercial ships). Users are required to ensure whether production activities are taking place based on information provided by the maritime transport authorities and announced publicly.

The following

activity is regulated in the zone as it could impede the primary use. It can be approved as consent use:

- Laying of new underwater communication cables
- Strict spatial environmental protection that would be incompatible with production activities (e.g. gazetting of new Marine Protected Areas).

For this use, agreement should be sought with PASA and the licence holder on where such infrastructure can be placed without impeding current or future offshore oil and gas operations.

All other activities not specified above are allowed in this zone when production operations take place based on the principle of compatibility with the primary use, provided that relevant sector regulations are complied with.

Proposed Oil and Gas Prospective Zones

Spatial regulations

In Proposed Oil and Gas Prospective Zones, priority is given to the future development of oil and gas extraction.

No uses are prohibited in this zone.

The following activities are regulated in the zone as they could impede the primary use. They can be approved as consent use:

- Strict spatial environmental protection that would be incompatible with future production activities (e.g. gazetting of new Marine Protected Areas)
- Laying of new underwater communication cables

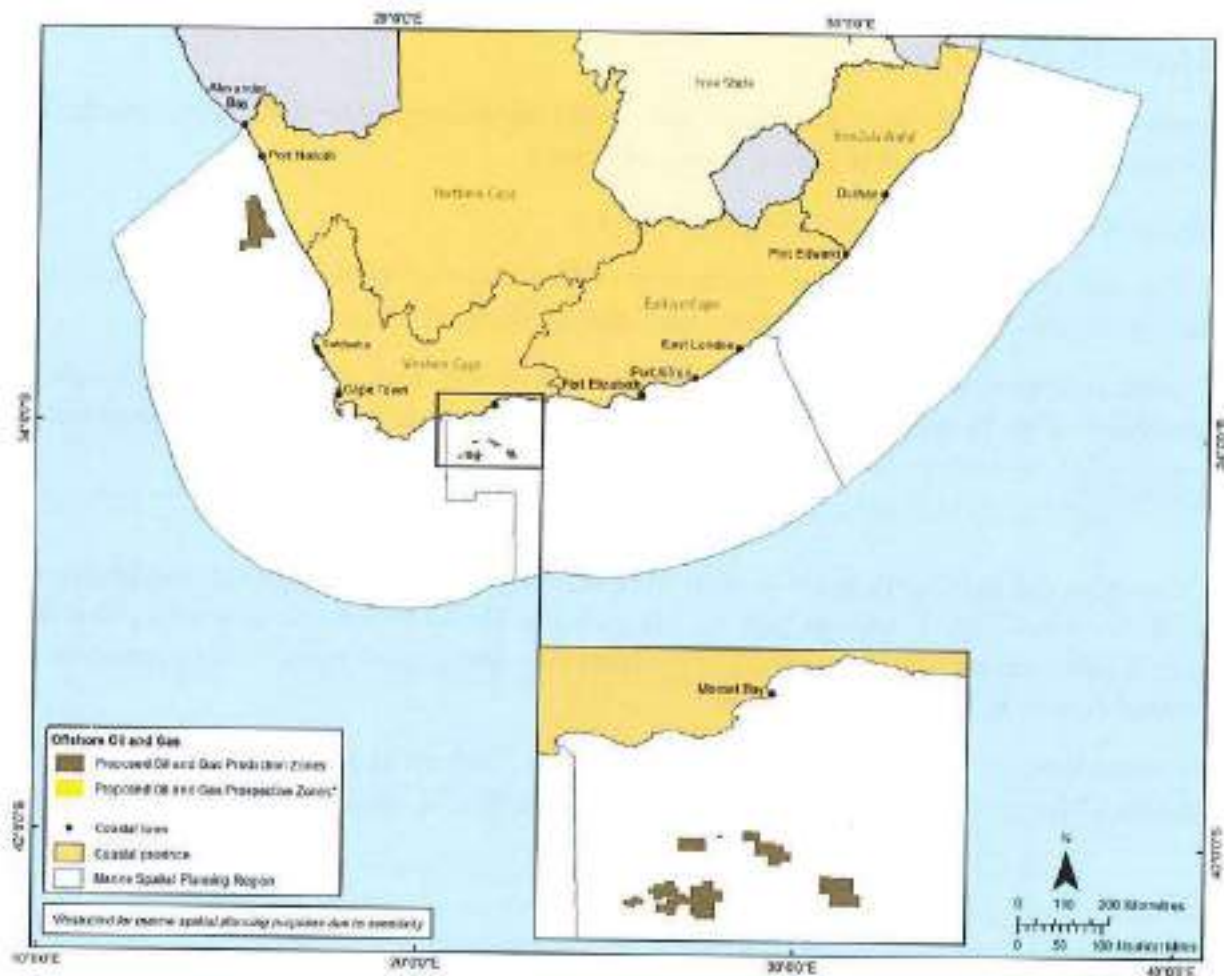
For this use, agreement should be sought with PASA and the licence holder on where such infrastructure can be placed without impeding future offshore oil and gas operations.

All other activities not specified above are allowed in this zone based on the principle of compatibility with the primary use, provided that relevant sector regulations are complied with.

Justification

The Proposed Oil and Gas Prospective Zones are required to ensure that Medium and High rated prospective areas (high chance to find oil and gas) and High Graded resource areas, identified during the exploration phase, are secured for future petroleum development. These zones have a combined size of 307 536 km² and cover

40% of the Western Marine Planning Area, 25% of the Southern Marine Planning Area, 30% of the Eastern Marine Planning Area and 0% of the PEI Marine Planning Area.



12.3 Marine Underwater Infrastructure Sector Plans

Background and context

Underwater infrastructure is of national and international economic importance and supports the growth of other marine-based sectors as well as overall economic development. Submarine cables are critical for the information and international telecommunications infrastructure, communication and broadband provisions. Subsea infrastructure associated with oil and gas exploration and production activities (e.g. pipelines, wellheads, manifolds, etc.) are vital backbones for the exploitation of hydrocarbon resources. Wastewater is discharged into the sea through pipelines close to the shore in the proximity of larger cities and metro areas.

South Africa is currently connected to the rest of the world through a number of submarine cables with a combined length of more than 70,000 km in South Africa's ocean space. This international network of telecommunication cables connects the country to West and East Africa, Madagascar, Mauritius, La Réunion and Asia further East as well as Latin America via Brazil. The cables tend

to be laid on seabed with a shallow gradient and soft sediment, often meandering to find the most suitable route around any seabed obstructions. The South African sections of the international cables lie on the seafloor and are not buried; the greatest cable depth is 6,000m. Oil and gas pipelines in the marine environment extend over 155 km from the coast to offshore platforms and over 170 km from the platforms which carry exploited hydrocarbon products to gas-to-liquids plants. In addition, there are over 200 wells with wellheads. Each wellhead consists of an assemblage of necessary equipment that is mounted at the opening of the well to regulate and monitor the extraction of hydrocarbon derivatives from the underground formation. The equipment also prevents leaking of natural gas or crude oil out of the well and prevents blowouts due to high pressure formations. There are also pipelines close to the coastline used to discharge wastewater into the marine environment. No submarine power cables exist.

As vital backbones of South Africa's economic infrastructure, submarine telecommunication cables, oil and gas pipelines, wellheads as well as wastewater outfall pipelines need to be maintained, developed and enhanced to enable growth of the marine sectors that depend on it and in terms of the entire South African economy. This will include the installation of new underwater infrastructure as the economy unfolds and diversifies in future.

Both the sector's development objectives and guidelines are based on national policies and on relevant legislation and respective regulations as well as international conventions ratified by South Africa, including but not limited to:

- Electronic Communications Act (Act No. 36 of 2005)
- International Convention for the Protection of Submarine Cables 1884
- Mineral and Petroleum Resources Development Act (Act No. 28 of 2002)
- Mine Health and Safety Act (Act No. 29 of 1996)
- National Environmental Management Act (Act No. 107 of 1998)
- Integrated Coastal Management Act (Act No. 24 of 2008)
- 2014 National Guideline for the Discharge of Effluent from Land-based Sources into the Coastal Environment

Proposed marine zones and spatial regulations

One type of proposed priority zone is delineated in relation to underwater infrastructure:

- | |
|--|
| • Proposed Underwater Infrastructure Zones |
|--|

Type of zone

Proposed Underwater Infrastructure Zones

Spatial regulations

In Proposed Underwater Infrastructure Zones priority is given to ensuring that the installed submarine infrastructure (cables, pipelines, wellheads) are safe and undisturbed.

The following uses are prohibited in the zones as they would conflict the primary use, particularly as they may interact with the fixed infrastructure and cause danger to other uses and the marine environment:

- Anchoring of ships
- Bottom trawling
- Military practices on/at the sea floor

In addition, marine aquaculture may neither occur if such installations on the sea surface are fixed on the sea floor.

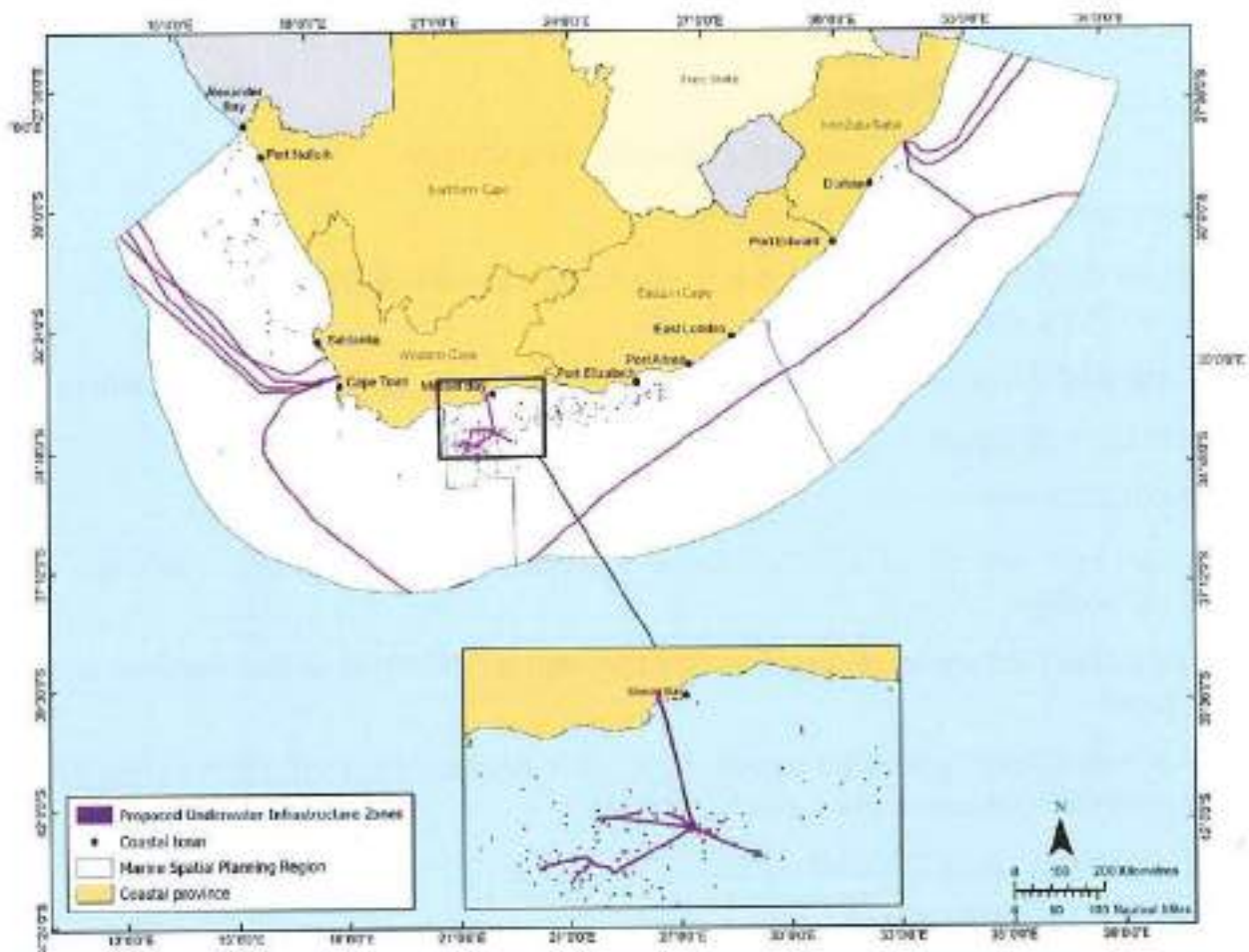
Strict environmental protection measures may also not occur in the proposed zones.

New underwater infrastructure may be laid or installed in the proximity of the proposed zones but outside of the safety margins of 500 m in the case of cables, pipelines and wellheads.

Uses that do not disturb the sea floor can occur in Proposed Underwater Infrastructure Zones. This means that all other activities, except for the prohibited and listed uses above, are allowed in this zone given their compatibility with the primary use.

Justification

Submarine infrastructure is critical due to its socio-economic significance and the possible dangers associated with interactions with other uses.



12.4 Phakisa Economy

MARINE SPATIAL PLANNING

WHAT IS MARINE SPATIAL PLANNING

A process that brings people together to decide where and when different human activities can take place in the ocean

This means MSP is all about coordination and cooperation between people and communities and between different sectors.

THE ROLE OF MSP

The major MSP output is an integrated marine area plan that sets out where and when uses can occur in the ocean.

The Department of Forestry, Fisheries and the Environment (DFFE) is the lead authority for the MSP process

Marine Spatial Planning does not replace single sector management but provides an organizing framework that integrates decision making across sectors.

INSTITUTIONAL ARRANGEMENTS

MARINE PLANNING AREAS

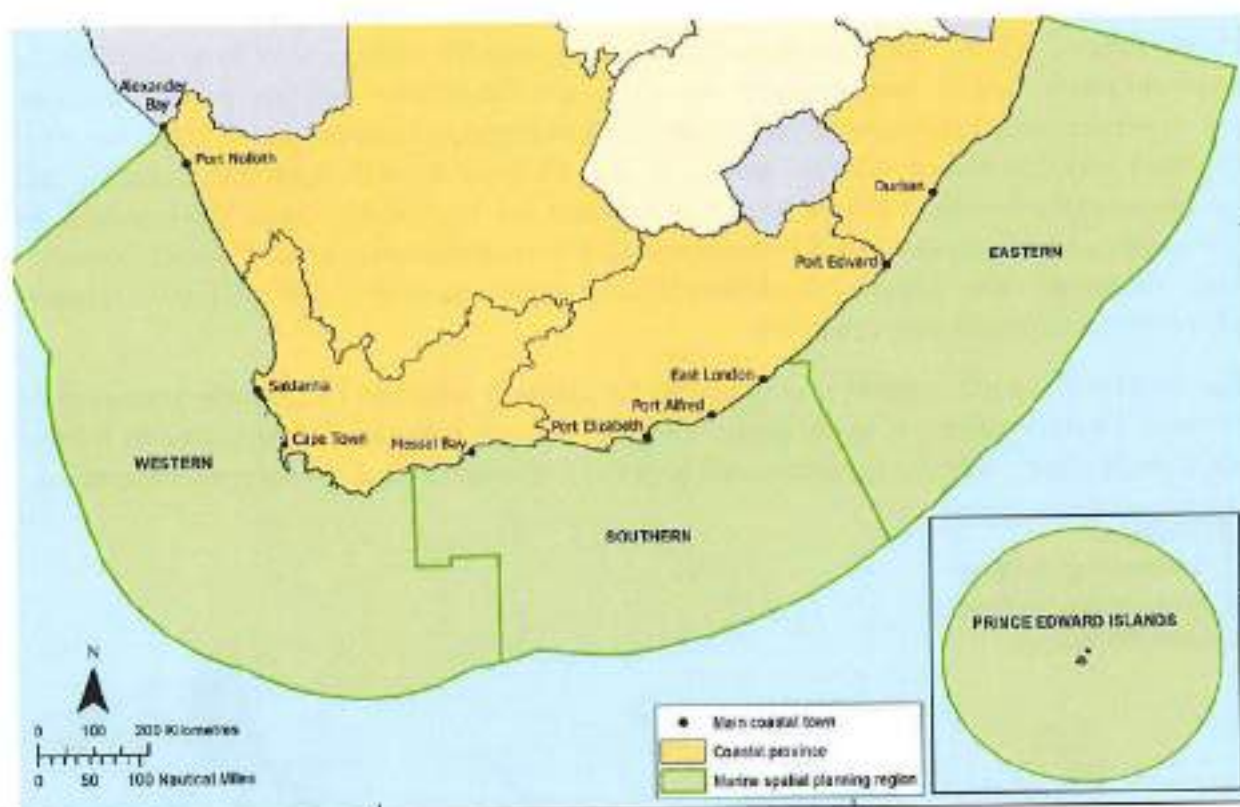
Landward boundary:

high water mark

Seaward boundary: the exclusive economic zone

Does not include estuaries

Four planning areas based on ecological, administrative and practical issues



12.5 Marine Biodiversity Sector Plan

Background and context

South Africa has a rich and globally unique diversity of marine and coastal species and ecosystems. The marine and coastal biodiversity contained within our marine territory is an essential foundation for the South African economy, providing multiple services and benefits for society. Maintaining these services and benefits, upon which many of the sectors such as fisheries and tourism depend for their long-term existence, is a key prerequisite for socio-economic development and is therefore a priority for the South African government. The basis for this is that economic development cannot occur at the expense of the environment and its ecological functioning, as this will result in inevitable collapse of marine biodiversity and its associated benefits. Therefore, effective management of marine biodiversity is not an impediment to socio-economic development, but rather its foundation.

Critical Biodiversity Areas (CBAs) are sites that have been identified as being of high conservation priority by the marine biodiversity science community using the global best practice of Systematic Conservation Planning to integrate the best available knowledge of marine and coastal biodiversity¹. Many parts of these CBAs and associated Ecological Support Areas (ESAs) also meet the internationally recognised CBD criteria for Ecologically or Biologically Significant

Marine Areas (EBSAs). These are areas that, through scientific criteria, have been identified as important for the healthy functioning of our oceans and the services that they provide, and that may require enhanced management and conservation measures, relative to surrounding areas. This enhanced management of priority areas may be achieved through appropriate zoning and regulations applied within a Marine Area Plan (which is the focus of the current MSP process), as well as through various place-based management tools such as the designation of Marine Protected Areas, the use of 'Other Effective Area-Based Conservation Measures'² (OECMs), and a range of other legal mechanisms and regulations.

The South African government is responsible for ensuring adequate biodiversity management measures for its ocean space. In the implementation of this, it is guided and supported by a range of national policies, relevant legislation and respective regulations, and international obligations.

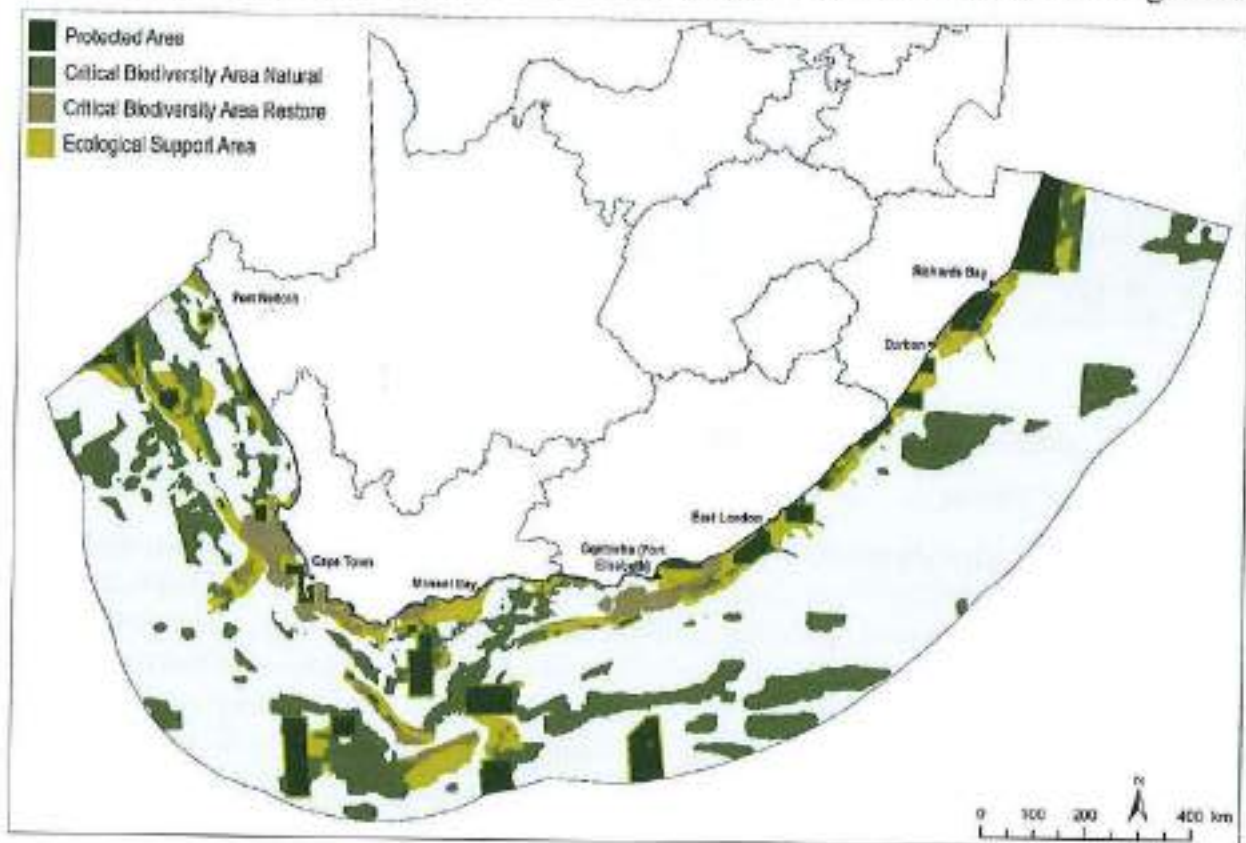


Figure 2: Map of existing/current gazetted Marine Protected Areas, and Critical Biodiversity Areas (Natural and Impacted) and Ecological Support Areas from the National Coastal and Marine Spatial Biodiversity Plan, which is the basis for the Biodiversity Sector Plan. The latest version of the plan is available at <https://tinyurl.com/CBA-Map-and-Sea-use-Guidelines>.

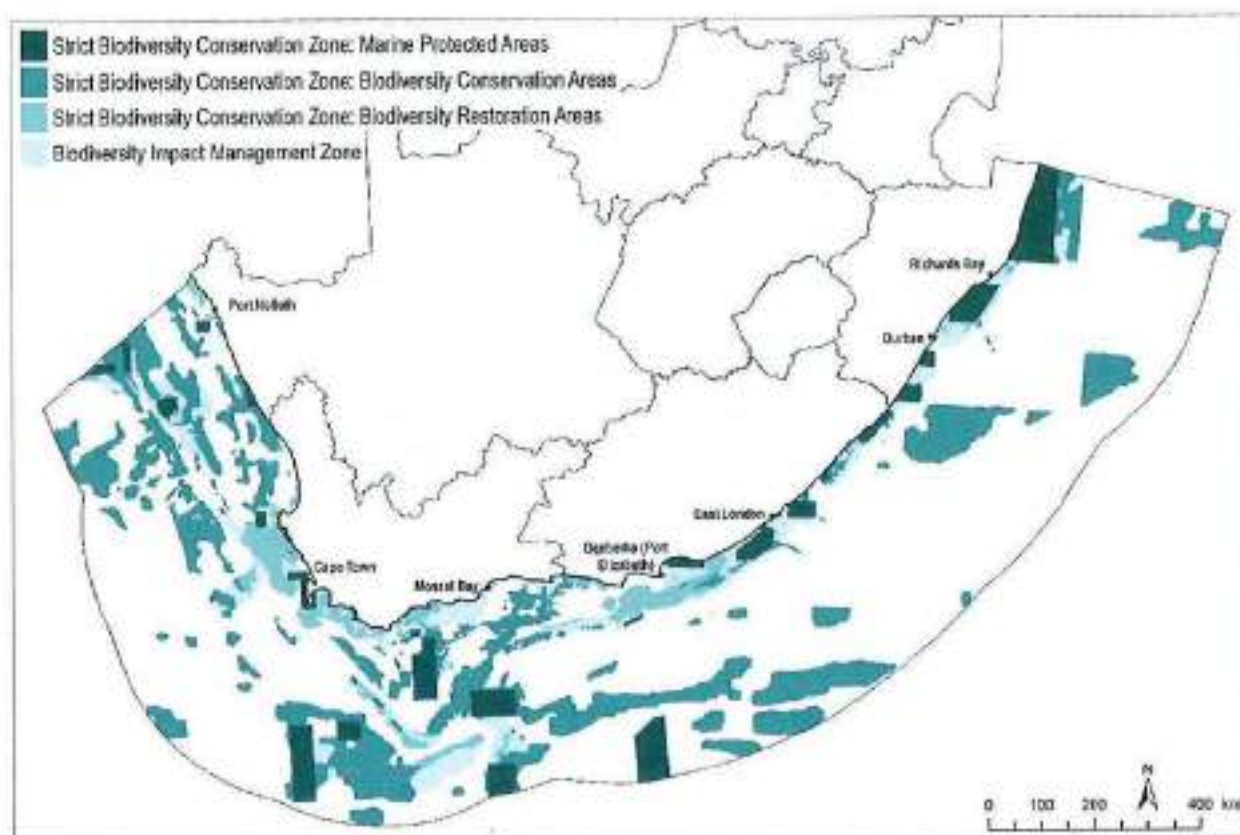


Figure 3: Map of proposed biodiversity management zones (May 2021). See text for a full explanation of the zones with their proposed sea uses¹⁶.

12.6 Marine Science and Innovation Sector Plan

Background and context

South Africa is a maritime nation, surrounded on all but its northern boundaries by the sea. Its geographical position at the southern tip of Africa has been a major factor determining its natural and human history as much as its climate past, present and future. South Africa has a geographical advantage as it occupies an important geo-strategic position in the Southern Hemisphere, being surrounded by three great oceans – the Indian Ocean, South Atlantic Ocean & Southern Ocean. This geographic location and the relatively sharp interface and contrast between the Agulhas and the Benguela systems, provides its own dynamic for marine and coastal environmental research.

South Africa has a diverse and active marine science community, with areas of excellence in ecology and ecosystem research, fisheries biology and marine biodiversity. The South African coastal and marine environment sector is very broad. There are currently several types of research questions and research priorities that are being pursued. These priorities range from issues such as

technological innovation to future economic prospects, environmental protection (e.g. research on human impacts on the environment) and social justice.

The Marine and Antarctic Research Strategy identifies a range of research programmes which are required to address the national research imperatives. These programmes are aimed at improving the available knowledge base on oceans and coasts and to provide essential information on living and non-living resources. They form the evidence base for decision-making and prospective ocean uses and management.

Responsible marine research to support sustainable ocean development ensures public access to research results, takes up issues of gender and ethics in its content and process, and contributes to formal and informal science education. Responsible research also means that researchers work with other societal actors to better align the research process and its outcomes with the values, needs and expectations of society.

The bulk of research conducted in South African waters is funded by the public purse. International funding through collaborations and private sector complements the public funding. Private sector and international partners also contribute through access to infrastructure platforms. Various national and international actors are engaged in marine and coastal research in South Africa, including research

institutions, government departments, private companies, NGOs or inter-governmental organisations such as the Benguela Current Convention.

Much of marine and coastal research in the natural and environmental sciences relies on sampling and observation. This is done from ships, air and space, and through permanent or semi-permanent equipment such as buoys or measuring masts. In order to carry out these activities, research requires access to all parts of the sea and relevant resources.

When engaged in research activities, responsible research respects the integrity of the natural environment and keeps environmental impacts to a minimum.

12.7 Marine and Underwater Cultural Heritage Sector Plan Background and context

South Africa's coastline has a rich and diverse maritime and underwater cultural heritage (MUCH) that dates far back into pre-history and comprises about 2,800 known shipwrecks, submerged pre-historic landscapes of archaeological and paleontological significance, stone-walled and woven intertidal fish traps, and sacred sites to which oral traditions are attached. Furthermore, the exploitation of marine resources in South Africa stretches back at least 160,000 years, as early humans exploited the ocean for resources such as shellfish. This long and enduring relationship with the ocean is an important part of the country's rich cultural history. These maritime heritage

resources require protection, conservation, and preservation and, if appropriate to their ongoing conservation, sustainable use to safeguard their cultural significance.

It is challenging to estimate the direct use and socio-economic value of MUCH. However, these heritage resources contribute indirectly to the GDP through synergies with other sectors. For example, effective management of cultural heritage has the potential to garner international interest in South Africa's heritage resources and thereby has an indirect impact on driving the economy and offering economic opportunities through tourism. Locations of shipwrecks and important heritage sites such as Robben Island attract large numbers of tourists daily and ultimately contribute to job creation. The public can enjoy and benefit from MUCH sites and celebration of this heritage assists in bringing about national social cohesion.

South African MUCH resources are of national and international significance as they reflect the country's role in the globalisation of the modern world. These resources, particularly shipwrecks, reflect the links between South Africa and the rest of the world and serve as markers of important global trends in trade, migration, slavery, and resource exploitation. These heritage resources provide information about the past and offer South Africans and other nations the opportunity to understand their history, as well as preserving this legacy for future generations. It is therefore crucial that these resources are managed, conserved, and protected as part of the nation's shared history.

MUCH resources are fragile and non-renewable. Threats to these irreplaceable resources include, but are not limited to: climate change, commercial salvage, lack of awareness, and limited capacity in a developing sector. Since sectoral development and capacity-building is ongoing, it is crucial that MUCH resources are given protection through adequate legislation and management. As such, international protocols and conventions and domestic legislation focusing on the safeguarding of MUCH exist, and they are implemented by the South African Heritage Resources Agency's (SAHRA) MUCH unit.

The maritime heritage sector's development objectives and guidelines are based on national legislation, regulations, and policy, as well as international conventions ratified by South Africa, including but not limited to:

- National Heritage Resources Act (Act No. 25 of 1999)
- South African Heritage Resources Agency's Wreck Resources Permit Policy
- 2001 UNESCO Convention on the Protection of the Underwater Cultural Heritage
- World Heritage Convention Act, 1999 (Act No. 49 of 1999)
- National Framework on Underwater Cultural Heritage

Proposed marine zones and spatial regulations

SAHRA's Wreck Resources Permit Policy identifies a wreck site as the area occupied by a 200m radius around the centre of a wreck. This guides SAHRA in imposing a 200m exclusion zone around a protected wreck when it falls within a proposed development area, although it must be noted that the exclusion zone is defined on a case-by-case basis and may be increased for large wrecks, wrecks with imprecise coordinates, and highly significant wrecks.

In addition to the NHRA, other legislation and regulations are in place that act to conserve heritage sites, such as the National Environmental Management: Protected Areas Act (Act No. 57 of 2003) which establishes Marine Protected Areas (MPA). These MPAs have management plans, which assist in the conservation of heritage sites, for example, the Namaqua Fossil Forest as well as prehistoric fish traps in MPAs along the coastline.

Due to the small areas occupied by most MUCH sites, no dedicated zone for MUCH is delineated (for now) as part of the Marine Area Plans. In the forthcoming planning process for the Marine Area Plans, MUCH interests and related demands on ocean space may be zoned for when needed. This need may arise when the interest and related demands are not wholly secured through other zones and spatial regulations, such as that of environmental protection for intertidal sites. In this context, the 200m buffer zone around known MUCH wreck sites serves as a basis for inclusion of MUCH interests in the Marine Area Plans if the need arises.

12.8 Coastal and Marine Tourism Sector Plan

Background and context

South Africa's diverse variety of natural habitats, flora and fauna, histories, cultures and traditions have enabled the country to become one of the prime tourism destinations on the African continent. Although the majority of recreational activities are concentrated inland, marine and coastal tourism is an essential component of the country's recreational offer.

In this context, coastal tourism refers to land-based recreational activities taking place on the coast for which the proximity to the sea is a condition including their respective services, whereas marine tourism refers to sea-based recreational activities as well as their land-based services.

Marine and coastal recreational activities in South Africa include but are not limited to beach activities, fishing and wildlife tourism. The latter allows visitors to experience cetaceans and seabirds and offers them to enjoy boat-based whale watching (BBWW), white shark cage diving (WSCD) and scuba diving. Marine and coastal tourism activities organised by individuals or commercial operators take advantage of the dramatic coastal scenery.

There is significant potential for growth given the expanding national, regional and international tourism sector as well as the rich and diverse resources the country has to offer to visitors. A clean and well managed marine environment is therefore fundamental to a successful marine and coastal

tourism industry in South Africa, making it important to ensure these qualities are maintained and enhanced.

The sector's development objectives and guidelines are based on national policies, relevant legislation and respective regulations, including but not limited to the:

- Tourism Act (Act No. 3 of 2014); and
- National Environmental Management Act (Act No. 107 of 1998).

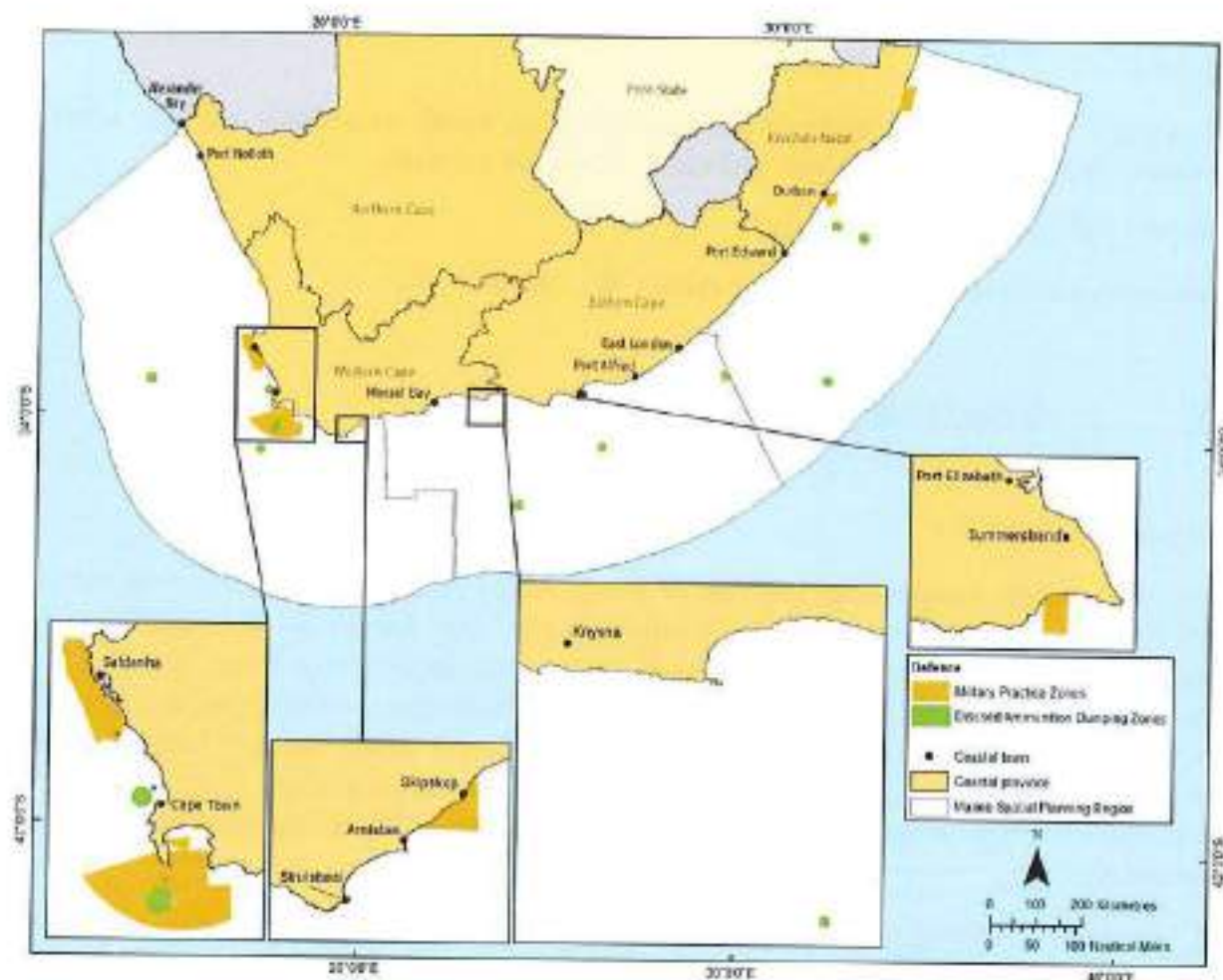
12.9 Marine Defense (Navy) Sector Plan

Background and context

Given the strategic geographical position of South Africa at the southern tip of the African continent, its ocean and coasts are critical for military operations and for practice exercises by the Navy as the maritime component of the South African National Defence Force. The territorial waters and EEZ are used for enforcement of territorial sovereignty, military practice activities, search and rescue operations, hydrographic surveys, and to provide assistance if required for the enforcement of fisheries and marine resources protection laws and regulations. Potential threats to the country's security interests, territorial integrity, and national assets are surveyed and countered if necessary.

Both the sector's development objectives and guidelines are based on national policies, and on relevant legislation and respective regulations, including but not limited to the:

- Defence Act, 2002 (Act No. 42 of 2002, as amended)
- Hydrographic Act, 2019 (Act No. 35 of 2019)
- White Paper on Defence (1996)
- Defence Review (2015)
- London Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matters, including its 1996 Protocol



12.10 Marine Transport and Ports Sector Plan

Background and context

South Africa is a maritime nation with several major ports and numerous proclaimed fishing harbours and marinas. South Africa occupies a geostrategic position on a major, globally significant sea-trading route that lies at the heart of the North-South trade and connects the Asian markets with those of the Americas.

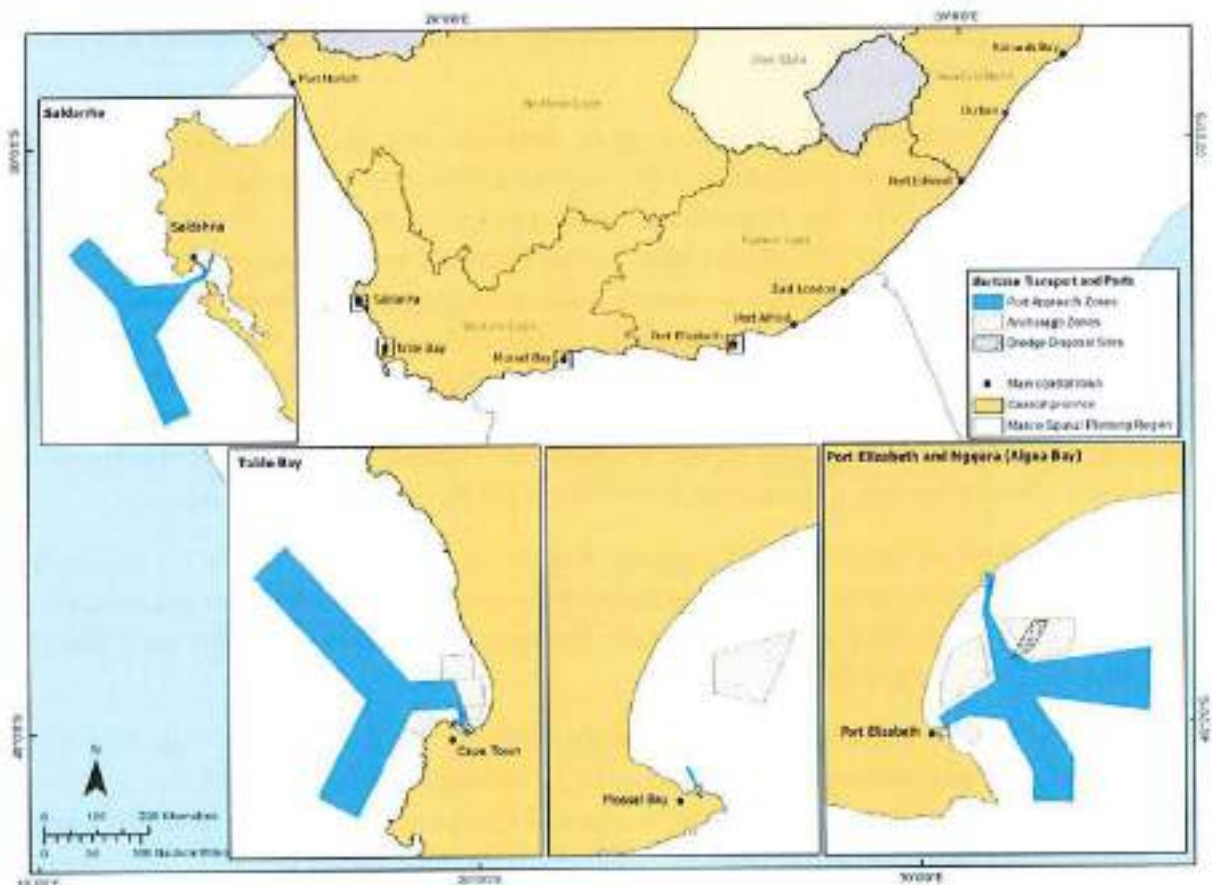
South Africa is a primary goods export-oriented economy and one of the world's top 15 sea-trading nations. 58% of South Africa's GDP is based on trade and 98% of South Africa's trade volume moves by ships. In addition, the country generates a significant 3.5% of the world's seaborne trade volume.¹

The country's ports provide the critical transport infrastructure between land and sea and are key enablers for the movement of goods and people. Ports connect to the hinterland through a linked roads and rail infrastructure to and from destinations of consumption and production points in the country; and throughout the region and into the world.

Virtually all maritime industries and sectors require the ports and harbours for their operations, particularly defence, fisheries, geological resource exploration and exploitation, mariculture and tourism. South Africa has nine commercial ports: Richards Bay, Durban, East London, Ngqura (Coega), Port Elizabeth, Mossel Bay, Cape Town, Saldanha Bay and Port Nolloth.

It is expected that the country's ports will have an increasingly significant role in supporting future growth of the South African economy. Port expansion and harbour development is to be assumed accordingly. It will hence be important for the maritime transport sector and those that rely on the ports infrastructure to ensure that the port and its related sectors can grow by aligning marine and terrestrial planning processes for the provision of sufficient space with necessary facilities and coastal and inland transport infrastructure links.

International protocols and conventions and domestic legislation focusing on maritime security, safety, laws of the sea and pollution apply to shipping and ports. The South African government is responsible for ensuring that protocol measures are implemented.



12.11 Wild Fisheries Sector Plan

Background and context

Fishing is the oldest, and most widespread use in the marine waters of South Africa. The country is a net exporter of wild capture fishery products, one of the leading capture fisheries nations in the world and the 2nd largest on the African continent. The sector has considerable social, cultural, and economic importance to the country. Importantly, it provides a renewable source of income and food.

Fisheries contributes roughly R9bn, which equates to roughly 0.1% of the country's GDP. Fisheries is however more important for economic development in the Western Cape where 11 of the 13 proclaimed fishing harbours are situated. These contribute more than 5% to Gross Provincial Domestic Product. It is estimated that the direct employment in the industry constitutes at least 41,000 jobs, while an additional 81,000 people are indirectly (net building, bait preparing, etc.) employed in industries that are at least partially dependent on the fishing sector. In 2017, the annual value of exports exceeded imports by USD 174 million, with imports valued at USD 424 million and exports at USD 598 million.

South Africa has well-established wild capture fisheries that includes three components: commercial, recreational, and small-scale. Whereas the commercial component harvests marine species for commercial gain, the recreational component is restricted to harvesting of marine resources for leisure or sport and not for sale, barter, earnings, or gain. Although a subsistence component was originally conceived to ensure food and (limited) livelihood security this has effectively been superseded by the small-scale component which represents a towards management approaches which emphasise community orientation and establishes mechanisms and structures for community-based catching, harvesting, and managing marine living resources by the sector and to the allocation of fishing rights to small-scale fishers. The small-scale fishing sector is expected to directly benefit approximately 30 000 people from coastal communities.

the productive waters of the west coast support a variety of commercially exploited marine life, including hake, anchovy, sardine, horse mackerel, tuna, snoek, rock lobster and abalone, on the east coast, squid, linefish and a wide range of intertidal resources offer an important source of food and livelihood for coastal communities.

The commercial fishery component is well established and has 22 recognized commercial sectors. The major industrialised sectors, bottom trawl (hake), midwater trawl (horse mackerel), offshore west coast rock lobster and purse seine (sardine & anchovy), overlap marginally in waters ranging from 50m to 900m deep and their effort is relatively consistent across the area. Wide-ranging sectors such as large pelagics (tuna & swordfish) and boat-based line fishing (geelbek, snoek, kob etc.) occupy their footprint in a variable manner, dependent on weather, season, and availability of migratory stocks. The inshore sectors which are virtually coastal (shallower than 50m) have a greater degree of overlap, e.g. inshore west coast rock lobster, abalone, line fishing, recreational fishing and harvesting of intertidal

invertebrates. Except for the large pelagic sector, South Africa's fishing occurs shallower than 1000m, representing a relatively small proportion of the EEZ.

To offload and process the catch, all the fishing sector components use and depend on the country's ports and harbours around the coast, which are the necessary logistical, processing, and marketing hubs for the sectors.

In 2020, the Status of the South African Marine Fishery Resources reported on 61 fish stocks which are variously harvested by different sectors. At the time, the assessments indicated that a total of 61% of stocks were considered not to be of concern, while 39% of stocks were of concern. These figures indicate an improvement over the past eight years, with 46% of stocks being considered not to be of concern in 2012, 49% in 2014, and 52% in 2016. This stock status is the result of different pressures, such as fishing and environmental fluctuations, and past management practices. The aim of sustainable management is to have resources that are in an optimal state and that are fished at optimal levels. However, historical over-fishing may have reduced some stocks to depleted or heavily depleted levels and rebuilding these stocks could be attempted by reducing fishing pressure. Such rebuilding can take several years or even decades as the rate of recovery is dependent both on the biology of the species concerned and on natural recruitment fluctuations. Additionally, short-lived species (e.g. anchovy and squid) typically show high levels of recruitment variability that can result in substantial inter-annual fluctuations in population size; these could lead to the status of that resource changing from being depleted in one year to being optimal in the next. As such, there are also uncertainties in relation to the stock status that are underpinned by insufficient or conflicting data and data-poor resources respectively.

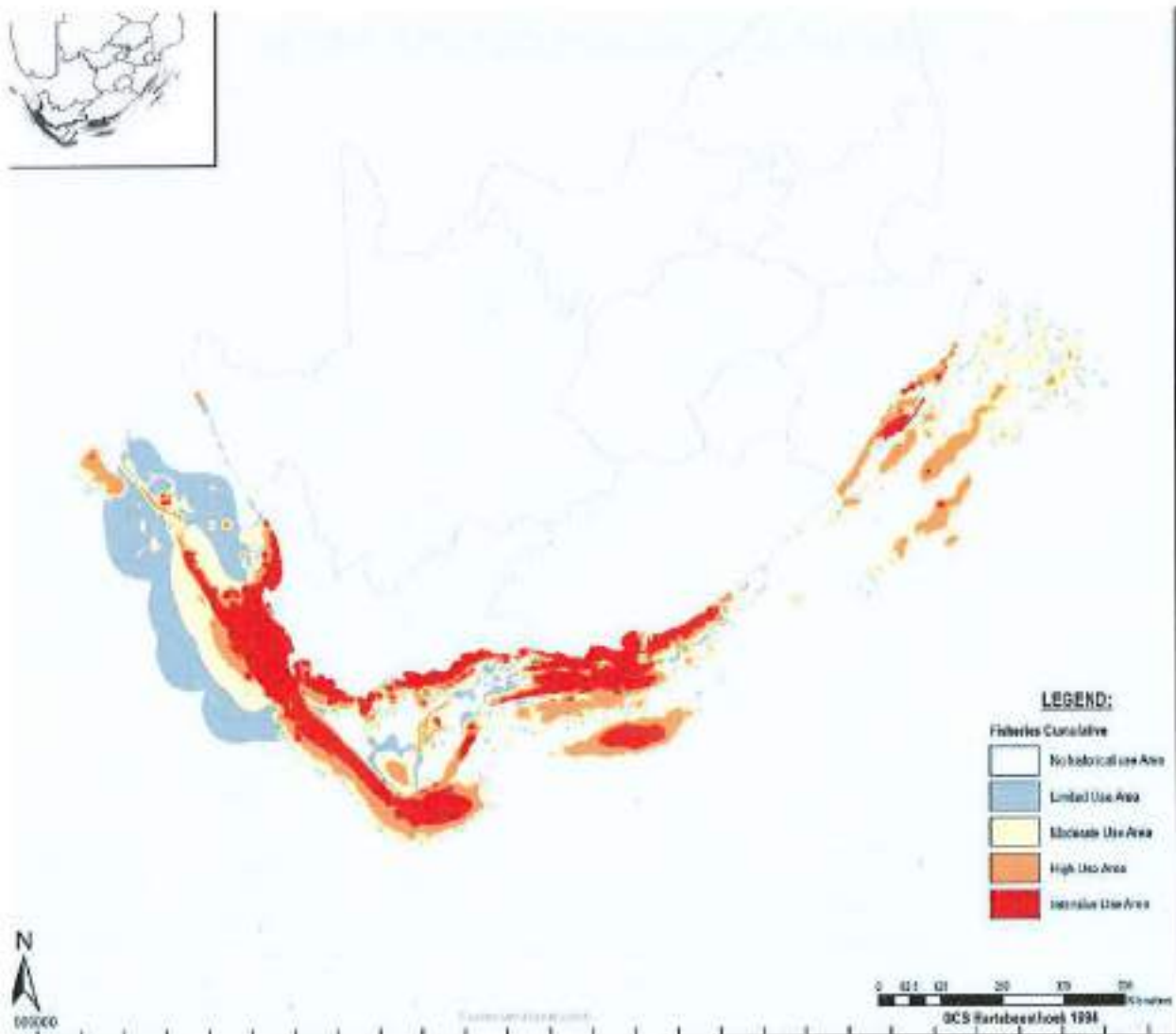
The main challenge in fisheries is to create a balance between maximising the social and economic potential of the fisheries industry, protecting the integrity and quality of the country's marine and coastal ecosystems and linked processes that sustain the resources harvested, and addressing transformation and social equity requirements in the sector. Additionally, climate change is leading to impacts that affect the sector such as shifts in species distribution.

South Africa is a member of several regional fisheries management organisations and related international treaties, which South Africa has ratified, whose objective is the management and conservation of shared fish stocks. These include but are not limited to the Agreement on the Conservation of Albatrosses and Petrels (ACAP), Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR), the Commission for the Conservation of Southern Bluefin Tunas (CCSBT), the International Commission for the Conservation of Atlantic Tunas (ICCAT), the Indian Ocean Tuna Commission (IOTC), the International Whaling Commission (IWC), the South-East Atlantic Fisheries Organisation (SEAFO), and Southwest Indian Ocean Fisheries Commission (SWIOFC).

Both the sector's development objectives and guidelines are based on national policies, and on relevant legislation and respective regulations, including but not limited to the following:

- Marine Living Resources Act (Act No. 18 of 1998) and regulations promulgated

- Marine Living Resources Amendment (Act 5 of 2014)
- Policy for the Small-Scale Fisheries Sector in South Africa (2012)
- General Policy on the Allocation of Commercial Fishing Rights (2021 Gazette 45504)
- 2019 Declaration of Marine Protected Areas under Act 57 of 2003
- 2019 Regulations for the Management of Marine Protected Areas under Act 57 of 2003
- Act 87 of 1963 - Territorial Waters Act
- Act 98 of 1977 - Territorial Waters Amendment Act
- Maritime Zones Act 1994
- Convention on Biological Diversity (CBD)
- Convention on the Protection of the Underwater Cultural Heritage



CHAPTOR 13: STATE of the PROVINCE ADRESS



Province of the
Northern Cape
REPUBLIC OF SOUTH AFRICA



SOPA

STATE OF THE PROVINCE ADDRESS 2023

THURSDAY. 02 MARCH 2023

*'Building a Provincial Roadmap for Decisive Action
through Resilience, Hardwork and Progress'*

#ModernGrowingandSuccessfulProvince

Extracts from the State of the Province Address that will directly impact Kamiesberg Municipality.

“Honourable members, three years back we made a commitment to drive the modernisation programme in the province. Last year we stated how access to the World Wide Web (WWW) can enhance the provision of government services including e-health, e-education and e-government. At that time we started the development of a provincial broadband strategy. I am now happy to report that our broadband strategy will be in full swing through its prioritised building blocks for implementation starting 1st April 2023.

We know that a provincial broadband network is a digital highway, in the past year we had significant investment in broadband infrastructure deployed by both Vodacom and MTN.

Madam Speaker, Vodacom Central Region, has invested R230 Million in our province this Financial Year to expand broadband coverage in deep rural areas, upgrading base station sites and network resilience.

Madam Speaker and Honourable members, MTN also built 5 new connectivity sites for the Northern Cape. This year, MTN is planning to build 25 new connectivity sites and modernise 48 sites in our province at an estimated cost of R180 million.

Madam Speaker and Honourable Members, in total Vodacom and MTN will invest about R410 Million this financial year in our province. These investments will ensure connectivity for all and drive inclusive digital access in the province. Connectivity and inclusive digital access are the central pillars for modernisation of our province.

Madam Speaker, SA Connect Project will implement one thousand five hundred and ninety nine (1 599) sites for Phase two over the next three years in clinics and schools in our province. This will expand access to internet services and improve the efficiency of public services. This initiative lays the ground for much complex domains of the fourth industrial revolution (4IR) such as artificial intelligence.

Madam Speaker and Honourable members, our project for a digital Thusong Service Centre model App has been conceptualised. This App will take government services to your cell phone; we are quite excited to start the development of this App.

The Office of the Premier together with the Centre for Public Service Innovation (CPSI) is driving this initiative. I am happy to announce that the appointment of software developers at the CPSI is at a final stage

Honourable members, as part of modernising the Education sector the plans on the expansion of broadband connectivity is on track. All Public ordinary and Special Needs Education schools are provided with routers (3G Dongles) and receive 3Gigga Bytes of data on a monthly basis to facilitate their connectivity for administration. This remains a temporary measure given the fact

that connectivity at schools is not only needed for administration purposes; but more so, for teaching and learning.

In view of Cabinet approval of the revised model of South Africa (SA) Connect Phase 2 and its implementation thereof, the Department has been engaging different role players to ensure that all Northern Cape public schools are connected during this second phase of SA Connect.”

Honourable Speaker, the implementation of improved systems as well as IT systems and connectivity has also contributed to the implementation of the Bokamoso Digital Health Strategy. This enabled JTG to improve connectivity in facilities from 30% to around 70%.

Honourable Speaker and Honourable Members; the implementation of the Digital Call Centres for EMS in partnership with VODACOM in Upington and Kimberley has seen a drastic increase in the number of calls from an average of 3000 to 10 000 calls per month. We also note the improvement from 45% to 85% in the management of calls for ambulances

Government in conjunction with the World Health Organisation has established the Health Informatics Unit and the Provincial Health Emergency Operations Centre (PHOEC).

This will help to improve health management, data analysis, planning, emergency and disaster response. The official launch will be on the 23rd of March 2023. This will be the first of its kind in the Sub-Saharan Africa.

Madame Speaker, according to “StatsSA Quarterly Labour Force Survey (QLFS) for Q4: 2022, 12 000 jobs were gained between the third quarter and the fourth quarter of 2022. The total number of persons employed now in the province is 336 thousand. Accordingly, the number of unemployed persons in the Northern Cape decreased from 116 thousand to 95 thousand. The above changes in employment and unemployment in the province resulted in the official unemployment rate decreasing by 4, 3 percentage points from 26, 4% in the third quarter to 22, 1% in the fourth quarter of 2022.

Honourable Speaker, these are the lowest unemployment figures in the province in 14 years; and directly correlates to the more than 25% increase in our GDP from R96 Billion in 2019 to R124 Billion in 2022.

Honourable members, now we have the lowest official unemployment rate in the country.

The expanded unemployment rate is also on the decrease by 1, 9 percentage points to 44,0%. The unemployment rate by sex (gender) in the Northern Cape shows that female unemployment rate (19.1%) is lower than male unemployment rate (24.4%). This is the only province in the country where the female unemployment rate is lower than that of male.

Honourable Members, it is also worth noting that the province has the lowest unemployment rate amongst the youth at 30.1%. We have made these strides despite the challenges posed by the intermittent load-shedding.”

Madame Speaker, the opportunity regarding recycling of tyres has not been exploited fully in our province. To this effect, the province will be investing R 15 million in the establishment of a tyre granulator facility in Kimberley. These granules have a myriad of uses and could be the first step in creating a series of industries linked to the use of this tyre crumb. This project will be launched in May this year.

Madame Speaker, in 2022 we signed a landmark Memorandum of Understanding (MOU) with the Western Cape Provincial Government to develop a green hydrogen corridor stretching along the west coast of SADC. Plans are afoot as part of this endeavor to also sign an MOU with the Eastern Cape Government. These initiatives support the collaborative effort between the Northern- and Western-Cape, to expand to Namibia and the Eastern Cape.

This corridor will achieve energy resilience and security towards a Western SADC Green Hydrogen Corridor. Green Hydrogen is emerging as a global solution towards a 'Just Energy Transition', which will also provide local benefits to our community where it will contribute to attracting foreign direct investment, economic growth and job creation. This is part of an energy security social compact, which will include a diverse range of social partners. Through this, we will achieve a consensus on how to achieve energy security for our Province and country.

Madame Speaker, nationally, a R600 billion investment pipeline has been identified and designated under our country's Green Hydrogen National Programme. We are happy that additional projects were gazetted in December last year as part of the Green Hydrogen National Programme (GHNP). Of the nine projects, four are located in the Northern Cape (the Prieska

Power Reserve, Ubuntu Green Energy Hydrogen Project, Upilanga Solar and Green H2 Park and Boegoebaai Green Hydrogen Development Programme).

These projects are aligned to the Provincial Growth and Development Plan 2040 and anchor the much-needed development towards achieving a growing province.

Since the launch of our Green Hydrogen Strategy, we have made significant progress on the master plan for a green hydrogen special economic zone, which aims to support 40 Gigawatts of electrolyser capacity by 2050.

Madame Speaker, our province expects to yield substantial investment going forward. The N14 Industrial Corridor has advanced very well to date and one of the earliest breakthroughs is the Upington Industrial Park, which will see phase one construction starting in the new financial year. The Kathu Industrial Park has received support from Anglo and Infrastructure South Africa to fast-track implementation.

Madame Speaker, our government is pleased to announce that the designation of the Namakwa Special Economic Zone is at an advanced stage, approval has been granted by the Department of Trade, Industry and Competition (DTIC) and we are just awaiting Cabinet approval. The DTIC and the Province signed a 50/50 agreement, wherein we each committed R1 Billion for cost sharing

towards the top structure and the Province will further contribute R600m for Bulk infrastructure development.

Madame Speaker, despite lack of a sufficient budget to service our provincial roads, we are committed to increase access to affordable and reliable transport infrastructure. The Province also transferred 16 roads over to SANRAL on 02 November 2022. This will help the Province to focus on roads which are used mainly by local motorist.

A pivotal development related to the latter is the fact that SANRAL will also be opening an office here in the Northern Cape; this will help to strengthen focus on our roads which are critical to the success of our provincial and the national economy.

Madame Speaker and Honourable members, through the Operation Vala Zonke the Province completed twenty three thousand square meters of potholes and this was achieved by utilising internal road maintenance teams and some work was outsourced which created over 120 jobs.

The Province will continue with the Contractor Development programme as part of developing small contractors to compete in the bigger market. In this regard we are targeting an intake of 50 small contractors annually into the incubation program.

We are also very pleased with the strides made by the Northern Cape Construction Company. The first intake of staff completed their training and is currently sharpening their skills through conducting practical work in Kimberley.

Madame Speaker, we have previously announced the initiative directed towards the development of our small towns, including our mining towns. We have rolled out the Township and Rural Economy Grant in pursuance of this goal. Notably a number of our socio-economic partners are buying into this ideal as stated in our Provincial Growth and Development Plan.

"Honourable Members, our province remains the future of the mining sector in the country. Hence, we had many interactions with mining companies and have concluded various social compacts in the area of skills development, SMME support and Corporate Social Investment.

Vedanta mine pledged a R21 billion rand investment in the Northern Cape. In Phase one of the project, a R6 billion investment created 2700 permanent jobs in the Aggeneys area. Phase 2 was launched in August 2022 with a R7 billion rand investment, estimated to create 2500 jobs during construction and a 1000 more jobs once in operation. This will also generate massive opportunities for SMMEs. The mine's capacity will be doubled in phase 2, with the construction of a smelter, which will create many downstream opportunities.

Honourable Members, in partnership with Provincial Government, Vedanta will build an oncology treatment centre in Springbok, which will strengthen support for Cancer patients through the referral pathway towards the tertiary hospital in Kimberley (RSMH). We are also working in partnership with Indumeni Expectra Consortium and HealthCare Professionals to provide innovative, creative and cost effective solutions at our healthcare facilities. This includes

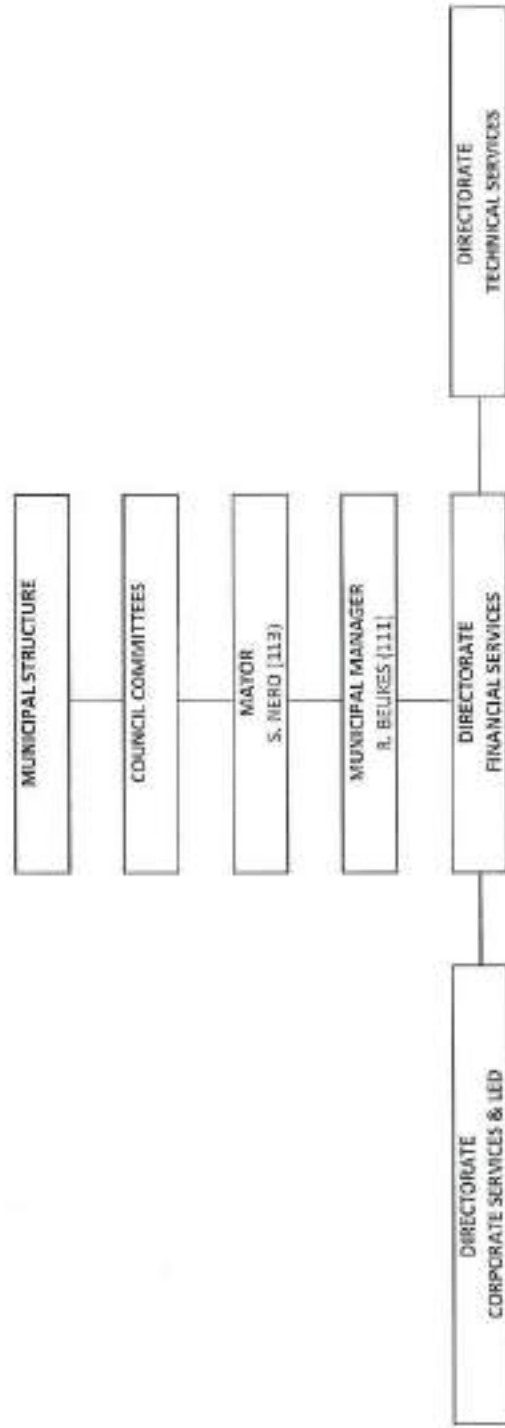
infrastructure upgrades. These and many other ventures we have referred to, account for the successive improvements and reduction of unemployment in the Province.”

THE responsibility lies now with the Kamiesberg Municipality to ensure that we take this opportunity to RISE and Better the Life's of our People.

I THANK YOU

KAMIESBERG MUNICIPALITY: ORGANISATIONAL STRUCTURE 2023/2024

MACRO ORGANISATIONAL STRUCTURE

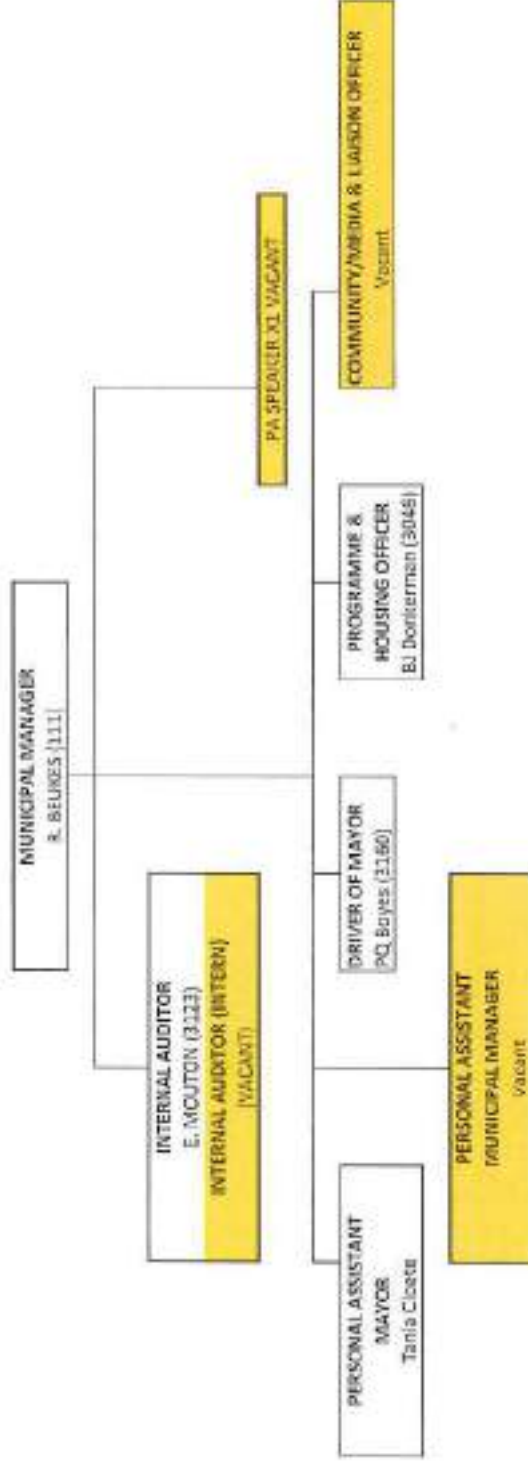


MUNICIPAL MANAGER: RC BEUKES

SIGNATURE: _____

DATE: _____

KAMIESBERG MUNICIPALITY: ORGANISATIONAL STRUCTURE 2023/2024
OFFICE OF THE MUNICIPAL MANAGER



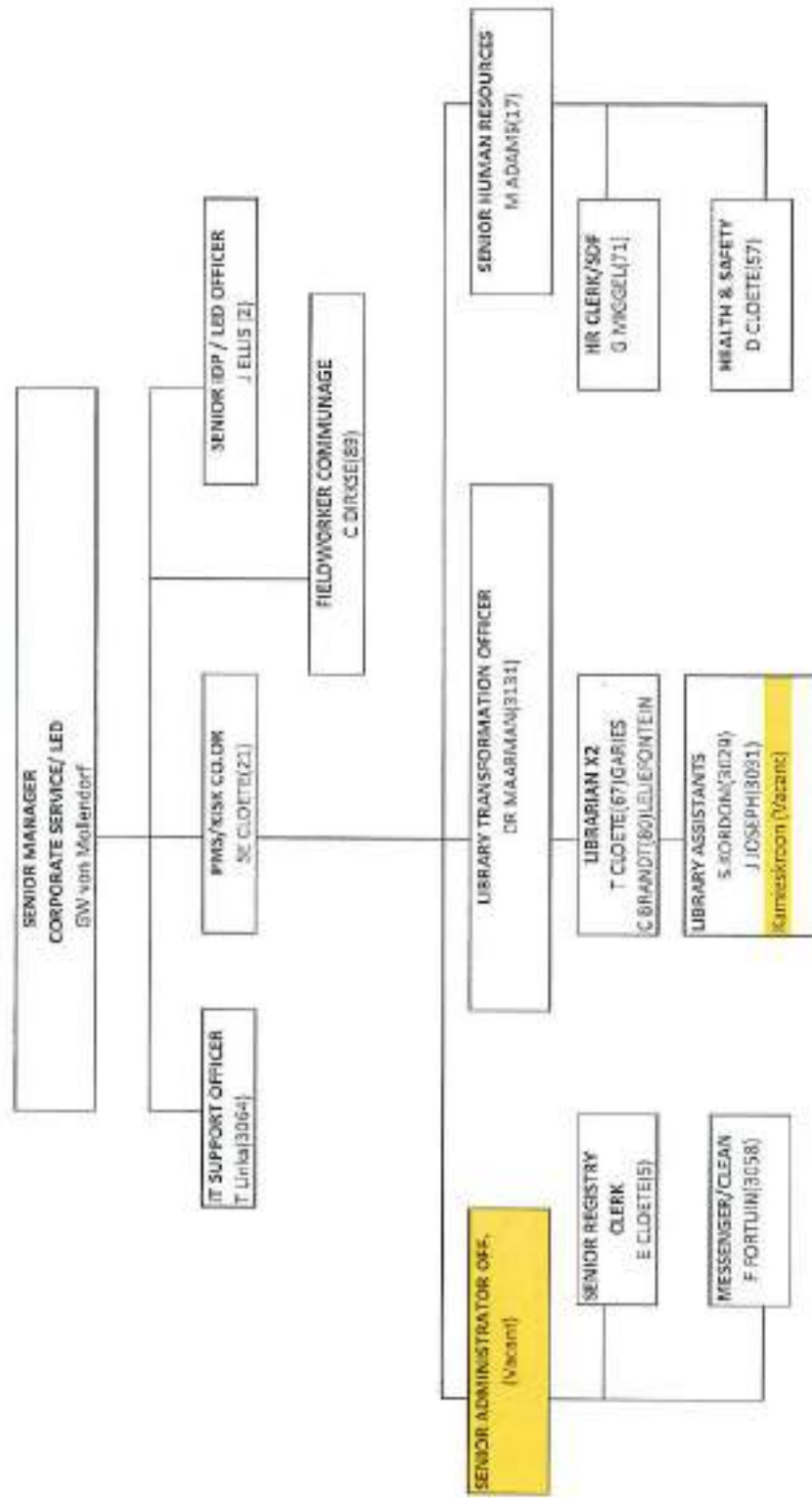
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KAMIESBERG MUNICIPALITY: ORGANISATIONAL STRUCTURE 2023/2024

CORPORATE SERVICES & LED

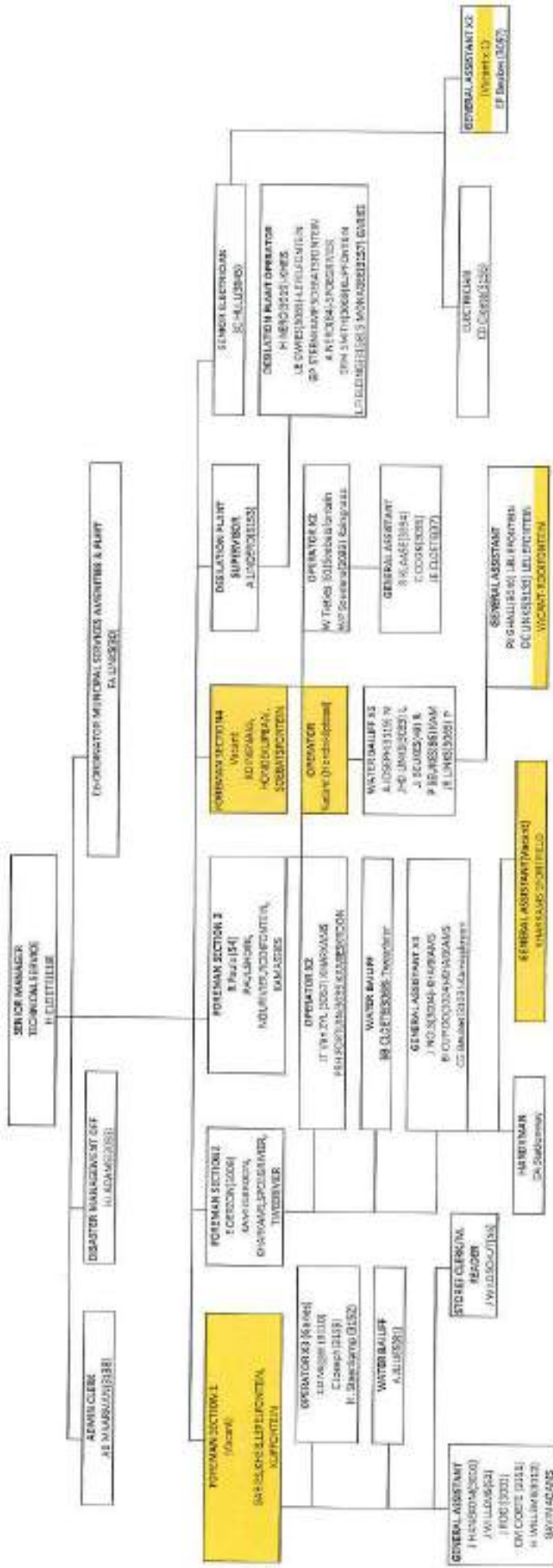


MUNICIPAL MANAGER: RC BELUKES

SIGNATURE: _____

DATE: _____

KAMIESBERG MUNICIPALITY: ORGANISATIONAL STRUCTURE 2021/2024
DIRECTORATE TECHNICAL SERVICE



MUNICIPAL MANAGER: H. DORTCHER
DEPUTY MANAGER: F. LANGELOOT
DATE: _____

