

**INTEGRATED DEVELOPMENT PLAN**



**Local Municipality  
(NW 392)**

**2022 – 2027  
(2023 – 2024)**

# **NALEDI LOCAL MUNICIPALITY**

## **INTEGRATED DEVELOPMENT PLAN 2023 - 2024**

**Compiled for Inquiries  
Local Municipality**

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## TABLE OF CONTENTS

Foreword by the Mayor.....	7
Perspective from the Municipal Manager.....	8
SECTION 1: EXECUTIVE SUMMARY.....	9
1.1 MUNICIPAL POWERS AND FUNCTIONS.....	11
1.2 Organizational Structure, Roles and Responsibilities.....	12
1.3 Roles and Responsibilities (IDP Development process).....	15
1.4 The IDP process .....	15
SECTION 2: SITUATIONAL ANALYSIS .....	18
2.1 Introduction.....	18
2.2 Geographical Context .....	18
2.3 Demographics .....	20
2.3 Education profile .....	23
2.4 Households and Basic Services Profile .....	24
2.5 Health Profile .....	29
2.6 Macro-economic and Local Economic Development outlook .....	30
2.7 Societal Challenges .....	31
SECTION 3: VISION, MISSION, AND VALUES OF THE MUNICIPALITY .....	33
SECTION 4: SWOT ANALYSIS .....	34
SECTION 5: 5 YEARS OVERVIEW OF AUDITOR GENERAL REPORTS .....	36
SECTION 6: SPATIAL ANALYSIS .....	37
6.1 Spatial Planning and Land Use Management Act, act 16 of 2013 .....	39
6.2 Naledi Spatial Issues .....	40
6.3 NALEDI SPATIAL PROPOSAL .....	42
SECTION 7: BASIC SERVICE DELIVERY BACKLOGS, CHALLENGES, AND RISKS .....	50
7.1 SERVICE DELIVERY BACKLOGS .....	50
7.2 Municipal top Challenges/Risks .....	50
SECTION 8: PROJECTS AND PROGRAMS .....	51
8.1 PUBLIC PARTICIPATION .....	51
8.2 PRIORITIES FOR 2023 – 2024 FINANCIAL YEAR .....	52
SECTION 9: STRATEGIC OBJECTIVES AND ALIGNMENT .....	54
9.1 Objectives and Key Performance Areas .....	54
9.2 Performance Management .....	54
9.3 National General Key Performance Indicators .....	54
9.4 Strategic Objectives .....	55
9.5 Operational Strategies and Key Performance Indicators for 2023-2024 financial year .....	57
SECTION 10: ALIGNMENT WITH PROVINCIAL AND NATIONAL PROGRAMS .....	60

10.1 The Constitution .....	83
10.2 The Municipal Systems Act .....	83
10.3 Local Government: Municipal Structures Act .....	83
10.4 White Paper on Local Government .....	83
10.5 Spatial Planning and Land Use Management Act, act 16 of 2013 .....	83
10.6 Inter-Governmental Relations Framework Act .....	84
10.7 Planning and Performance Management Regulations .....	84
10.8 The Municipal Finance Management Act .....	84
10.9 The Municipal Standard Chart of Accounts .....	85
10.10 National Development Plan .....	85
10.11 The Medium Term Strategic Framework 2014-2019 and its outcomes .....	87
10.12 The New Growth Path .....	88
10.13 The Provincial Growth and Development Strategy .....	88
10.14 Circular 88 .....	88
<b>SECTION 11: DEVELOPMENT STRATEGIES .....</b>	<b>89</b>
11.1 KPA 1: MUNICIPAL FINANCIAL VIABILITY .....	89
11.2 KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....	95
11.3 KPA 3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT .....	100
11.4 KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT .....	103
11.5 KPA 5: LOCAL ECONOMIC DEVELOPMENT .....	112
<b>SECTION 12: MEC' COMMENTS - THE DRAFT 2022 – 2027 IDP</b>	
.....	123
<b>SECTION 13: APPROVAL</b>	
.....	123
13.1 Submission and Publication .....	123
<b>SECTION 14: CONCLUSION</b>	
.....	123

## Foreword by the Mayor

In accordance with the provisions of the law stated in Chapter 4 of the Municipal Systems Act 32 of 2000 and section 24 of the Municipal Finance Management Act 56 of 2003, Naledi local Municipality has embarked upon a process of consultation with stakeholders with a view to present the Draft IDP 2023/2024.

The Integrated development plan is the Municipality's principal strategic plan which aims to deal with critical development needs within the Naledi municipal area, as well as the most critical governance needs of the municipality. The 5 year plan helps us to pave the way to prioritise our programs and projects for the MTERF Cycle. The developmental needs of communities as identified during the consultation sessions will change the lives of our communities in Naledi for the better.

The draft IDP document needs the buy-in of all stakeholders within the municipality in order for us to reach the targets set out in terms of the identified priorities. As a revenue base municipality, we rely on consumers of municipal services to pay their municipal accounts in order for us to deliver on our developmental goals as set out in the IDP document. As the newly elected council, we will strive to deliver on the mandate given to us as your elected representatives. Our mission is to deliver services and drastically change the lives of our people within our municipal area. Working with all sectors and stakeholders, we will be able to address inequality, poverty and unemployment in the municipality.

The municipality will strive to create an enabling environment for local economic development in order to attract much needed investment to stimulate the local economy and create employment opportunities. We need to quickly eradicate our pothole ridden roads and improve the sewer network to stop sewer spillage in our municipal area. Our aim for the coming 5 years is the reliable provision of electricity and water to residence.

We intend to create a crime free town where investors would want to invest. One of our key priorities we developed in our mission towards broader and long- term growth and development is GOOD and Financial sustainable governance. As Naledi Municipality we are committed towards transparency and accountability.

As your elected representatives we are committed to ensure that service delivery priorities are implemented efficiently, effectively and economically. We will focus our energy on prioritizing our key projects to unlock service delivery issues that our communities are longing for and make the climate conducive to create job opportunities and reduce unemployment in Naledi Municipality.

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Cllr C J Groep  
Mayor

## Perspective from the Municipal Manager

The 2023/24 Integrated Development Plan (IDP) for Naledi Local Municipality is a result of the coordinated consultative process by various role players within the Municipality and it complies with the applicable legislation. In the process, the Municipality appreciated the commitment demonstrated by the local communities where they made known their interests in terms of the key focus areas that the Council should consider.

The IDP is a strategic document that guides the plans of the municipality. Included in the plan, is the mission and vision statements of the Municipality. This plan is developed considering the backdrop of difficult economic conditions facing our country as a result of the impact caused by the pandemic (Covid19). The high level of unemployment remains one of the big challenges facing the Municipality and has since worsened due to the destabilising impact that the pandemic had on the economy.

The constantly increasing demand for basic services is necessitated by many of the challenges that the municipality is facing, such as the lack of/inadequate employment opportunities (22.7%), lack of/inadequate educational facilities (0.7%), lack of safe and reliable drinkable water supply (22%) and cost of electricity (10%) among others.

The Municipality has, for the planning period under review, secured funding to ensure that the challenges mentioned earlier are eradicated and communities under its jurisdiction are empowered. The funding for the following projects which will be referred to in great detail in the document has been secured, Construction of Huhudi Cemetery – R4 200 000.00, Construction of Vryburg Cemetery – R5 500 000.00, Construction of Colridge Cemetery – R4 200 000.00, Construction of Huhudi Taxi Route Phase 2 – R14 400 000.00, Construction of Huhudi Internal Streets – R14 900 000.00, Construction of Extension 25 road phase 2 – R14 500 000.00 and Construction of streets in Stella – R14 900 000.00.

The municipality remains committed to the realisation of the five (05) National Key Performance Areas for municipalities, namely:

- Good governance and public participation,
- Municipal transformation and organisational development,
- Basic infrastructure and service delivery,
- Local economic development, and
- Municipal financial viability and management

The plan will go a long way in improving the quality of life of the communities by broadening the accessibility to services and alleviating poverty. It is worth noting however, that the realisation and implementation of the 2022/27 Integrated Development Plan is dependent on all stakeholders working together to ensure that all triple challenges of unemployment, poverty and inequality are radically confronted and addressed.

(Signed): \_\_\_\_\_

Mr. MT Segapo

Municipal Manager, Naledi Local Municipality

## SECTION 1: EXECUTIVE SUMMARY

According to Community Survey 2016 and general notice of development within the area of Naledi, the municipality as a **Category B** Municipality has a total estimated population 68803 and has an estimated total of 20692 households according to the Community Survey of 2016 by Statistics South Africa. Community Survey 2016 also indicated the average potential growth of the area is estimated at 2.94%.

Using the same estimates, the estimated population by 2022 is approximately 79218 and the households are estimated at 23000 by 2022.

The Integrated Development Plan is a strategic tool to assist the municipality to achieve its developmental objectives. Its publication and adoption follows a process of consultation with residents, communities and stakeholders as outlined in the Municipal Systems Act 32 of 2000 section 28 and 29.

The IDP defines the priorities for the municipality's delivery programmes over the short to medium term and determines the direction for developmental initiatives in the period ahead. It translates the Municipality's long term vision into implementable programmes for a specific period of time.

The 2022/2027 IDP reflects the needs expressed by citizens during the consultative processes, but it also explores opportunities for future growth in the areas of economic activity where Naledi enjoys unique advantages in relation to other municipalities within the Dr Ruth Segomotsi Mompoti District Municipality and the Northwest Province.

The major element in the document is the clear demonstration of alignment of the Service Delivery and Budget implementation plan (SDBIP) as required by the Auditor General. is to highlight the corporate objectives contained in the SDBIP so that the strategic alignment is clear.

Due to the financial position of the municipality, its limited tax base and the clearly defined powers of local government, Naledi is working towards ensuring sustainable provision of Basic Services to communities with its limited resources. NLM is sticking to its core mandate, build on the region's unique selling points and inform its citizens about the constraints on its powers, the demands on its budget and local government's role within South Africa's broader system of cooperative governance.

The focus must be on ensuring that Naledi plays its very specific role in the national efforts to create a developmental state and addresses the primary needs relating to Basic Services, Social Security, Public Safety Sport, Recreation and poverty alleviation through Job Creation and economic growth. The 2022/2027 IDP is intended to enhance change in the lives of the community and lead the public discussions about the future of Naledi.

The Draft IDP draws on the findings and recommendations contained in the Draft Spatial Development Framework tabled in council on the 28 January 2022 with resolution number 04/2022, it also includes council's objectives, operational strategies, projects and a comprehensive financial plan including budget projections for the three year medium-term framework.



## 1.1 MUNICIPAL POWERS AND FUNCTIONS

Naledi Local Municipality aims to do everything within its powers and functions. There are a few challenges with regards to the Traffic and Library function, but the Municipality outlines strategies to address these further in the document.

POWERS AND FUNCTIONS	LG INSTITUTION		POWERS AND FUNCTIONS	LG INSTITUTION	
	DISTRICT	LOCAL MUN		DISTRICT	LOCAL MUN
<b>Governance and Administration</b>	Yes	Yes	<b>Planning and Development</b>	Yes	Yes
<b>Water Services</b>	Yes	Yes	Municipal planning	Yes	Yes
Municipality is water services authority	Yes	No	Building regulations	No	Yes
Municipality is water services provider	No	Yes	Land-use management	Yes	Yes
<b>Electricity and Gas Reticulation</b>	No	Yes	Non municipal Property development	No	No
Electricity	No	Yes	<b>Emergency Services</b>	Yes	Yes
Street lighting	No	Yes			
<b>Municipal Transport</b>	Yes	Yes	Fire fighting service provision	No	Yes
Municipal public transport	Yes	No	Rescue services	Yes	Yes
Municipal airports	No	Yes	Disaster management	Yes	Yes
<b>Waste Management</b>	Yes	Yes	<b>Municipal Health</b>	Yes	Yes
Refuse removal	Yes	Yes	Municipal health: Regulation & facilitation	Yes	No
Refuse dumps/solid waste disposal	Yes	Yes	Municipal health: Service provision	No	Yes
Cleansing	No	Yes	Licensing and control of undertakings that sell food to the public: Regulation	No	No
			Licensing and control of undertakings that sell food to the public: Service provision	No	No
<b>Roads and Storm water Systems</b>	Yes	Yes	Noise pollution: Regulation & facilitation	No	No
Municipal roads	Yes	Yes	Noise pollution: Service provision	No	No
Storm water systems in built-up areas	Yes	Yes	Pounds: Regulation & facilitation	No	Yes
Municipality performs the 'District' roads function	Yes	No	Pounds: Service provision	No	No
<b>Community and Social Services</b>	No	Yes	Accommodation, care and burial of animals: Regulation & facilitation	No	Yes
Local amenities: Regulation & facilitation	No	Yes	Accommodation, care and burial of animals: Service provision	No	No
Local amenities: Service provision	No	Yes	Licensing of dogs: Regulation & facilitation	No	Yes
Local sports facilities: Regulation & facilitation	No	Yes	Licensing of dogs: Service provision	No	No
Local sports facilities: Service provision	No	Yes	<b>Primary Health Care</b>	No	No
Municipal parks and recreation: Regulation & facilitation	No	Yes	Primary Health Care	No	No
Municipal parks and recreation: Service provision	No	Yes	<b>Environmental Management</b>	Yes	Yes
Public places: Regulation & facilitation	No	Yes	Environmental planning	Yes	Yes
Public places: Service provision	No	Yes	Bio-diversity management	Yes	Yes
Child care facilities: Regulation & facilitation	No	Yes	Climate change interventions	No	Yes
Child care facilities: Service provision	No	No			
Cemeteries, funeral parlours and crematoria: Regulation & facilitation	No	Yes	Alternative energy planning	No	Yes
Cemeteries, funeral parlours and crematoria: Service provision	No	Yes	Air pollution	Yes	No
Libraries: Regulation & facilitation	No	No	<b>Housing</b>	No	Yes
Libraries: Service provision	No	Yes	Housing facilitation (managing developers, housing lists etc)	No	Yes
Museums: Regulation & facilitation	No	No	Acting as developer of housing	No	Yes

POWERS AND FUNCTIONS	LG INSTITUTION		POWERS AND FUNCTIONS	LG INSTITUTION	
	DISTRICT	LOCAL MUN		DISTRICT	LOCAL MUN
Museums: Service provision	No	Yes	Landlord (owning and managing housing stock)	No	Yes
<b>Economic Development</b>	<b>Yes</b>	<b>Yes</b>	<b>Traffic and Policing</b>	<b>No</b>	<b>Yes</b>
Local tourism: Regulation & facilitation	Yes	No	Traffic and municipal police	No	Yes
Local tourism: Service provision	No	No	Community safety	No	No
Markets: Regulation & facilitation	No	No	Control of public nuisances	No	Yes
Markets: Service provision	No	No	Driver licensing	No	Yes
Abattoirs: Regulation & facilitation	No	No	Motor vehicle licensing	No	Yes
Abattoirs: Service provision	No	No			
Trading regulations: Regulation & facilitation	No	Yes			
Trading regulations: Service provision	No	No			
Street trading: Regulation & facilitation	No	Yes			
Street trading: Service provision	No	No			
Billboards and the display of advertisements in public places: Regulation & facilitation	No	Yes			
Billboards and the display of advertisements in public places: Service provision	No	No			
Fences and fences: Regulation & facilitation	No	Yes			
Fences and fences: Service provision	No	No			
Control of undertakings that sell liquor to the public: Regulation & facilitation	No	Yes			
Control of undertakings that sell liquor to the public: Service provision	No	No			
Local economic development: Regulation & facilitation	Yes	Yes			
Local economic development: Service provision	No	No			

## 1.2 Organizational Structure, Roles and Responsibilities

### 1.2.1 Internal structures of the municipality

Naledi Local municipality has two Structures; viz: Municipal Council which comprise of Politicians including the Accounting Officer as advisor to Council and The administrative part which comprise of Municipal officials led by the Accounting Officer

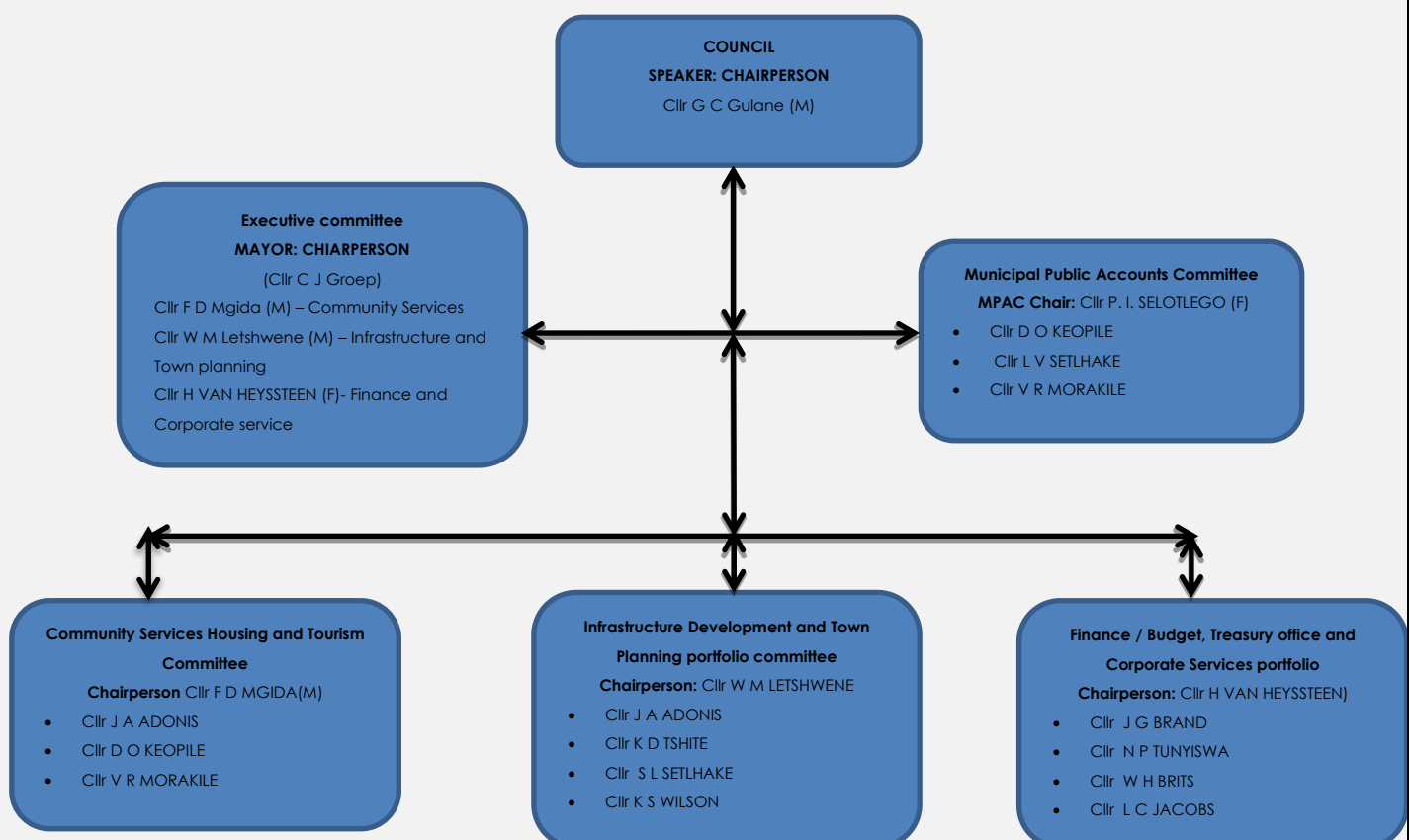
The **Municipal Council** consists of 18 Councillors, i.e; 09 ward councillors and 09 proportional representatives Councillors. Six (6) of eighteen (18) Councillors are female. Naledi Municipal Council has **Four (4) Council Committees** established in line with Local Government Municipal Structures Act 117 of 1998, Section 79. Namely: **Community Services, Housing and Tourism Portfolio Committee, Finance / Budget, Treasury office and Corporate Services portfolio committee, Infrastructure, Basic Services and Economic Development and Municipal Public Accounts Committee**. The four (4) committees exclude **Executive Committee** chaired by the Mayor,

The Chairpersons of the Council committees (Section 79 Committees) are elected by council to be members of the Executive Committee excluding the Chairperson of MPAC.

The Executive Committee comprises of three (3) males and one (1) female. The Chairperson of MPAC is a Female.

According to the delegations register adopted, all section 79 Committees has no delegations. Committees excluding **MPAC** make recommendations to the Executive Committee and **Executive Committee** recommends to **Full Council** during a scheduled meeting. **MPAC** reports directly to Council.

The meetings of council are scheduled to be held not less than four times in a financial year. Naledi Local Council has two scheduled Special Council meetings every financial year for purposes of compliance with National treasury regulations, Local Government Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003



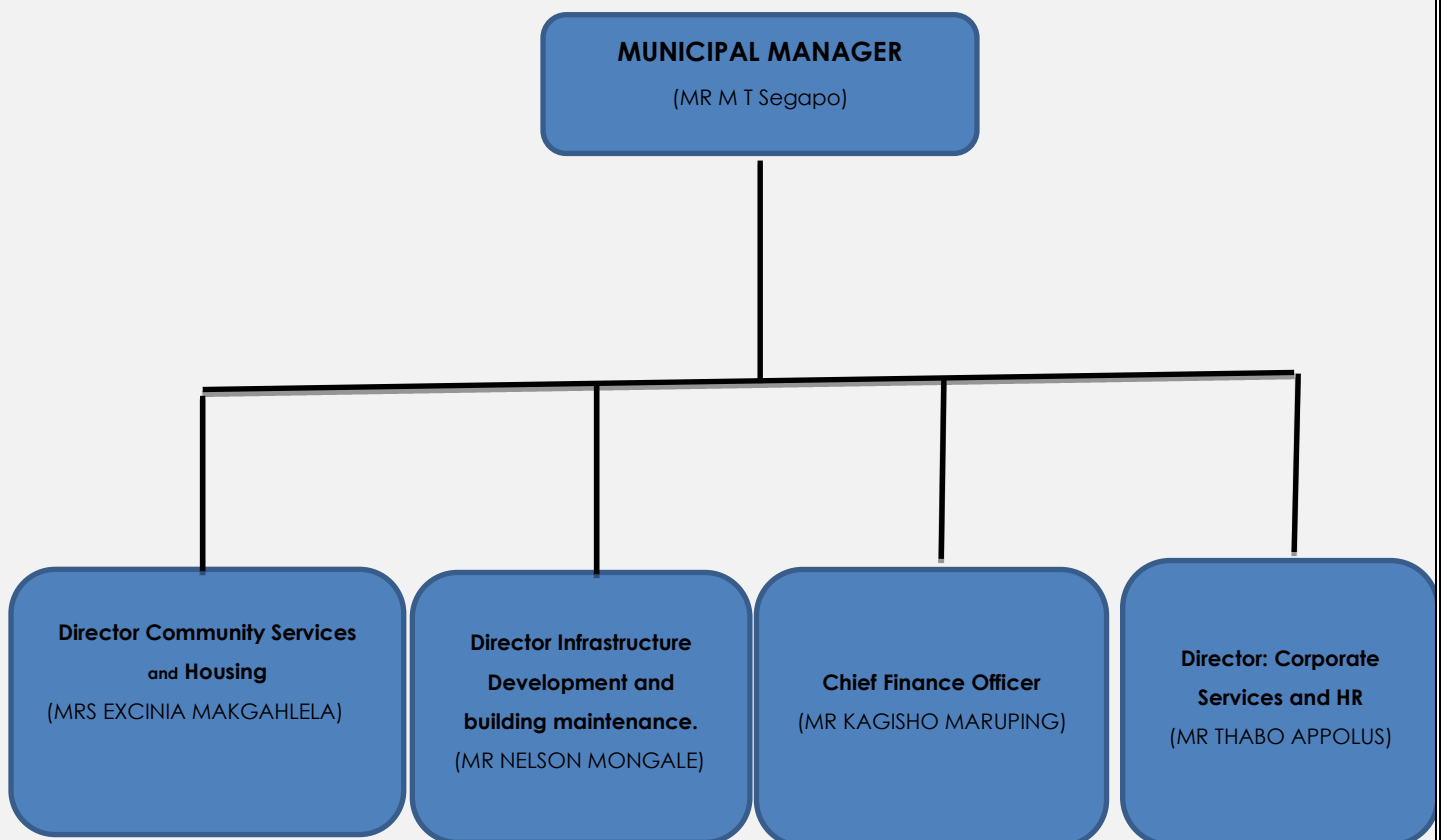
#### 1.2.1.1 ADMINISTRATION

Municipal Administration comprise of the Municipal Manager as Accounting officer of the municipality, The Chief Financial Officer responsible for Budget and Treasury office, the Director responsible for Corporate Services and Human Resources, Director for Technical Services and Infrastructure Investment, The Director for Community Services and Human Settlement.

The Municipal Manger (AO) reports to the Mayor whilst the Directors reports directly to the Municipal Manager. The Accounting Officer and Directors sign Performance Agreements annually.

Each Director submits reports on behalf of the municipal manager to assigned section 79 committee chaired by a member of the Executive Committee on a monthly basis in line with adopted schedule of Council meetings.

The Municipal Delegations of powers Register adopted by Council does not delegate any responsibility to Directors, except for initiating disciplinary process for employees. Directors report to the Accounting Officer



### 1.3 Roles and Responsibilities (IDP Development process)

Each structure in the municipality has a responsibility in the development process of the IDP.

The table below outlines the structures, Roles and Responsibilities of different structures in the process of developing the IDP

STRUCTURES	ROLES AND RESPONSIBILITIES
Council	<ul style="list-style-type: none"><li>▪ Consider and adopt the process plan of the IDP on or before 31 August of every year.</li><li>▪ Adjust and amend the IDP</li><li>▪ Ensure that the budget is linked to the IDP.</li><li>▪ Ensure that the Key Performance Indicators are realistic and achievable.</li><li>▪ Ensure that the review process complies with the prescribed legislation.</li></ul>
EXCO	<ul style="list-style-type: none"><li>▪ Management, Coordination and Monitoring of the process plan and drafting of the IDP document.</li></ul>
Municipal Manager	<ul style="list-style-type: none"><li>▪ Responsible and accountable for the IDP Process</li><li>▪ Chairing the IDP Steering Committee</li><li>▪ Offer strategic guidance and management of the IDP Process</li><li>▪ Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with sector planning requirements.</li><li>▪ Respond to comments or proposals made by the MEC.</li></ul>
IDP Steering Committee	<ul style="list-style-type: none"><li>▪ Support the Manager IDP during the process.</li><li>▪ Commission research studies as may be required.</li><li>▪ Provide relevant technical, sector financial information and expertise on the analysis, strategies and project phase.</li></ul>
IDP Representative Forum	<ul style="list-style-type: none"><li>▪ Represent the interest of their constituency in the IDP Process.</li><li>▪ Provide mechanism for discussion, negotiation and decision making between the stakeholders.</li><li>▪ Enhance communication between all stakeholders' representatives and Local Government.</li><li>▪ Monitor the performance of the municipality based on the IDP.</li></ul>
Dep. Manager IDP	<ul style="list-style-type: none"><li>▪ To ensure that the process plan is adopted by Council.</li><li>▪ Management and coordination of the IDP process.</li><li>▪ The day-to-day management of the IDP.</li><li>▪ To ensure that all relevant stakeholders are involved in the IDP Process.</li><li>▪ Adherence to the IDP timeframes set.</li></ul>

Table 1: Stakeholder' roles and responsibilities in the IDP Process

### 1.4 The IDP process

Naledi local Municipality has adopted the IDP Process plan on the 29/07/2022 with resolution number 402/2022 For minimum quality standards to be met and proper co-ordination between and within spheres of government, it is essential that the process plan be developed to guide the IDP Process.

The IDP consists of 5 phases (5 year planning process):

1. Analysis- E.g. Identification of key development priorities
2. Strategies- E.g. Identify Key performance areas, vision, mission and value system
3. Projects- E.g. Identify capital projects and specific programmes
4. Integration- E.g. Integration of processes
5. Approval- E.g. Final approval by council

Annual implementation is done after the 5 phases, which consists of compiling operational business plans, compiling municipal budget, as well as monitoring, evaluating, reviewing and reporting program with Community and stakeholder participation being central to the Process.

Naledi Local Municipality's five-year Integrated Development Plan (IDP) represents the overarching strategic framework within which the municipality aims to realize its vision by building on the strategic objectives as set out by Council.

#### **1.4.1 The IDP and Budget process plan/ schedule of activities**

In accordance with Section 29 (1) of the Municipal Systems Act (32 of 2000) the 2023/2024 IDP has developed a program to involve communities and other relevant stakeholders in the municipal affairs

#### **1.4.2 IDP ACTIVITIES (Development of the IDP)**

<b>Event</b>	<b>Date</b>	<b>Responsibility Dept.</b>
IDP Steering Committee to deliberate on the Draft IDP process plan: <ul style="list-style-type: none"> <li>• Review implementation</li> <li>• Presentation of Full IDP Process</li> <li>• Review Performance Management System</li> </ul>		Planning and Compliance Unit
IDP Rep forum: <ul style="list-style-type: none"> <li>• Presentation of Process plan</li> <li>• The provision of fed back on the status quo, strategic framework and Key Components of the IDP</li> </ul>		
Review of Performance: <ul style="list-style-type: none"> <li>• Quarter 2 Performance Assessment</li> <li>• Review SDBIP</li> <li>• Budget Adjustment</li> <li>• Strategic Planning (IDP)</li> <li>• Evaluation of Institutional Risks</li> </ul>	Jan 2022	
IDP Rep forum: <ul style="list-style-type: none"> <li>• Presentation of Situational Analysis</li> <li>• IDP Vision and Mission</li> </ul>		
IDP / Budget Steering Committee		P & C Unit and BTO

Table 2: IDP activities

### 1.4.3 Budget activities

Activity	Date	Responsible Department
Meeting with Mayor, Exco and Directors - discuss the strategic direction and objectives	TBC	MM/BTO
Meeting the Directors to discuss preparation of the budget process, framework, parameters and inputs	February 2022	BTO
Report back on progress with Budget inputs.		BTO/ Directors
Review National and Provincial allocations e draft budget.	January 2022	
Review of current budget and inputs for new budget	TBC	Directors

**Table 3: Budget Activities**

## SECTION 2: SITUATIONAL ANALYSIS

### 2.1 Introduction

This section contains an overview of the status quo of the internal and external environment of Naledi Local Municipality. The first part provides an overview of the municipality while the rest of the section consists of the analysis of the municipal statistics which includes demographics and socio economic trends derived from the Community survey of 2016 and Census 2011. The Situational Analysis includes, over and above the demographics, issues related to migration.

### 2.2 Geographical Context



Naledi Local Municipality is a category B Municipality situated in the Dr Ruth Segomotso Mompati District in the North West Province of South Africa. It covers an area of approximately 7 264 square kilometres with an estimated total population of 79218 and 23000

Households – according to the Community Survey of 2016 projections by Statistics South Africa.

Municipal Demarcation board concluded during the Ward Delimitation process for the 2021 Local Government elections to reduce the wards in Naledi to 09 wards representing the interests of the communities of Vryburg, Kismet Park, Huhudi, Colridge, Dithakwaneng, Stella, Devondale, Broedersput (Tlhakeng) and the newly developed extension 25/28.

Naledi Local Municipality is bordered by Kagisano Molopo Local Municipality on North Western Boundary, Ratlou Local Municipality in Ngaka Modiri Molema District on the North, Tswaing Municipality (Ngaka Modiri Molema District) on the North East, Greater Taung Local Municipality (DR RSM District Municipality) on the South, Gasegonyane and Joe Morolong Local Municipalities (John Taolo Gaetsewe District, Northern Cape province) on the West.

The Location of Naledi Municipality makes the area prone to legal and illegal migration due to boarder proximity and the Rural nature of the area and availability of business prospects and opportunities.





### **2.3 Demographics**

Naledi Local Municipality is a host to all district government sector departments and a host of NGOs, the municipality is therefore having a different set-up as far as population race distribution is concerned as compared to all other four local municipalities, where high percentage (over 90%) of the population classify themselves as black African and the most spoken language (90% plus) is Setswana.

The most spoken language within the municipality is still Setswana (69,7%), followed by Afrikaans (24%) and English (3,4%).

A total of 74% of the municipal population classify themselves as black Africans, while 14,7%, 9,5% and 1,1% classify themselves as colored people, white people and Asian/Indians respectively.

Of the 66 781 population, about 49,83% is female, while 50,17% is male. Also, a high proportion of the municipal population, 64%, has never married; with only 19% married and 12,1% not married but living together like married partners

A greater proportion of the municipality is aged 15–34 years (34%), followed by population aged 0–14 years (31%), population aged 35–64 years accounts for 30% and those aged 65 years and above accounts for 5% of the entire municipal population.

From the stats above, population aged 15–64 years accounts for 64% of the entire population.

The macro-economic outlook also allows the municipality to focus on the key drivers that will impact on local growth and future employment opportunities.

**Migration** of foreign nationals into the country and ultimately Local Municipality has an impact on the developmental plans and its sustainability. Naledi Municipality's IDP does not incorporate "Migration" in its demographics and as stakeholders in developmental planning because of unavailability of data, formalised structures, policies and capacity to profile foreign nationals residing in South Africa.

For proper and developmental planning, Municipalities should integrate migration in their developmental processes and profile foreigners and include the data in the demographics for meticulous planning.

Data provided in this analysis is based on Community Survey conducted by Statistics South Africa through Community Survey of 2016.

### 2.2.1. Population and household facts

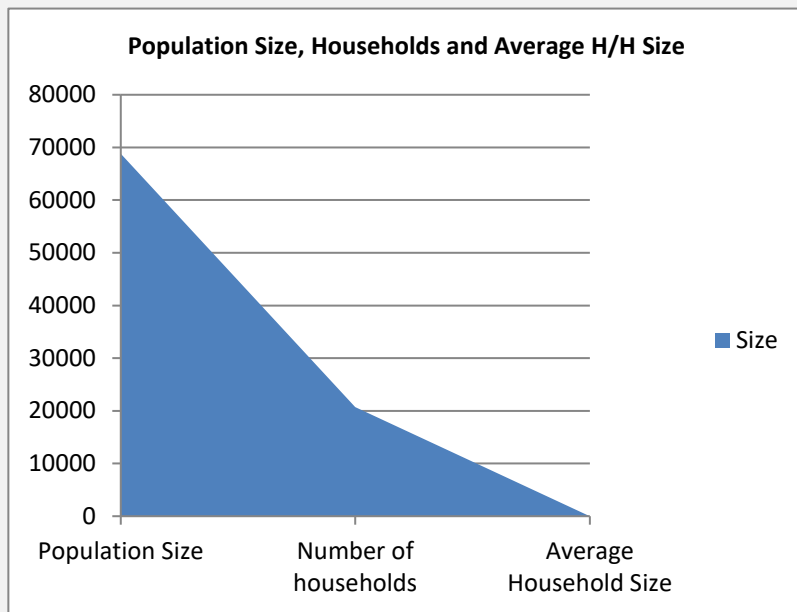


Figure 1: Population by size, Households and average household size

According to STATSSA, Community Survey 2016, the **total population** of the Naledi Municipal area is **68803**. The **average growth rate** of the population from **2011 to 2016** is **0.60%**.

The **total number of households** in the Naledi Municipal Area is **20692**. The **average growth rate** of households from **2011 to 2016** is **10.24%**.

NLM is currently having approximately **24000 H/H** with access to Basic Services and additional **1000 units** currently under construction and services for **8000 units** under construction. Naledi's gender distribution is on the balance at almost 50%.

### 2.2.2 Population Distribution by Race

Figure 2 indicates that Naledi Municipal area is dominated by Black Africans at 51726, followed by whites at 8515 and the minority of the population are Indians at 520. In Municipal planning, focus should be on the development of the previously disadvantage communities with regards to Development within the area of jurisdiction

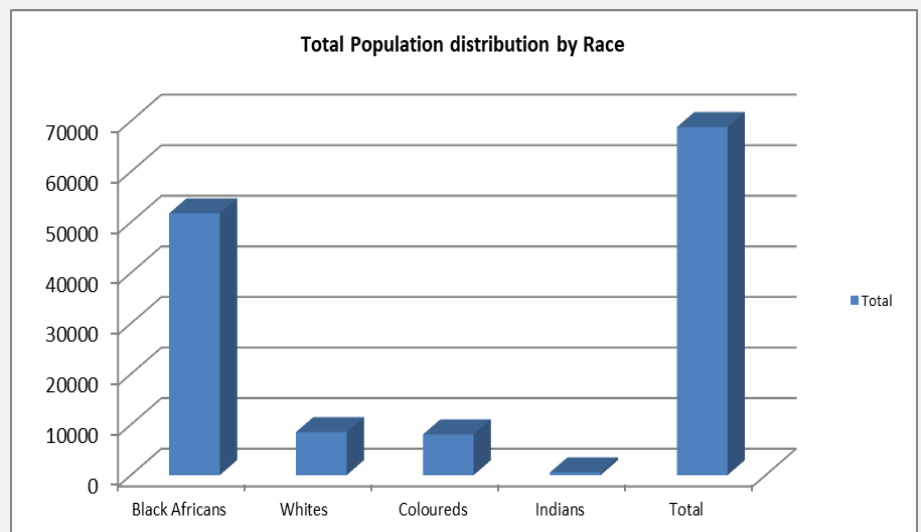
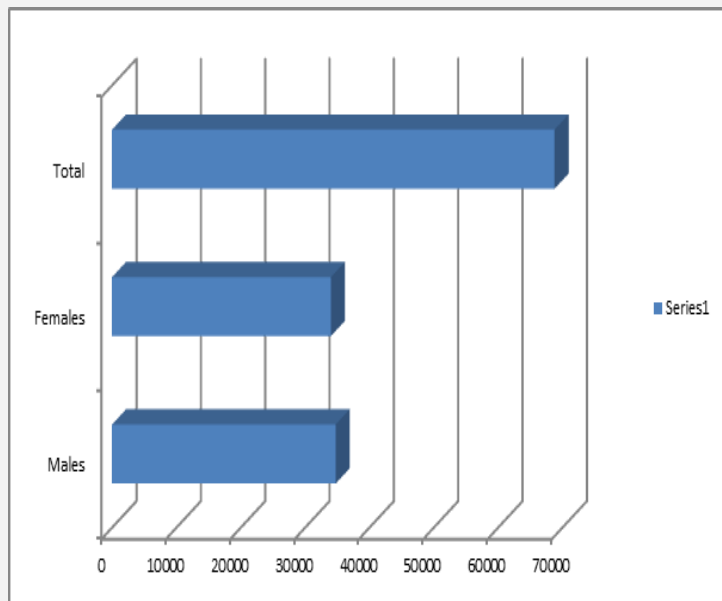


Figure 2: Population Distribution by Race

### 2.2.3 Population Distribution by Gender



The graph indicates that there is a fair distribution of Population by Gender and this scenario makes planning for Gender feasible and easier because of the balance in Statistics. It should also be noted that the information is as per CS 2016 and the projections would not change the estimates in terms of percentages

### 2.2.4 Population Distribution by Age and Race

According to Statistics South Africa (Community Survey 2016), the population of Naledi is dominated by Black Africans aged between 20 - 34 years, followed by whites aged 35 – 49yrs. The other dominating Age group is Black Africans aged between 0-9yrs.

Figure 3 above also indicates that the majority of the population is employable or Economically Active, planning should focus more on *advancement of continued Education and Job Creation* through Local Economic Development as a foundation for poverty alleviation including Early Childhood Development. In this case, the municipality is focusing its plans on ensuring that development is directed towards as a foundation for Poverty alleviation and local Economic development.

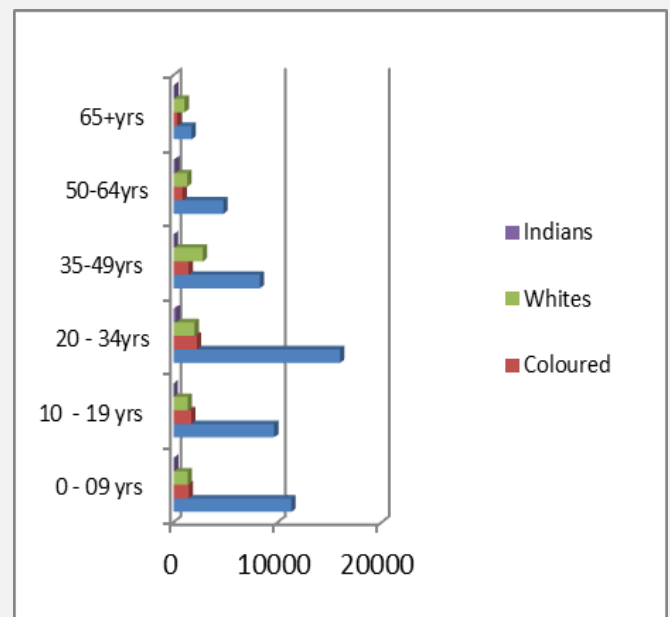


Figure 3: Population Distribution by Age Groups

### **2.2.5 Migration and its impact**

The municipality is experiencing migration into the District and subsequently into Naledi. Migration is by foreign Nationals and South Africans from Rural Areas to Urban areas. Naledi Local Municipality, because of its urban status and Location in the DR Ruth Segomotsi Mompati District Municipality, is overwhelmed by migration of both Locals and Foreign Nationals.

Basic Service Delivery Infrastructure and Natural resources in the municipal area of jurisdiction are strained by migration amongst others.

The municipality has no policy and strategy related to migration and management thereof so that the impact can be managed and mitigated properly.

### **2.3 Education profile**

Naledi local municipality has all Institutions of Basic Education and no Further Education and Training institutions. In the municipal area, there are many Vocational training institutes with no certainty on registration with the Education fraternity.

Higher education institutes / institutions in the municipality would assist with the improvement of literacy levels within the area of Jurisdiction.

As a result of the unavailability or proximity to tertiary or FET institutions within Naledi, very few youth has access to tertiary qualifications, the many of the youth have access to Matric Qualifications.

The table below highlight the literacy levels prevalent in the area of Jurisdiction of Naledi Local Municipality.

### 2.3.1 Population Distribution by level of Education

Table 1 above depicts that 44.4% of the population as indicated by CS2016 is of Secondary school going age, followed by 04% of the population has Tertiary Education Qualification and 32% is of primary school age.

The statistics insinuates that the municipality should plan towards establishment of higher education institution and or accommodate the matriculates in the mainstream economy as economically active citizens.

LEVEL OF EDUCATION AGAINST TOTAL POPULATION		
Type of Education	# of people	%
Development Phase	11785	17.3
Primary	22052	32.1
Secondary	30631	44.5
FET-(N1-N6)	499	0.73
Tertiary Education	2836	04
Unspecified	1000	1.5
Total	68803	100

Table 4: Population Distribution by Education Level

Table 1 above also indicates that there is a need to encourage continued education that will further bolster the economy of the municipal area of jurisdiction.

## 2.4 Households and Basic Services Profile

### 2.4.1 Household Profile

Number of H/H by type of dwellings	
Type of Dwelling	Number
Formal dwelling/house or brick/concrete block structure on a	15185
Traditional dwelling/hut/structure made of traditional mater	130
Flat or apartment in a block of flats	180
Cluster house in complex	20
Townhouse (semi-detached house in a complex)	1387
Semi-detached house	12
Formal dwelling/house/flat/room in backyard	712
Informal dwelling/shack in backyard	412
Informal dwelling/shack not in backyard (e.g. in an informal	2558
Room/flat on a property or larger dwelling/servants quart	65
Other	33
Unspecified	-
Total	20692

Naledi is dominated by households built of Bricks and Mortar on an urban setting, where most of households except for rural feeder areas within the area of Jurisdiction have access to Basic Level of Services with regards to Water, Sanitation, Electricity roads and Solid Waste Management.

The Rural and Semi-Rural feeder areas such as Geduldspan, Kameel, Devondale, Dithakwaneng and Tlhakeng (Broedersput) have access to Low-Cost Housing services with rural settings on Sanitation.

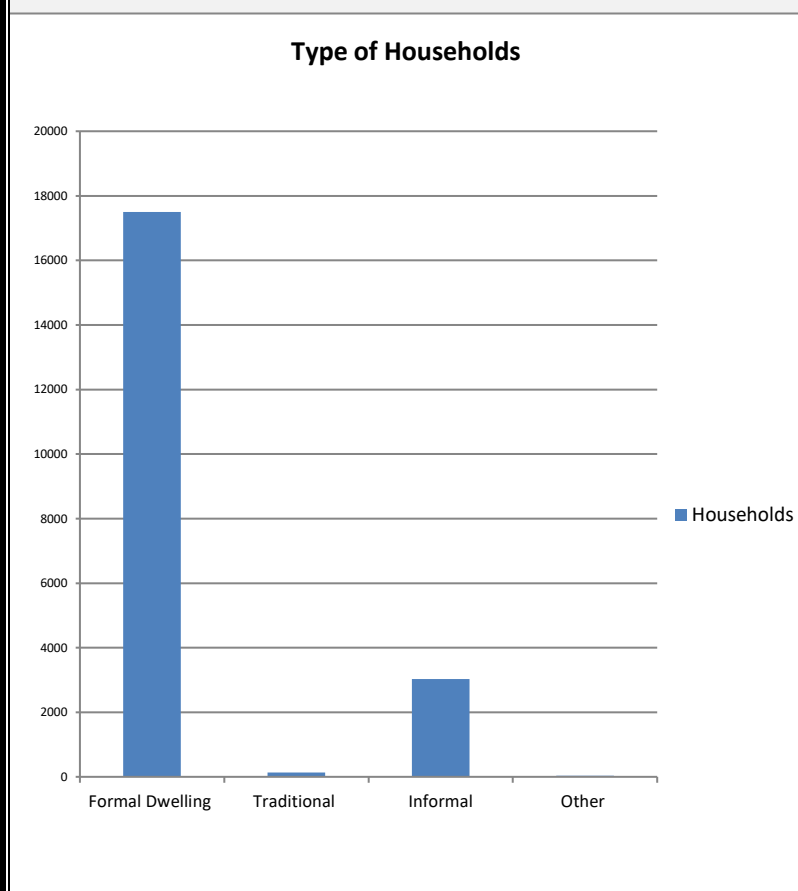


Table 5: Household distribution by type of dwelling

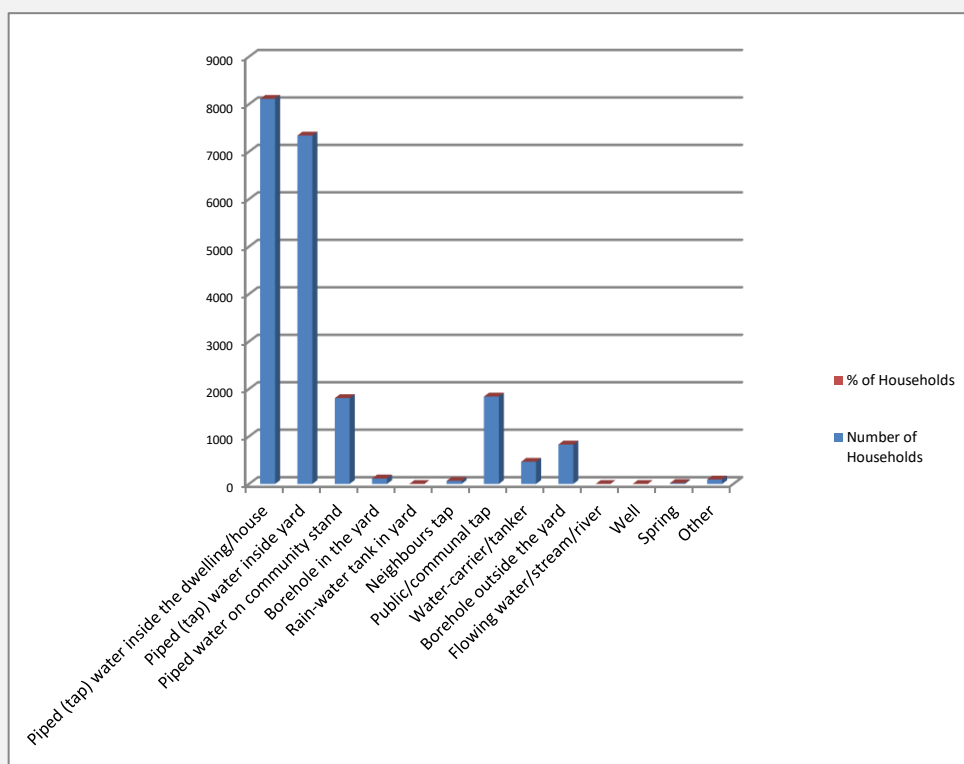
Mud and Tin Houses in the feeder areas are minimised by construction of Low-Cost Houses built in those areas. The urban areas in the Naledi area have informal settlements, despite the fact that most of the households are of formal dwelling nature.

The characteristics outlined above are an indication of population migration from Rural Areas to Urban Naledi. As a result, Naledi Local Municipality has to ensure that as planning for provision of Low Cost houses progress, the rate of population migration should be considered to accommodate the growing demand of the future.

The Majority of the houses in Naledi are made up of Bricks and mortar, Naledi is standing with a housing backlog of approximately 14,7% of the total number of households. In the planning spectra, naledi is intending to reduce the backlog by 100% over a period of 5years (by 30 June 2027. 100% reduction of backlog in terms of Housing shall increase or improve the Revenue base for the municipality and it shall further expedite Service delivery.

The Municipality should further increase / update its Indigent Register to mitigate the shortfall and increase in the equitable shares. The municipality should plan towards improving the Capacity of the Water and Sanitation infrastructure so that it is able to cater for new developments with regards to Housing, LED Projects and population influx over a period of five years.

### 2.4.1.2. % of households – main source of drinking water



Of the 23000 households, the majority of households' main source of drinking water is from piped sources, with 5% using natural water sources and 12% using other sources.

Figure 6 above indicates that about 40% of Households in Naledi have access to piped tap water inside the dwelling; however there is a backlog in terms of access to piped water in dwelling, the municipality has to plan

towards addressing the backlog such as communal tankering could be done as a temporary measure to be used in an emergency long-term possible solution the on provision of water could be explored to ensure uninterrupted provision of Water to communities.

### 2.4.1.3 Households with Access to Electricity by Naledi Local Municipality

Table 4 and Figure 7 above indicate that many of the Households in Naledi are having access to electricity and very few households are connected to other sources not paid for. The majority of households have access to Energy for lighting, however, the graph depicts that there are still households without access to electricity for lighting and others use Candles and Paraffin Lighting.

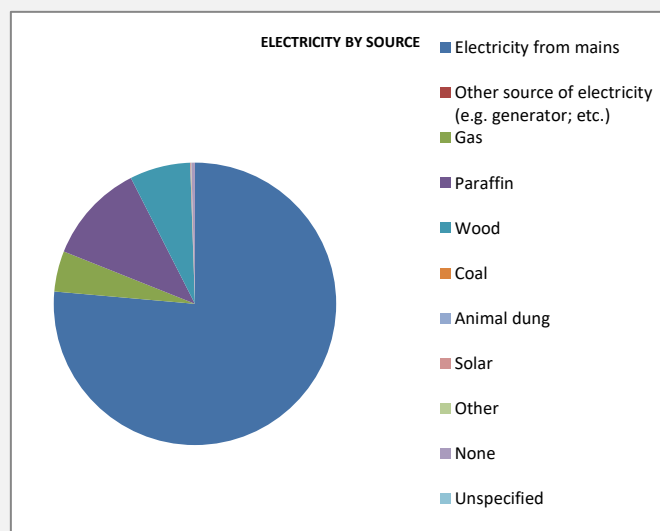


Figure 4: H/H distribution with access to Electricity



SOURCES	# OF H/H
Electricity from mains	15807
Another source of electricity (e.g. generator; etc.)	0
Gas	962
Paraffin	2371
Wood	1438
Coal	0
Animal dung	0
Solar	19
Other	10
None	84
Unspecified	0

Table 6: H/H distribution with access to Electricity (Source - STATSSA CS 2016)

This matter is worsened by mushrooming informal settlement. The municipality should plan towards ensuring the reduction of informal settlement thus addressing the provision of electricity for lighting to all households in Naledi.

### 2.4.1.3 Households with Access to Sanitation

Many households in Naledi are uses Waterborne Sewerage systems as outlined in Table 5, figure 9 indicates that about 4628 households are using the Bucket systems and latrines with and without ventilation, including chemical toilets.

It is also indicative that there are backlogs regarding eradication of bucket System in line with the Outcomes Approach as adopted the by government

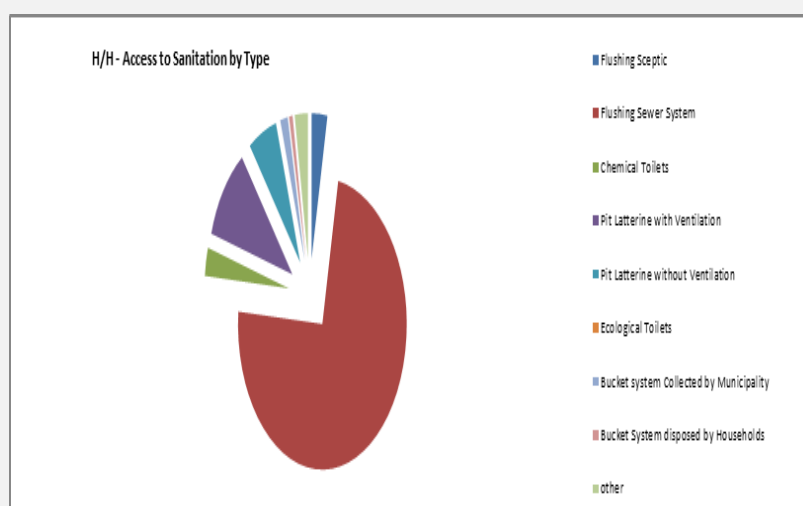


Figure 5: Access to Sanitation by Type(source- Community Survey 2016 ) STATSSA

The municipality should also plan on improving the Services Standards by creating better, safe, and Healthy living conditions for the community in areas where there is no waterborne sewer system.

Facilities	# Number	Total %
Flushing Sceptic	588	2.80%
Flushing Sewer System	14358	69.40%
Chemical Toilets	615	3.00%
Pit Latrine with Ventilation	2017	9.70%
Pit Latrine without Ventilation	1085	5.20%
Ecological Toilets	0	0%
Bucket system Collected by Municipality	282	1.40%
Bucket Systems dispose off by Households	134	0.60%
other	495	2.40%

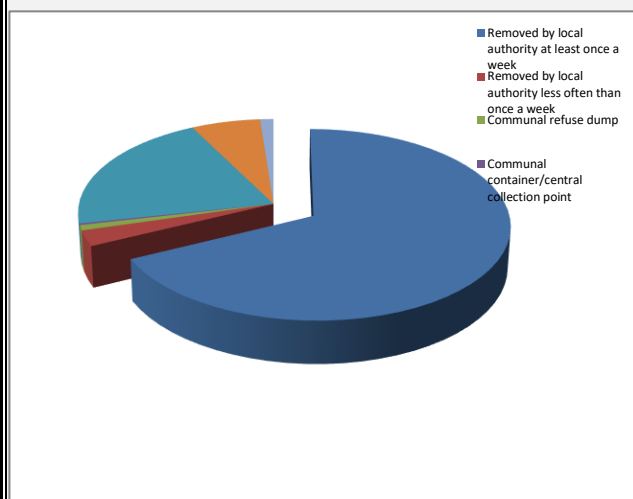
Table 7:H/H Distribution with Access to Sanitation by Type

## 2.4.1.4 Solid waste management

### 2.4.1.4.1 Refuse Removal

Naledi is providing refuse removal to approximately 23000 Households and businesses in its area of Jurisdiction, once a week for households and twice a week for Businesses; however, there are still households that do not have access to refuse removal, especially in the Rural Feeder Areas. Furthermore the municipality as part of increasing the revenue base and provision of adequate housing is in the process of constructing additional 100 low-cost houses that shall need access to Refuse Removal and solid waste management.

F



REFUSE REMOVAL ACTIVITY	# of H/H	% of H/H
Removed by local authority/private company/community members once a week	14030	0.3
Removed by local authority/private company/community members less often than once a week	558	0.01
Communal refuse dump	189	0.00
Communal container/central collection point	60	0.00
Own refuse dump	4311	0.1
Dump or leave rubbish anywhere (no rubbish disposal)	1296	0.03
Other	249	0.01

Table 8: H/H distribution by Refuse Removal

The following constitute key challenges in respect of waste management:

- No access to Waste and refuse disposal at Dithakwaneng, Gedeelspan, Tlhakeng, and Devondale
- No licensed landfill site at Stella
- The need to establish a new and compliant Landfill site in Stella
- No Refuse bags
- Illegal Dumpings
- Insufficient number of refuse bins in Naledi
- Insufficient number of transfer Stations

Table 5 is an indication of the number of households with access to refuse removal for Households and the frequency thereof. The table also indicates the statistics in terms of percentage of households with access to the service in question.

### 2.4.1.5 Cemeteries

In Naledi Local Municipality renders services about cemeteries, the municipality has a budget for maintenance and renovations for cemeteries. The maintenance budget is serviced through selling of Graves and construction of Tombstones. The challenge of the municipality is space with regards establishing new cemeteries in Huhudi, Vryburg Extension, Geduldspan, Kameel and Devondale.

The Devondale cemeteries belong to the Roman Catholic Church, In Kameel, the community uses private land for burials and the community is experiencing a lot of problems with the Landowner. In Huhudi the Graveyard that is currently in use is getting full and the current alternative is top-on-top burials. Vryburg Extension has a plan in the Township establishment to develop cemeteries but because it's a new establishment, the community uses the cemetery in Vryburg.

The table below quantifies cemeteries in the NLM Area of Jurisdiction. It should be noted that Broedersput and Rekgarathhile have relatively new cemeteries that are well-maintained and managed by Naledi Local Municipality.

Cemeteries			
Formal	Informal	Unused/ old	Total
8	3	3	14

Table 9: The number of Cemeteries

According to information in Table 6 above guides the municipality in ensuring that there is compliance regarding standards about Cemeteries set by the Department of environmental affairs.

In 2022, most cemeteries in Naledi were under renovation because of the unacceptable condition in which they were in, the cemeteries affected are Huhudi Cemeteries, Vryburg and Colridge cemeteries.

There are other old cemeteries and open spaces that were initially cemeteries that are full and abandoned. These cemeteries are turned into illegal dumping sites by communities that stay nearer. This could because of lack of access control and management.

## 2.5 Health Profile

Naledi Local Municipality does not provide services related to Primary Health Care, however, there are 4 four Health facilities and programs meant to address Primary health issues as a basic service to communities. Three (3) of the facilities are permanent structures and a mobile clinic. The permanent structures are hospitals, Clinics, and Community Health Centres. The structures are supported by Mobile clinics which are meant to bring services closer to the communities.

The Major infrastructure is Joe Morolong Referral Hospital, Huhudi Community Health Center, Stella Community Health Center, Vryburg Gateway Clinic and Colridge Health Centre.

The major challenge access to Basic Health care is the mobile clinics which are not consistent with regards to the developed schedule of visits. The following areas are serviced through Mobile Clinics: Devondale, Broedersput, Dithakwaneng, Geduldspan, and Kameel.

### 2.5.1 Health Infrastructure

Not the entire infrastructure indicated is currently functional. It should also be noted that Naledi Local Municipality is not offering / providing any primary Health Care Service and the Department of Health is responsible for the function.

The table below outlines the number of Health infrastructure existing and functional in Naledi.

Area	Health Infrastructure					
	Hospital	Clinic	Mobile Clinic	Community Health Centre	Local Aids Council	Medical Centre
Vryburg	1		1	1	1	
Colridge		1				
Huhudi			1	1		
Stella				1		
Tlhakeng			1			
Devondale			1			
Dithakwaneng			1			
Geduldspan			1			
Broedersput			1			

Table 10: Health Infrastructure (Source: Municipal Data)

## 2.6 Macro-economic and Local Economic Development outlook

### 2.6.1 Macro-Economic outlook

Naledi Municipality contributes to the Provincial and National GDP mainly through Game farming, Game hunting, Cattle and Crop Farming. These sectors also create jobs for local communities

Other important job creating sectors are finance and insurance, public administration, health and social and transport.

### 2.6.2 Local Economic Development

The municipality has to develop the Local Economic Strategy that encompasses policies related to revenue base of the municipality and investment attraction into the area of jurisdiction.

#### 2.6.2.1 Employment Status and Sector

Employment Status	# of people		Sector	# of people
Employed	18201		Formal	10710
Unemployed	6415		Informal	3508
Discouraged work seeker	1780		Private Household	4041
Not economically active	16344		Do not know	416
Not applicable	24040		Not applicable	48106
Total	66781		Total	66781

Table 11: represents the employment status and employment by Sector against the total population (Source: Census 2011 by Statistics South Africa)

The table 8 above indicates the high rate of Unemployment in the area of jurisdiction; this in essence implies that the municipality should plan along the lines of economic development to reduce unemployment and poverty levels in the society. The initiative will assist in enhancing revenue for the municipality and improved quality of services in return. The formal employment sector contributes approximately 16% to employment rate in the area of jurisdiction.

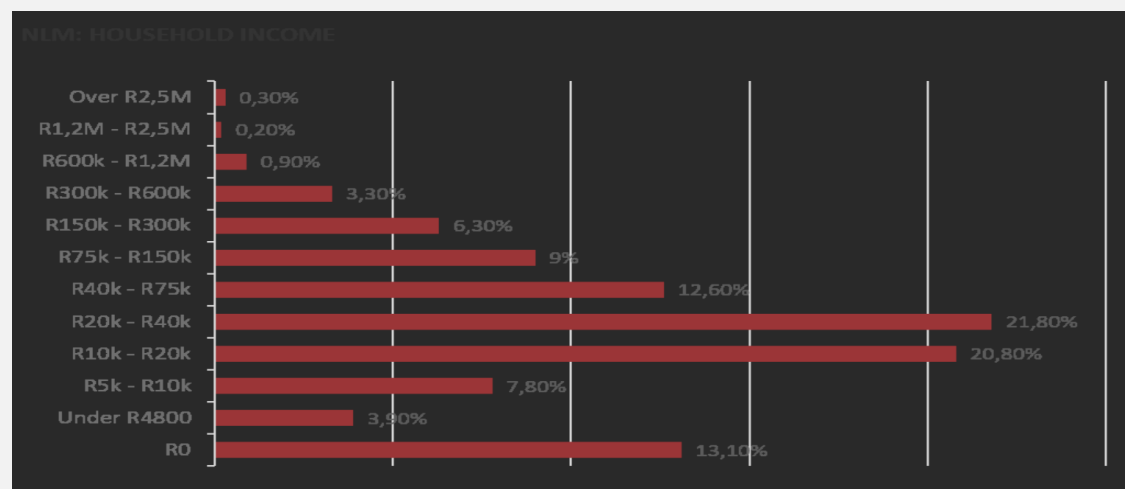


Figure 7: Population Distribution by Income (Source: CS2016 STATSSA)

The table above indicates that the majority of Households in Naledi has a joint income above R3960.00; only 13% of the Households can be recognized and registered in the indigent Register. 42% of the households in Naledi has an income between R10'000.00 and R40, 000.00.

The municipality should develop mechanism of improving on Revenue and debt collection for purposes of enhancing the level of Service delivery.

## 2.7 Societal Challenges

The presentation below outlines community satisfaction level in relation to services provided by Naledi Local Municipality. The information is mostly related to Basic Level of Services delivered including Social ills.

### 2.7.1 Challenges of the municipality.

Service Delivery Challenge	Count	%
Lack of safe and reliable water supply	15110	22,0
Cost of water	5482	8,0
Lack of reliable electricity supply	2920	4,2
Cost of electricity	6908	10,0
Inadequate sanitation/sewerage/toilet services	2346	3,4
Inadequate refuse/waste removal	538	0,8
Inadequate housing	4335	6,3
Inadequate roads	4587	6,7
Inadequate street lights	319	0,5
Lack of/inadequate employment opportunities	15594	22,7
Lack of/inadequate educational facilities	482	0,7

Table 11: Challenges of Communities (Source - CS 2016)

Social – Economic Challenge	Count	%
Drug abuse	107	0,2
Alcohol abuse	216	0,3
Gangsterism	218	0,3
Lack of/inadequate parks and recreational area	536	0,8
Lack of/inadequate healthcare services	1993	2,9
Lack of/inadequate public transport	356	0,5
Corruption	1183	1,6
Other	758	1,1
Drug abuse	107	0,2
Alcohol abuse	216	0,3
Violence and crime	2417	3,5

### 2.7.2 DIFFICULTIES RELATED TO DISTANCE FOR FETCHING WATER BY COMMUNITIES

TYPE	%		TYPE	%
Inside the Dwelling	78		More than 1 kilometre	0
Less than 200 meters	14		Do not know	0
201-500 metres	8		Unspecified	-
501 metres-1 kilometre	1			
<b>Total</b>				<b>100</b>

Table 12: Challenges - Distance for Fetching Water

### SECTION 3: VISION, MISION AND VALUES OF THE MUNICIPALITY

#### VISION

To provide basic, quality, sustainable and equitable services through effective and efficient governance and financial management

#### MISSION

We will deliver adequate and sustainable services to our community by:

- Enhancing revenue and effective utilisation of resources
- Promoting radical socio economic and infrastructure development
- Instil corporate culture
- To have motivated and representative workforce with high ethical standards
- To apply good and transparent municipal governance (King iii)
- To render cost effective and sustainable services to all VTSD areas
- Adhering to Batho Pele Principles

#### VALUES

Accountability, Integrity,  
Leadership, Fairness,  
Respect, Commitment,  
Responsibility, Diversity  
Team work, Customer  
satisfaction Transparency  
Service excellence Loyalty

## SECTION 4: SWOT ANALYSIS

SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Skills and expertise, Team work and Open-minded and Highly motivated/staff morale</li> <li>• Commitment to serve and youthful team - Young professionals being appointed</li> <li>• Innovative and technologically advanced and Discipline and Operational efficiency</li> <li>• Effective time management, communication, succession planning, records management, public service ethos, Performance orientated</li> <li>• Negotiation skills/Deal making and understanding and effective implementation of municipal policies and Empowerment and development of staff/ Access to training</li> <li>• Leadership incubation, Ease of access, supportive and leadership style</li> <li>• Availability of tools of trade, Sense of empathy from leadership</li> <li>• Well-designed registry/fit for purpose, Collaboration with other operational units</li> <li>• Qualified personnel and Responsiveness (no default judgements)</li> <li>• Good reporting to South African Waste Information and Trained and committed staff contingent, Flexible staff - in response to emergencies.</li> <li>• Diligent staff contingent, SOPs well applied and Proper understanding of the culture and Sound skills transfer, independent staff</li> <li>• Policies are well managed, Licensed solid waste disposal site and Waste collection schedule, Approved Integrated Waste Management Plans (IWMP)</li> <li>• Experienced and competent Staff, Transformative and ethical leadership</li> <li>• Hardworking staff and sound decision making, Ethical political leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Uneducated/unskilled staff (e.g. electricians)</li> <li>• Shortage of tools of trade and Misplacement of skills</li> <li>• Non-responsive to urgent service delivery disruptions</li> <li>• Key man dependence (no knowledge sharing)</li> <li>• Lack of financial resources, poor communication, technological tools (software), staff (Town Planning), proper qualifications to operate electrical infrastructure, relevant expertise and experience, budget controls, integration of the internal systems, data credibility, ethical leadership, tools of trade, fleet, staff, &amp; office space, performance management culture and compliance, research resources, qualified personnel within the LED Unit, support from other directorates in terms of performance reporting</li> <li>• Not innovative - PMU and non RPL - Electrical Unit</li> <li>• Time management, Late statutory reporting and Non-adherence to the planned key performance indicators</li> <li>• Average people management, Routine thinking and Turnaround time in servicing other departments (Turnaround time too long)</li> <li>• Disclaimer audit report and Inability to pay service providers on time (30 days non-compliance) including ow work ethics, Poor understanding - Current financial system/end-users, adherence to OHS standards, Unreliable billing system and Late third party payments and Deviation from implementing policies</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Geographic position of the municipality - an opportunity for energy</li> <li>• Implementing smart metering to enhance revenue collection, smart metering for electricity and water and Using SETAs to fund training for the municipality</li> <li>• Enforcement of by-laws to enhance revenue collection</li> <li>• External resources from sector departments (e.g. support from PT &amp; NT)</li> <li>• Training offered by sector departments and Sale of land and Obtaining license from Eskom to provide electricity to Huhudi</li> <li>• Applying indigent policy and Digitalisation and Consultation with other sector departments on matters of mutual interest</li> </ul>	<ul style="list-style-type: none"> <li>• Master plan for water services changes rapidly, therefore no consistency</li> <li>• Dependency on District regarding water services</li> <li>• Skills migration - Losing skilled employees</li> <li>• Aging infrastructure and Vandalism on municipal substations</li> <li>• Load shedding and The ability by the municipality to accommodate increased number of h/h as a result of sale of land</li> <li>• Community capacity building and Sabotage by system vendor and Excessive property rates</li> <li>• Inability to implement proper controls and policy around debt collection</li> </ul>



- Availability of land for residency and business and Great inter-governmental relations and Setting up district agri-park and land Availability for sale
- Utilisation of the Armoed-Vlakte Research Centre and of Vryburg Airfield to enhance economic growth and Stakeholder relations

- Strikes - Labour unrest and Non-adherence to occupational and health standards and non-compliance to statutory requirements
- Litigations, No contracts for unfunded mandates and High unemployment rate within the jurisdiction of the municipality

## SECTION 5: 5 YEARS OVERVIEW OF AUDITOR GENERAL REPORTS

On an annual basis the Auditor General evaluates the Municipality based on its finances and performance thereof. The Auditor General evaluates whether the Municipality can account for its finances and evaluates the level of reported service delivery performance. They also see whether the Municipality is doing its business according to what legislation is saying, with the major focus being the Municipal Finance Management Act.

Financial Year	Overall Audit Opinion
2018/2019	Disclaimer
2019/2020	Disclaimer
2020/2021	Disclaimer
2021/2022	Disclaimer

Table 13: five year overview of Auditor General' opinion

Naledi Local Municipality has received poor audit outcomes in the past 4 financial years, major issues are still faced by the Municipality such as irregular and wasteful expenditure as well as pre-determined objectives.

The Municipality has developed the Audit Action plan to address major findings by the Auditor General and is working on improving audit outcomes. The current cash flow situation puts the Municipality in a difficult situation with regard to achieving a clean audit as the Municipality's income is less than its expenses, leaving the Municipality in a budget deficit.

The municipality is also preparing to improve the Audit outcome through strengthening of Planning and Compliance Unit and creation of Internal Audit structure for the municipality.

## SECTION 6: SPATIAL ANALYSIS

### SPATIAL RATIONALE

The Spatial Development Framework is an indicative plan showing the desired patterns of land use, direction of growth, special development areas and conservation-worthy areas. The SDF needs to be informed by the vision of the municipal area, the development objectives, as well as the strategies and outputs identified by the IDP.

According to the White Paper on Spatial Planning and Land Use Management (2001), each sphere of government must take responsibility for spatial planning in their areas of jurisdiction.

In this regard, the local government being the sphere of government operating closest to the community will have a direct role to play in spatial planning on which all decisions on land development should be based.

The White Paper classifies the role of local government relating to spatial planning and Land Use Management into three categories:

- Spatial Development Frameworks, as an integrated part of the municipal IDP;
- Decision making on land development applications made to local government; and
- Enforcement of the provisions of land use schemes.

To fulfill the role of spatial planning, the Municipal Systems Act requires every municipality to prepare and adopt a Spatial Development Framework (SDF) and align it with the framework of the IDP. The Spatial Development Framework is a core component of the IDP process and identifies spatial issues and trends for which spatial strategies are formulated. It also gives the localized spatial dimension to development principles, objectives and projects, and must form the basis for the local government's land use management system.

The main components of Naledi's land use management system consist of:

- Spatial Development Framework (SDF)
- Land Use Scheme (LUS)
- Land Use Policies (LUP)

It is important that the SDF of Naledi Local Municipality is in line with the National Spatial Development Perspective, the Provincial Spatial Development Framework and the District Spatial Development Framework in order to fully effect the aspirations of Spatial Planning within the Republic.

A Spatial Development Framework reflected in a municipality's Integrated Development Plan must:

- Give effect to the principles contained in Chapter 2 of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013);
- Set out objectives that reflect the desired spatial form of the municipality.
- Contain strategies and policies regarding the manner in which to achieve the objectives referred to above, strategies and policies must
  - Indicate desired patterns of land use within the municipality.
  - Address the spatial reconstruction of the municipality; and
  - Provide strategic guidance in respect of the location and nature of development within the municipality.
- Set out basic guidelines for land use management system in the municipality.

- Set out a capital investment framework for the municipality's development programmes;
- Contain a strategic assessment of the environmental impact of the spatial development framework.
- Identify programs and projects for the development of land within the municipality.
- Be aligned with the spatial development frameworks reflected in the Integrated Development Plans of neighboring municipalities.
- Provide visual representation of the desired spatial form of the municipality and
  - Must indicate where public and private land development and infrastructure investment should take place.
  - Must indicate desired or undesired utilization of space in a particular area.
  - May delineate the urban edge.
  - Must identify areas where strategic intervention is required; and
  - Must indicate areas where priority spending is required.

It is also very crucial to take into consideration the new principles and requirements relating to SDF's in the Spatial Planning and Land Use Management Act, 2013

The following principles apply to spatial planning, land development and land use management:

- a) The principle of spatial justice, whereby—
  - i. past spatial and other development imbalances must be redressed through improved access to and use of land;
  - ii. spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
  - iii. spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
  - iv. land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
  - v. land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
  - vi. a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;
- b) the principle of spatial sustainability, whereby spatial planning and land use management systems must—
  - i. promote land development that is within the fiscal, institutional and administrative means of the Republic;
  - ii. ensure that special consideration is given to the protection of prime and unique agricultural land;
  - iii. uphold consistency of land use measures in accordance with environmental management instruments;
  - iv. promote and stimulate the effective and equitable functioning of land markets;
  - v. consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
  - vi. promote land development in locations that are sustainable and limit urban sprawl; and
  - vii. result in communities that are viable;
- c) the principle of efficiency, whereby—
  - i. land development optimises the use of existing resources and infrastructure;

- ii. decision-making procedures are designed to minimize negative financial,
  - iii. social, economic, or environmental impacts; and
  - iv. development application procedures are efficient and streamlined and
  - v. timeframes are adhered to by all parties.
- d) the principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and
- e) the principle of good administration, whereby—
- i. all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act.
  - ii. all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks.
  - iii. the requirements of any law relating to land development and land use are met timeously.
  - iv. the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
  - v. Policies, legislation, and procedures must be clearly set in order to inform and empower members of the public.

### ***6.1 Spatial Planning and Land Use Management Act, act 16 of 2013***

To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith. The current Spatial Development Framework is yet to be reviewed.

#### **6.1.1 Purpose of the Spatial Development Framework**

The purpose of the Spatial Development Framework is to guide the planning process in the Spatial development of Naledi. The report contains detailed information related to Environmental, Consideration, Socio-economic characteristics, built environment and future growth scenarios.

The SDF also addresses the Integrated Transport Planning network and is incorporated into the Municipal IDP 2022 – 2027 including challenges, Opportunities, Built environment and socio-economic analysis and Strategies for the six (6) Spatial area analysis, viz: Vryburg & Huhudi, Stella, Geduldspan, Broedersput and Dithakwaneng.

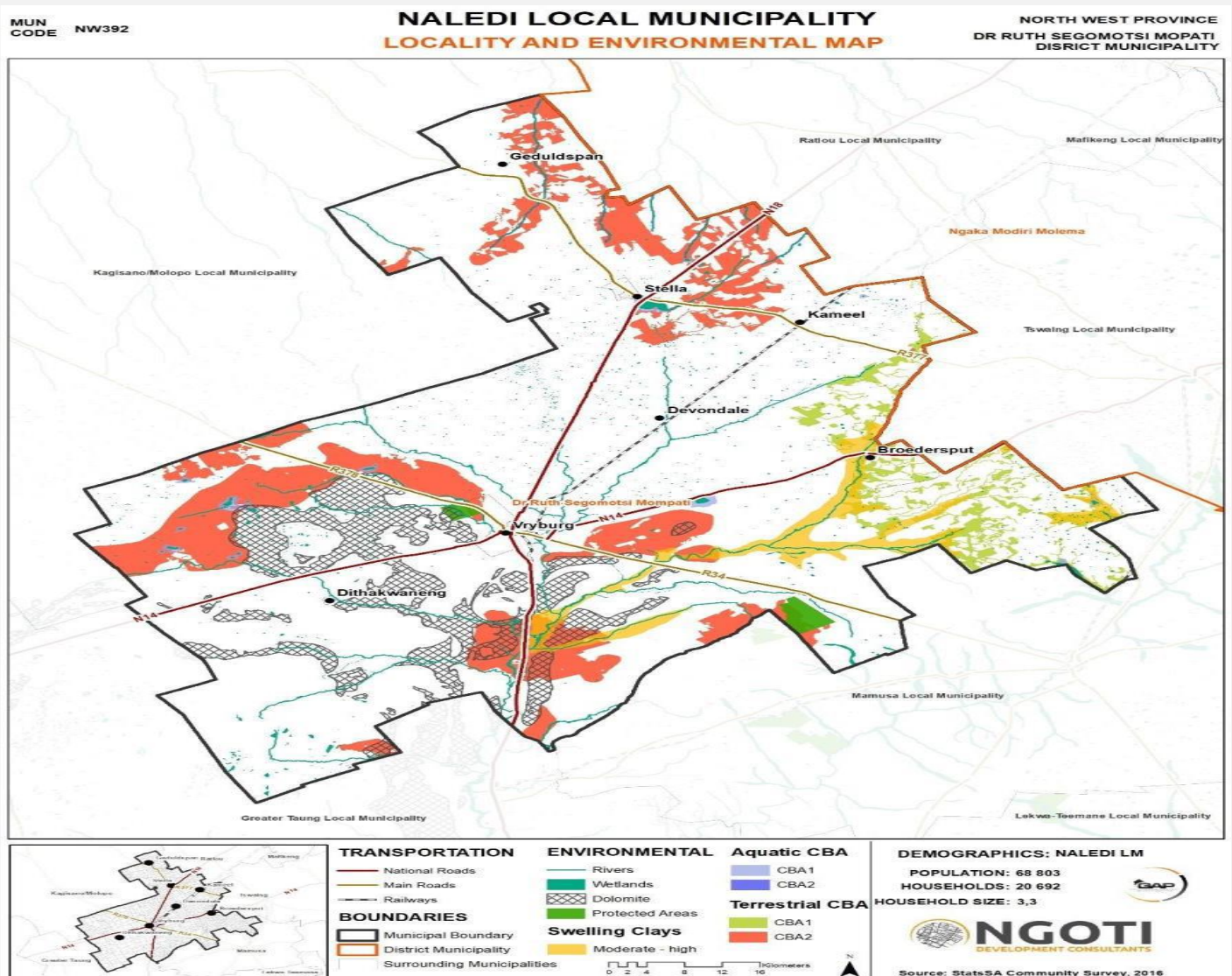
### 6.1.2 SDF Vision and Strategies

The Spatial Vision of the municipality is *“Naledi will strive for the promotion of Socio – Economic and physical Development and the protection, sustainable use and proper management”*

Naledi Spatial Development Framework comprise of the following Developmental Strategies:

- Preserving Biodiversity
- Promoting the conservation of Natural Resources
- Agri-business as a catalyst for development
- Growth of the tourism industry
- Attraction of the Major Renewable Energy program

### 6.2 Naledi Spatial Issues



The Spatial Issues that need to be addressed in the Naledi Municipal Area of jurisdiction are:

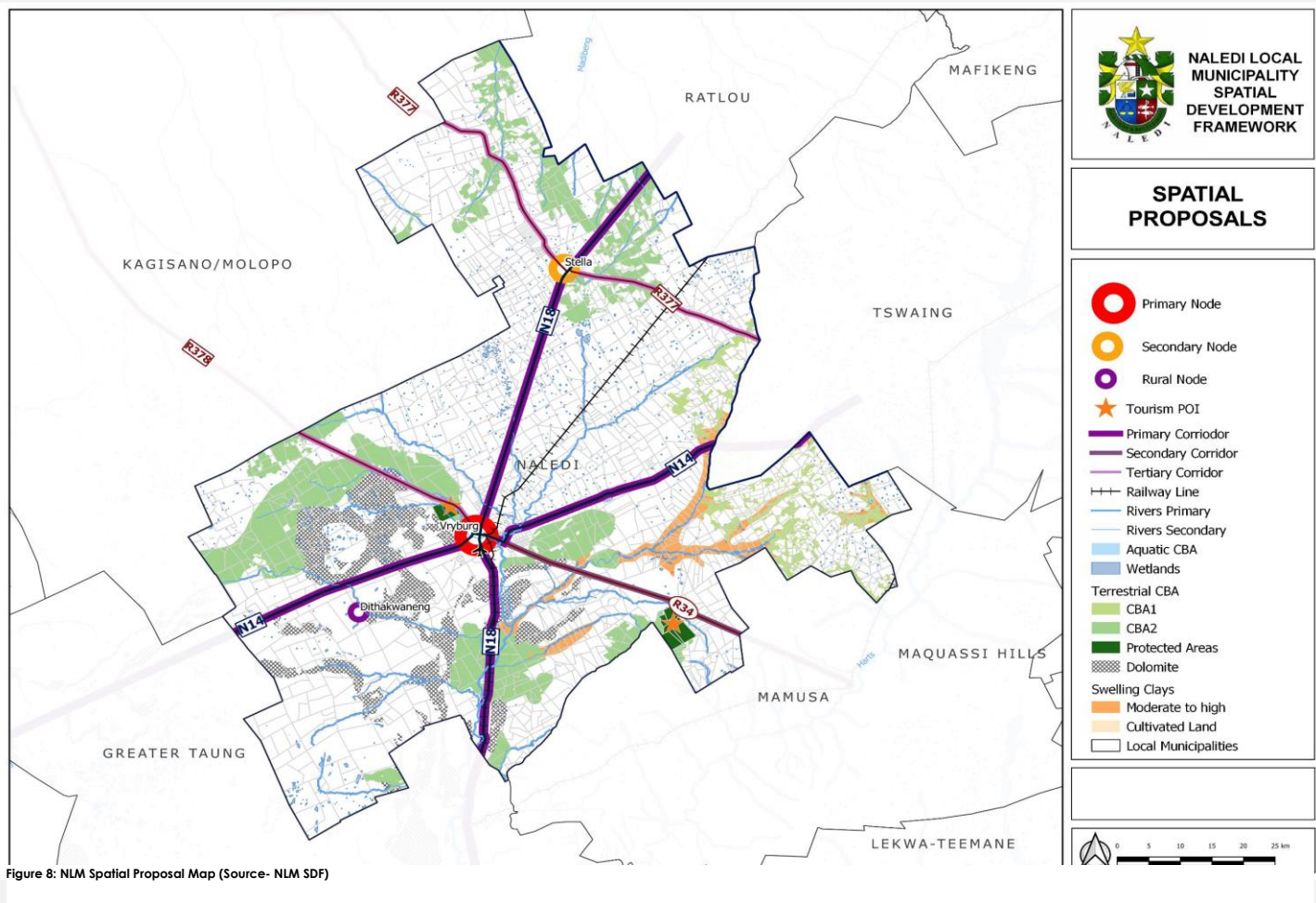
- Optimal utilization of tourism potential (Leon Taljaard Nature Reserve and Swartfontein Holiday Resort).
- Protection of sensitive environmental areas.
- N18 road between Vryburg and Stella that is often congested with trucks.
- Optimization of N14 and N18 Corridors to stimulate local economic development. (Tourism Centre)
- Alignment of SDF with IDP and sector plans.
- Revitalization of CBD areas to improve service functions of Vryburg and Stella.
- Guidelines for densification
- Delineation of urban edges (including rural areas).
- Based on the results of the status quo analysis, a number of spatial related issues were identified that should be addressed in order to ensure sustainable development and to guide the formulation of spatial proposals for the municipal area.

#### **6.2.1 MUNICIPAL WIDE SPATIAL ISSUES**

- The north-eastern municipal boundary was recently extended by the Demarcation Board to include a portion of Ratlou Local Municipality within Naledi Local Municipality. No notable spatial attributes exist in this area.
- The eastern municipal boundary was also extended by the Dermacation Board to include the farms of Broedersput 213, Wonderfontein 211 and Blaauwboschpan 237.



### 6.3 NALEDI SPATIAL PROPOSAL



The normative principles put forward in the NSDP (2006) forms the bases on which spatial proposals are formalized. It also recognized that rapid economic growth that is sustained and inclusive, is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key. Yet, government has a constitutional obligation to provide basic services to all citizens wherever they reside.

It is therefore imperative that government spending on fixed investment should be focused on localities of economic growth and/or economic activities in order to create sustainable employment opportunities.

Social inequalities should be addressed by focusing on ‘people’ and not ‘places. In areas where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities (such as Vryburg and Stella).

In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education, training and social transfers to relief poverty.

The restructuring of regional spatial distortions needs a clear set of policy directives in order to direct people to migrate towards areas with higher level of services and opportunities. Future settlement and economic development opportunities should therefore be channeled into activity corridors and nodes.

Naledi Local Municipality should further capitalize on its locality on the Western frontier SDI as well as its importance as a 1st order Centre for Dr Ruth S Mompati District Municipality, according to the PSDF.



### 6.3.1 VRYBUG SPATIAL PROPOSAL

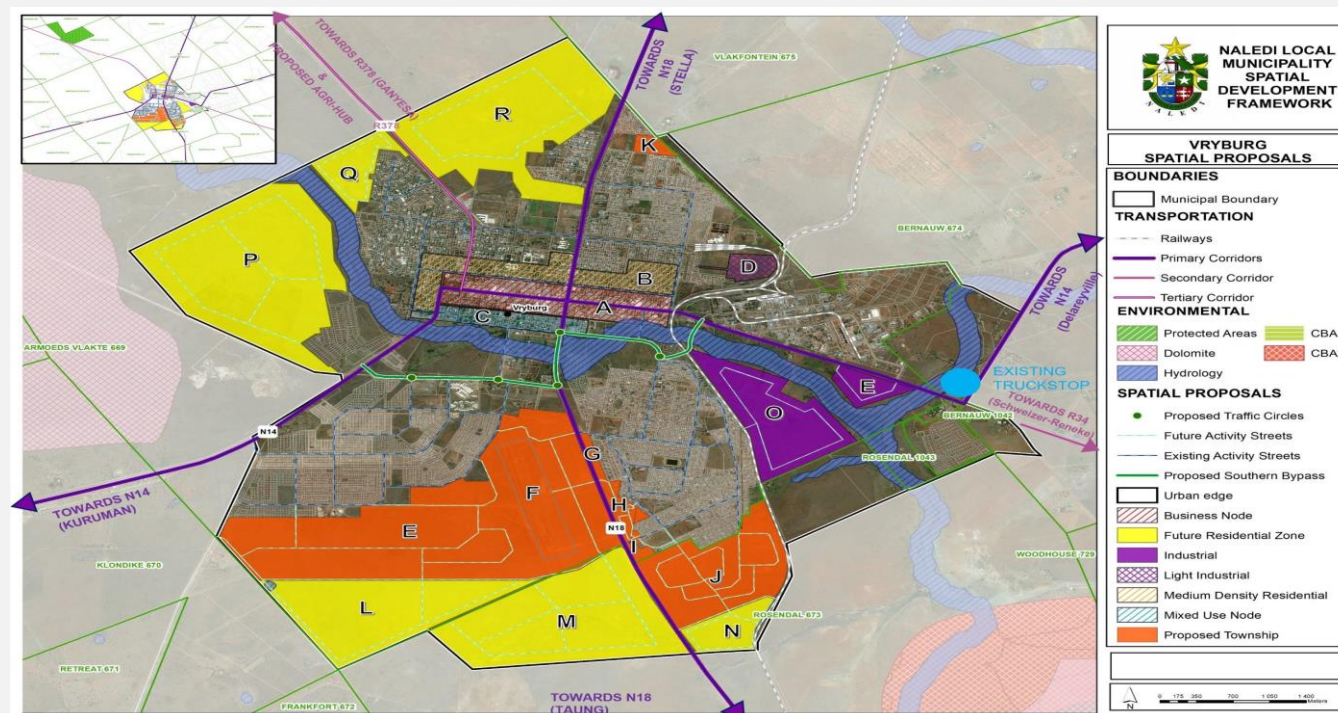


Figure 9: Vryburg Spatial Proposal (Source: NLM SDF)

#### VRYBURG (REFER TO FIGURE 10)

**Land development option:** (for future residential development)

##### AREA A (VRYBURG EXTENSION 29)

This area was planned as part of the integrated planning with extensions 25 and 28. The current planning makes provision for 1007 stands.

##### AREA B (84,3 ha)

Vacant municipal land situated between Taung / Vryburg road and the airport. This area can make provision for  $\pm 1264$  residential stands (Average density of 15 units per ha).

##### AREA C ( $\pm 14$ ha)

- This area is situated on the northern side of Huhudi, south of the CBD area and can accommodate  $\pm 203$  residential stands. (Based on 15 units per ha).

##### AREA D ( $\pm 158$ ha)

- This vacant municipal area is situated on the northern side of Vryburg adjacent to the hospital and Kismet Park and can be utilized for the future residential extensions of Vryburg, Kismet Park and Colridge. (This can accommodate  $\pm 2370$  residential stands). Accommodation of informal settlements (south of Huhudi) into formal townships.

#### Nodal development

- Formalization of a proper nodal strategy

#### CBD Area

- Revitalization of the CBD area as the main activity node for the municipal area as well as the region.

- Address traffic congestion in Market Street
- Short term option – one way road system of Market and Vry – Streets
- Medium to long term option – (southern by-pass options) – in cooperation with SANRAL

#### Classification of existing and future business (retail and multi-purpose nodes)

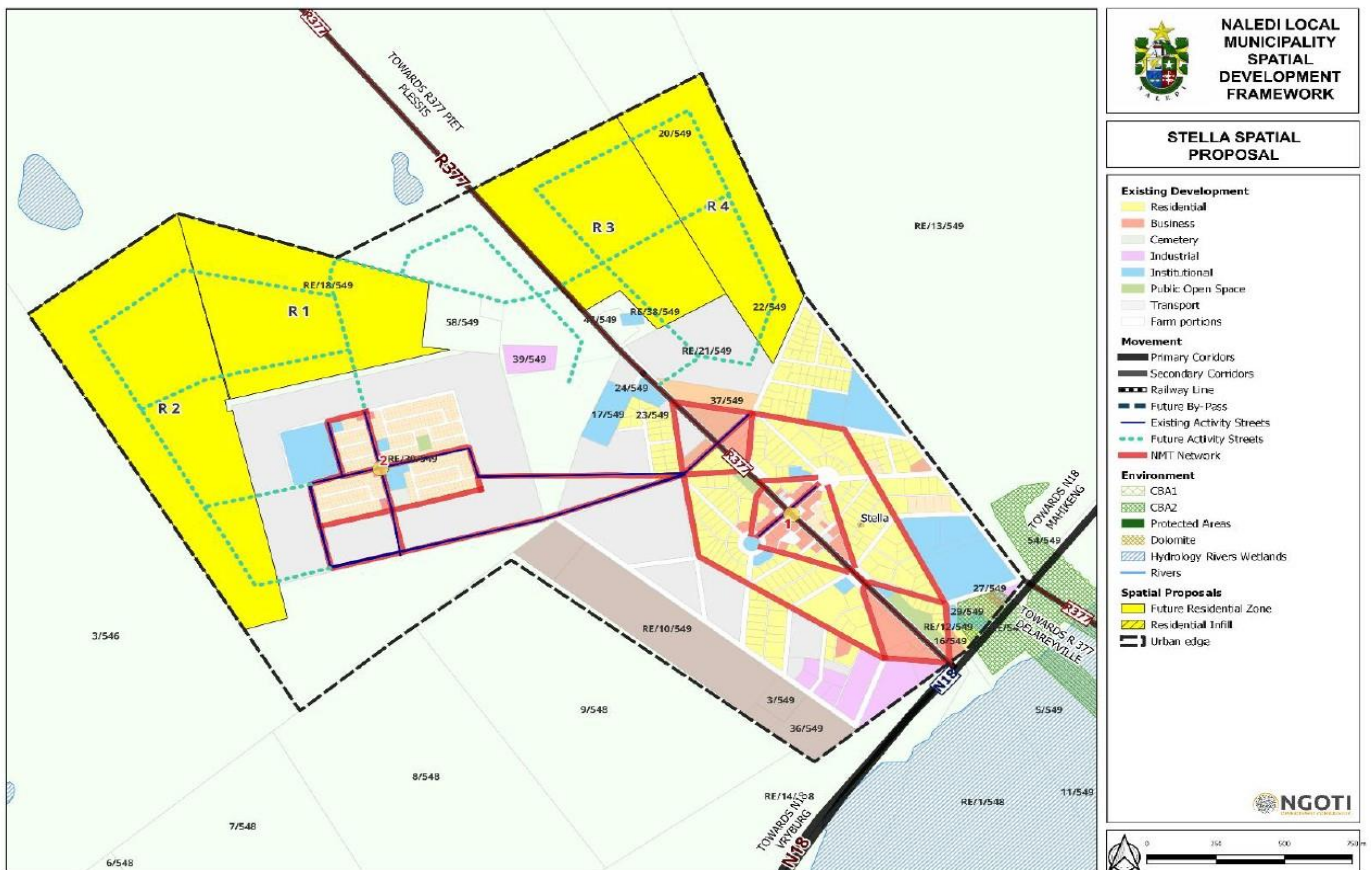
- Regional centres
- Community centres
- Neighbourhood centres
- Local centres
- (Possible Neighbourhood Development Partnership Grant Programme (NDPG) for revitalisation of the main community node and access corridor in Huhudi and Colridge)
- Formulation of proper corridor strategy (Main movement and development corridors)
- Integrated open space system for urban area utilizing environmental sensitive natural drainage and wetland areas.
- Municipal Nature Reserve west of the urban area – formal protected area
- Light industrial area (incubator) for Huhudi (SMME development)

#### 6.3.1 STELLA (Ward 1) SPATIAL PROPOSAL

Stella is the seat of Ward 1, it is semi-urban and is located 45km North of Vryburg on the N18 Road towards Mahikeng. The area is surrounded by Farm areas and the economy is based on Agriculture.

There are a number of retail businesses and estate agencies existing in the area and potential economic growth is supported by the mining prospects in the Ratlou Municipality.

A future residential zone is identified, which means there is potential growth as it is surrounded by farms. Future growth is catered for in terms of the provisioning of decent housing.





There is currently, Housing construction of 350 units in Stella in an urban setting. Services provided in the area are basic with access to water in the yard, Sanitation being a waterborne system and electricity provided by the municipality. The area does not have a licensed landfill site and uses oxidation ponds for sewer drainage or disposal.

According to the figure below, the area has designated areas for residential zones on the south and North Western part of the area. Future Social amenities such as graves are planned for the south eastern part of the area, 2 x business nodes, future mixed use zones on the North side of R377 road towards Piet Plessis. Light industry is designated on the south of R377 on the western part of Stella. At the center of Stella is a mixed use zone with no urban Edge. Stella has terrestrial CBA 1&2 that needs to be conserved for ecological purposes.

### 6.3.2 Geduldspan (Ward 1)

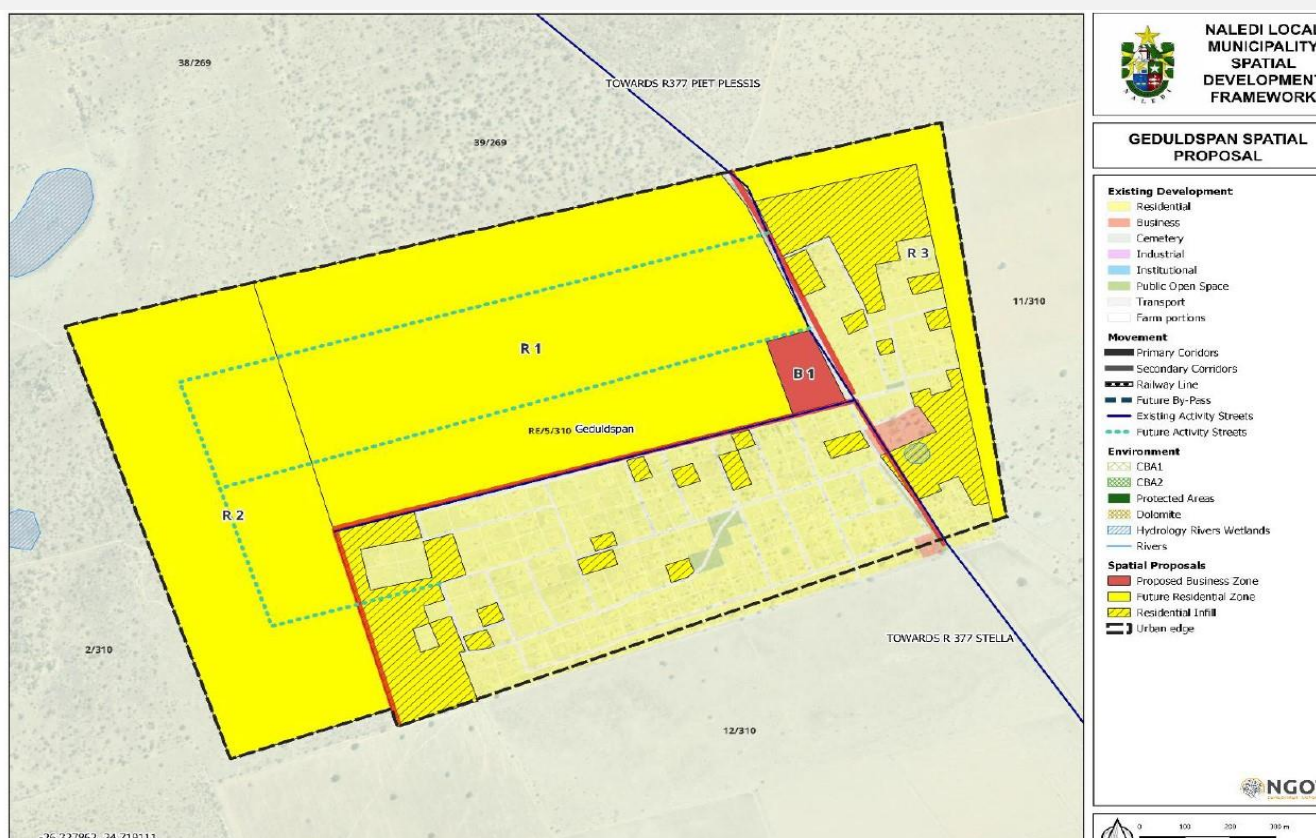


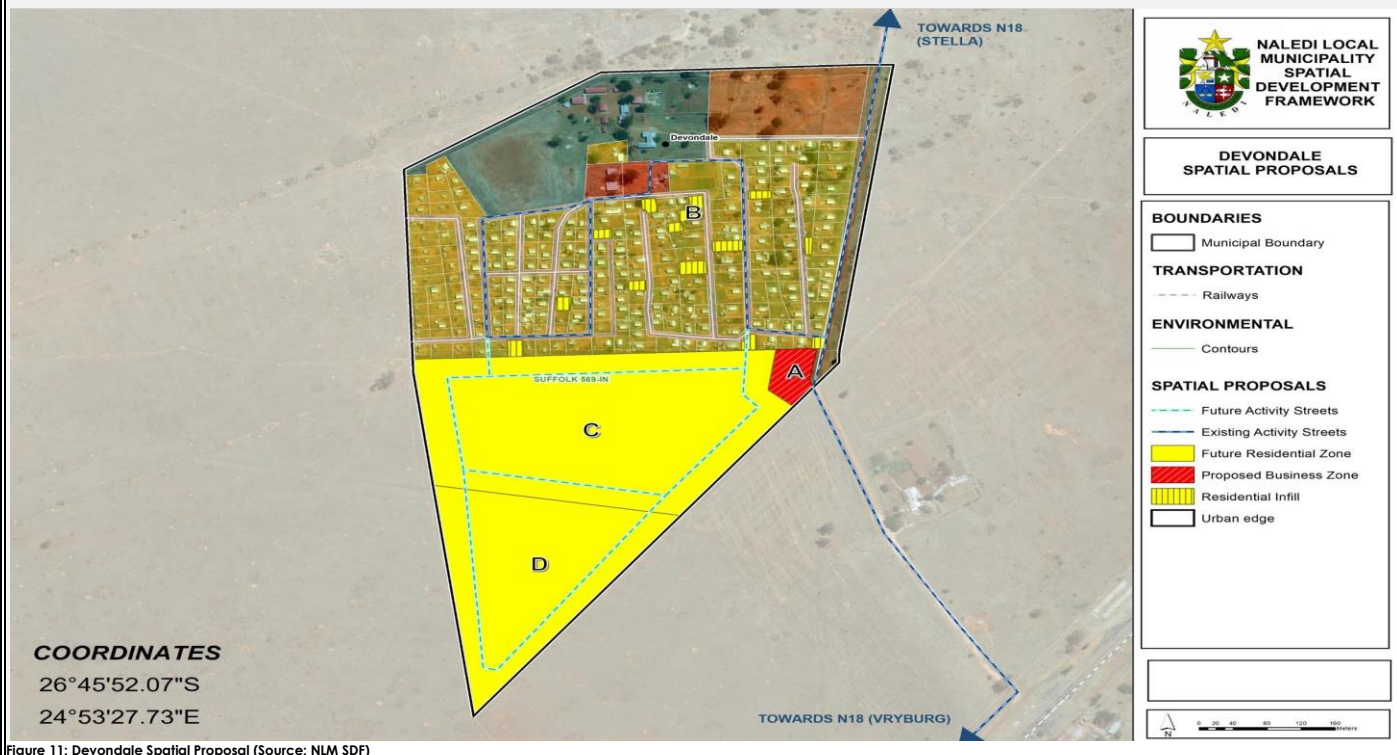
Figure 10: Geduldspan Spatial Proposal (Source: NLMSDF)

Geduldspan is located on the right-hand side of R377 from Stella towards Piet Plesis. It is part of Ward 1 including Kameel. Geduldspan is a farm area with no economic base and farming is a way for subsistence living.

The establishment is designed to accommodate future housing and economic development. Internal streets are not paved. Geduldspan has a small portion of land allocated for business development and activities.

Housing Development is underway in Geduldspan for the construction of 100 Housing Units in Rural settings.

### 6.3.3 DEVONDALE (WARD 2) SPATIAL PROPOSAL



Devondale is located in the North Eastern part of the Municipal Area of Jurisdiction. It is part of Ward 2 including Part of Colridge, and Broedersput (Tlhakeng). It is a private land owned by the Roman Catholic Church. Access to Devondale is gained through N18 road, 10 km from Vryburg, and R377 from Stella to Delarayville.

Both Access Roads are gravel roads that are maintained by the Provincial Department of Public Works, Roads, and Transport.

Ownership of Land in Devondale impedes development and retard progress towards achieving the goals set up in the NDP.

Devondale is basically Rural, and farming is a subsistence way of living.

There is Housing Development implemented at Devondale, All Households have access to RDP standards in terms of Water and Sanitation Services.

There are identified sites in the urban edge that can cater to the future development of an integrated human settlement.

Densification is encouraged through infill development, whereby all vacant stands should first be developed before any other residential development is encouraged.

Zone R 1 and R 2 are identified as future residential development areas. Development in zone R 1 should be encouraged in the next 5 to 10 years and development in zone R 2 in the next 20 years. There is a hydrology river wetland that is near the area that can be harnessed.

Zone B 1 is identified as a proposed future business zone whereby business activities are encouraged to serve the local community. Development within the first 5 years should be encouraged within this zone. Also, there is a potential to land space to build institutions in the area that can be easily accessible to the community.

#### 6.3.4. Broedersput (ward 2)

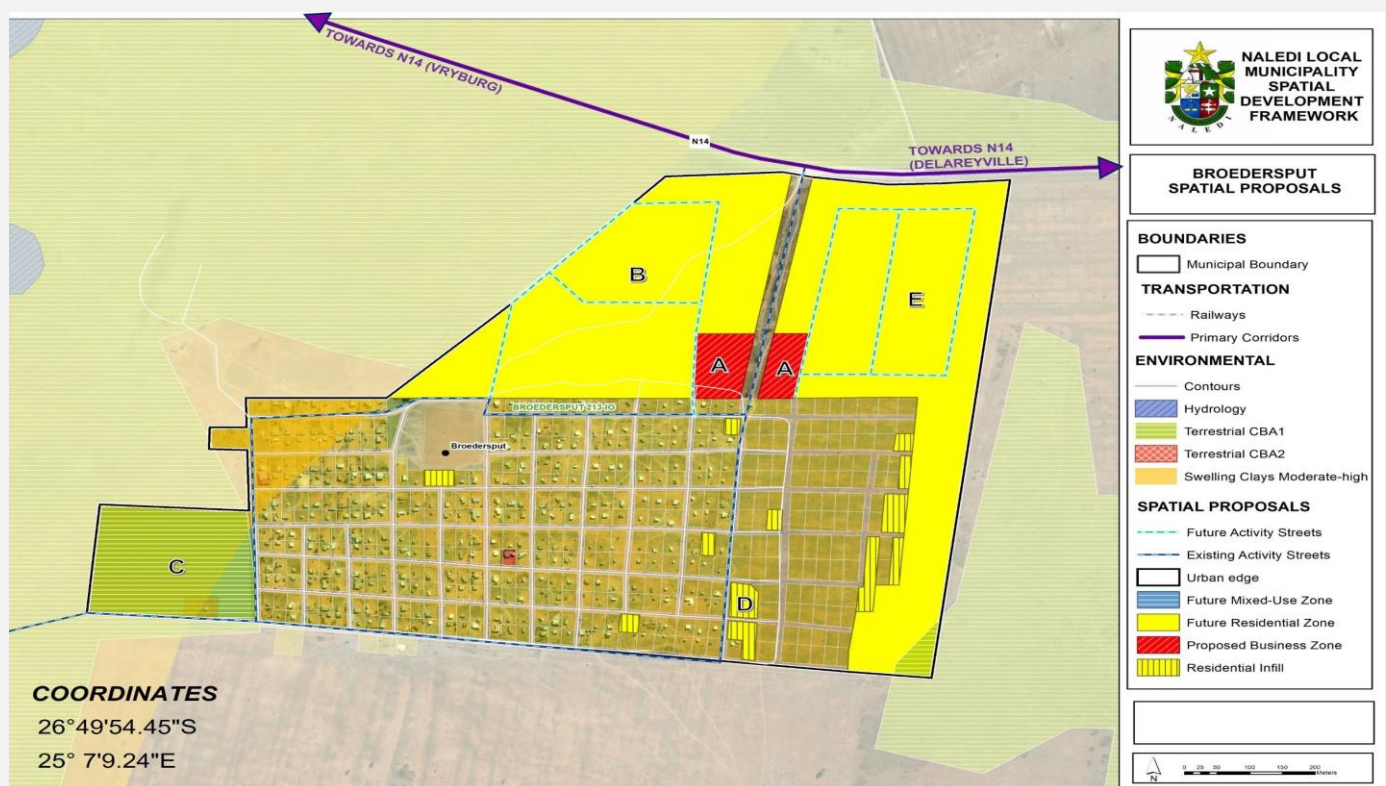


Figure 12: Broedersput Spatial Proposal (Source: NLM SDF)

Broedersput is situated on Eastern boundaries of Naledi and Tswaing Local Municipality, The village is situated halfway between Vryburg and Delareyville. Broedersput (Tlhakeng) is a rural settlement with no access to railway line; the transportation mechanism is the N14 Corridor.

According to the SDF, Tlhakeng has two proposed business zones (area A), two zones remaining for future residential use (Area B & E), residential infills (area D) and no future mixed zones planned. The SDF further proposed terrestrial CBA 1 (area C) on the south western side of the village.

The municipality provides water services of mixed standards (In Yard tap system and RDP standards), Sanitation is not waterborne, and refuse collection is nominal whilst electricity is provided by Eskom. NLM has a planned Low Cost Housing Development estimated at 300 units in progress.

Currently, Tlhakeng has two upgraded activity routes, three remaining for future upgrade and 10 streets in the future residential zones.



### 6.3.5 DITHAKWANENG SPATIAL PROPOSAL

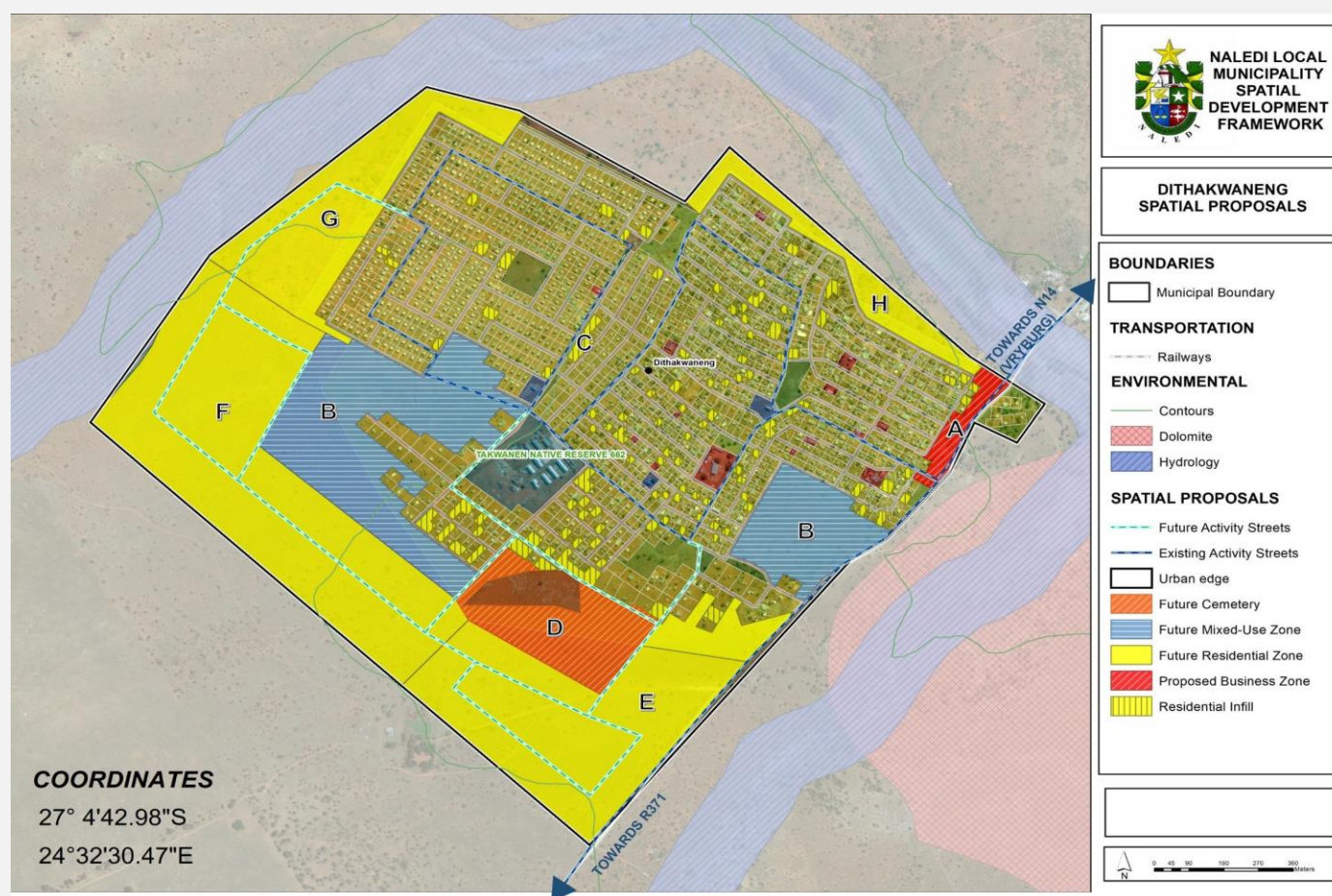


Figure 13: Dithakwaneng Spatial Proposal (Source: NLM SDF)

Dithakwaneng is situated 27 km on the south Western part of Vryburg towards Kuruman on the southern side of N14. It is a village led by Traditional leadership / tribal house. The village is on the right hand side of the bypass from N14 towards R371.

According to the SDF, the Village has area A designated for business use / Development, Area B being Hydrologic and needs to be conserved to enhance its economic potential, area C being residential infills, Area D identified for future Cemeteries Areas E,F and G identified as future Residential Development.

Water services are of RDP standard, Sanitation is not waterborne but Ventilated Pit Latrine. NLM has a backlog with regards to upgrading of activity streets in the area and future streets to be developed are identified through the spatial framework. The Municipality is not providing Refuse removal services at Dithakwaneng and Electricity is provided by Eskom. Dithakwaneng has a tourism potential and political history.

The village has plenty of water suitable for agricultural activities. It is a village led by Batlhaping-Ba-Ga-Mahura Tribal Authority. It's a place that has a tourism potential and political history.

The main activity roads in the area are well-paved and maintained. There needs to link from the existing settlement to the newly developed area located in the north-western part of Dithakwaneng.. The area has hydrology rivers wetlands.

There are currently informal settlements located on the western part of Dithakwaeneng surrounding F 1. It is proposed that these settlements are formalized and a clear road layout is marked to ensure efficient movement and connectivity but also enhance the sense of the place.

Zone C1 has been identified as a future zone for cemetery purposes. Dithakwaneng is identified as a tertiary/rural node with some local businesses and social facilities serving the community. Zone B1 is proposed as a future business zone, whereby businesses are encouraged to locate within the zone within the next 5 years. There is arable land that can be developed to accommodate institutions that can be accessible to the community.

Zone MU 1 is identified as a future mixed-use zone, and residential and business activities are encouraged within the zone. The local agricultural sector should also be linked to this zone, whereby the local community can contribute to local economic development through the selling of vegetables.

## SECTION 7: BASIC SERVICE DELIVERY BACKLOGS, CHALLENGES AND RISKS

### 7.1 SERVICE DELIVERY BACKLOGS

The table below reflects service delivery backlogs up to the 2022.2023 financial year. Through the development of IDP Objectives and strategies, Naledi Local Municipality hopes to reduce backlog as outlined in the table below

Sector	Backlogs census 2011	Backlogs eradicated to date.	Backlogs planned to be eradicated in 2023/24 FY
Water	2130	4850	-
Sanitation	4395	8680	-
Refuse	4060	1500H/H	-
Electricity	3281	00	266
Housing	6608	1000	-
Roads	157km	8.2km	11.8km

Table 14: Backlogs to Services rendered by municipality (Source-NLM392NW)

### 7.2 Municipal top Challenges/Risks

With the support of the Risk Management Unit, Naledi Local Municipality has identified the following top risks within the organisation.

TOP 10 STRATEGIC RISKS - NLM		
NO	RISK	DIRECTORATE
1	Load shedding	ALL
2	Unfunded mandates	Community Services
3	Illegal dumping	Community Services
4	Non-compliance - Landfill site	Community Services
5	Litigation issues	Corporate Services
6	Financial viability	Budget & Treasury Office
7	Water shortage	Technical Services
8	Data credibility	Budget & Treasury Office
9	Negative audit outcome	ALL
10	Non-compliance with statutory reporting requirements	ALL

Table 15: Risks and Ratings (Source - NLM 392NW)



## SECTION 8: PROJECTS AND PROGRAMS

The data below reflects projects and programs identified by communities and presented by Government Departments including Naledi Local Municipality and DRRSM District Municipality.

The wish-list is an integrated list of needs identified by communities during the Ward Based Planning session.

The projects and programs for the financial year ending 30 June 2022 were prioritised based on the financial capacity of the municipality and the gazetted DoRA allocation for MIG and INEP conditional grants

### 8.1 PUBLIC PARTICIPATION

The Naledi Local Municipality had undertaken various public participation activities in line with legislation and the approved IDP/PMS and Budget Process Plan for the development of the 2022-2027 IDP.

The Public Participation activities were as follows:

IDP Activity	Date	Stakeholders	Outcome
IDP Rep Forum meetings	Not conducted	NGOs and Interest Groups All Councillors Ward Committee members	N/A <b>Namifo, etc</b>  (Community Consultation shall be conducted in the months of April and May 2021 including meetings of the IDP Structures)
IDP Needs analysis meetings (Ward Based Planning)	May 2023	Municipality Ward Councillors Community	Community needs for the 5 year term were collected on the said dates.
Annual report Roving Meetings	May 2023	Municipality MPAC COUNCILLORS Community	

Table 16: Public Participation and Stakeholder Roles

Ward Based Planning sessions and Budget Roving meetings were held during May 2023 for the review of the Draft 2022-2023 IDP.

## 8.2 PRIORITIES FOR 2023 – 2024 FINANCIAL YEAR

The Municipality integrated Development plan including Annual performance plans of the Sector Departments as Annexures. This will include Eskom Electrification and Housing Development Projects.

Other projects to be implemented in the area of jurisdiction of Naledi for the financial year ending the 30 June 2024 includes Conditional Grant funding for Municipal Infrastructure and Electricity.

The Municipality has also applied for Special Funding from *Infrastructure South Africa and Neighborhood Development Grant*.

### 8.2.1 INEP Grant Funded Projects

The Municipality received approval of Electricity grant funding for the financial year ending 30 June 2024. The approved grant funding for electricity amounts to **R4 625 000.00**, the project is named **Rekgaratlhile Phase 3** for **250 units**.

### 8.2.2 MIG Funded Projects

Project Title	EPWP Y/N	Project Type	Source of Funding
Construction of Internal Streets in Huhudi Phase 2 (Hoffman Galeng, Sediti, F Selogelo, Mokgosi)	y	Roads and Stormwater	MIG
Construction of Extension 25 Taxi Route Phase 3 (road 5 and street 1 ext)	Y	Roads and Stormwater	MIG
Construction of Colridge roads and Stormwater. (Skool street Ext, Tier-oog, Pepper-Boom, Ben D Klerk)	Y	Roads and Stormwater	MIG
Construction of a Sports Facility in Rekgaratlhile	Y	Community Facility	MIG

### 8.2.3 Special Funding Projects

#### 8.2.3.1 Anticipated ISA Projects

The Table below outlines the projects of which funds are applied for with Infrastructure South Africa.

Name of Project	Economic Sector	Project Cost (Rand)
Upgrade of Vryburg and Stella Sewer Network Infrastructure	Water and Sanitation	R120 722 00.00
Upgrade of Bulk Water Supply to Greater Vryburg	Water and Sanitation	R293 091 000.00
Naledi Integrated Solid Waste Management	Solid Waste Management	R292 000 000.00
Upgrading of Vryburg Taxi Rank	Local Economic Development	
Upgrading of Bulk Electricity Network	Electricity	

### 8.3 Programmes for 2023 – 2024 FY

ALIGNMENT IDP OBJECTIVES, KPA's AND PRIORITIES (PROJECTS AND PROGRAMMES)			
K P A	IDP OBJECTIVE	STRATEGY	PROGRAMS
Municipal Financial Viability	To Promote Sound Financial Management	Improved Revenue generation and Billing System	Intensive Revenue and Debt Collection
			Installation of new water and electricity meters
			Intensified Indigent Registration
		Expanding Revenue base	Sale of land and Investment attraction
		Implementation of Financial Recovery Plan	Regular Reporting and monitoring of Financial Recovery
		Improve Audit Outcomes	Establishment of Functional Internal Audit Unit
Good Governance and Public Participation	To Promote transparency through good governance Through Public Participation	Enhancement and Strengthening of Good Governance	Review of all Financial and non-financial Policies
			Ensure regular submission of reports to Council Committees and Council
			Development of Communication Strategy
			Development of HR Strategy
Municipal Transformation & Org Development	To Foster Good Governance and Corporate Culture	Improved Corporate Image and Culture	Reporting on Monthly Ward Committee, Ward Public meetings including Consultation on Municipal Process
Basic Service Delivery and Infrastructure Investment	To Accelerate the Provision of Basic Services	Improvement of Service delivery Standards	Construction of Internal Roads / Streets and other Social Amenities
			Electrification of Households, strengthening of power lines and improvement of Area lighting
			Promotion of Local Economic Development

## SECTION 9: STRATEGIC OBJECTIVES AND ALIGNMENT

### 9.1 Objectives and Key Performance Areas

#### IDP OBJECTIVES

- The Naledi Local Municipality has identified several IDP Objectives which are in line with the 5 Municipal Key Performance areas, the National Development Plan, the Provincial Growth and Development Strategy, and the 5 Concretes of the Northwest Provincial Government.
- The next section which speaks to development strategies further breaks down identified IDP Objectives into implementable strategies and activities and indicates the alignment to National and Provincial Objectives.

Key Performance Area (KPA)	IDP Objective
Municipal Financial Viability	To Promote Sound Financial Management
Good Governance and Public Participation	To Promote transparency through good governance To Foster Good Relationships with stakeholders through effective Public Participation
Municipal Transformation and Organisational Development	To Foster Good Governance and Corporate Culture
Basic Service Delivery and Infrastructure Investment	To Accelerate the Provision of Basic Services
Local Economic Development (LED)	To create an Environment conducive for LED

### 9.2 Performance Management

The Municipality's Performance Management System enables it to continuously monitor and evaluate its performance.

The alignment of Priorities, objectives, and strategies in this IDP will serve as the baseline of the Top Layer Service Delivery and Budget Implementation Plan. The Top Layer SDBIP will be cascaded into the Technical / Departmental SDBIPs that will monitor annual performance of each municipal department and function.

The system culminates in the signing of performance agreements by all Directors and the Accounting Officer to ensure that, equitable distribution of service delivery resources is progressively realised in the interest of the community of Naledi.

#### 9.2.1 National General Key Performance Indicators

The following 7 National General KPIs are legislated and must be included the Service Delivery and Budget Implementation Plan:

1. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal
2. The percentage of households earning less than R xxx per month with access to free basic services
3. The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan
4. The number of jobs created through municipality's local economic development initiatives including capital projects
5. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan

6. The percentage of a municipality's budget actually spent on implementing its workplace skills plan
7. Financial viability ratios:

### ***9.2.2 Strategic Objectives***

The following are Strategic / IDP Objectives

- To Promote Sound Financial Management and Clean Audit
- To provide adequate and sustainable service delivery within the acceptable standards / Levels
- To Promote Local Economic Development and Job Creation
- To Promote Good Governance and Public Participation

### 9.3 Alignment of IDP Objectives, Strategies, Projects and programs and KPS

The table below outlines the alignment of the Strategies, Objectives, projects and programs to the performance Area

#### ALIGNMENT IDP OBJECTIVES, KPA's AND PRIORITIES (PROJECTS AND PROGRAMMES)

K P A	IDP OBJECTIVE	STRATEGY	PROJECTS AND PROGRAMS
Municipal Financial Viability	To Promote Sound Financial Management	Improved Revenue generation and Billing System	Intensive Revenue and Debt Collection
			Installation of new water and electricity meters
			Intensified Indigent Registration
		Expanding Revenue base	Sale of land and Investment attraction
		Implementation of Financial Recovery Plan	Regular Reporting and monitoring of Financial Recovery
		Improve Audit Outcomes	Establishment of Functional Internal Audit Unit
Good Governance and Public Participation	To Promote transparency through good governance Through Public Participation	Enhancement and Strengthening of Good Governance	Review of all Financial and non-financial Policies
			Ensure regular submission of reports to Council Committees and Council
			Development of Communication Strategy
		Strengthen Participatory Democracy through fostering public consultation	Development of HR Strategy
			Reporting on Monthly Ward Committee, Ward Public meetings including Consultation on Municipal Process
Municipal Transformation & Org Development	To Foster Good Governance and Corporate Culture	Improved Corporate Image and Culture	
Basic Service Delivery and Infrastructure Investment	To Accelerate the Provision of Basic Services	Improvement of Service Delivery Standards	Construction of Internal Roads / Streets and other Social Amenities
			Electrification of Households, strengthening of power lines and improvement of Area lighting
			Promotion of Local Economic Development
			Monitoring of Housing Provision
			Optimal Use of Stella Offices



### 9.3 Operational Strategies and Key Performance Indicators for 2023-2024 financial year

#### 9.3.1 MUNICIPAL FINANCIAL VIABILITY

Key Performance Area's	IDP Objectives	IDP Strategies	Key Performance Indicator	Output Indicator
Municipal Financial Viability	To Promote Sound Financial Management	Improve Revenue	100% Installation of SMART Electricity meters throughout Naledi by June 2024	100%
			The percentage of revenue collected on amounts that could be invoiced by June 2024	100%
		Effective Budgeting & Reporting	Number of monthly budget Reports completed by June 2024	12
Municipal financial Viability	To Promote Sound Financial Management	Increase Equitable Share	% of H/H with joint income less than R3980.00	100%
		Improve Revenue Collection	Number of additional H/H registered for billing from Vryburg Extension 25 & 28	100%
		Improve Cash flow Management	Financial Viability Ratio 1 (Net operating Surplus Margin)	100%
		Debt Recovery Management	Financial Viability Ratio 2 (200 days net Debtors Days )	100%
		Management Liquidity of the Municipality	Financial Viability Ratio 3 ( Current Ratio)	100%
		Cash and Cost Management	Financial Viability Ratio 4 (Cash / Cost Coverage)	100%
Good Governance and Public Participation		MFMA Compliance	Budget and Budget adjustments (including) Special Adjustment developed and submitted for approval by 2024	1 Budget, 1 Budget adjustment and 1 special adjustment

#### 9.3.2 Good Governance and Public Participation

KPA	IDP Objectives	IDP Strategies	Key Performance Indicator	Output Indicator
Good Governance and Public Participation	To Promote transparency through good governance	Unqualified Audit report	Unqualified audit report from the Auditor General by the end of the second quarter 2027	Unqualified audit report by 2027
		Functional internal audit and risk management units	Number of quarterly meetings held by the internal audit and risk management committees by June 2027	8/Annum
		Functioning of council & subcommittees	Number of scheduled Council Meetings held and Signed Minutes by June 2027	4 Council meetings and 10 Committee meetings per annum
		Utilisation Rate of Community Halls and other social amenities	Reports on the utilisation of Community halls and other Social Amenities	4 per annum
Good Governance and Public Participation	To Foster Good Relationships with stakeholders through effective Public Participation	Fostering of Public Participation Structures	Reports on the implementation of the Adopted IDP process plan by June 2027	4 per annum
		Functionality of Ward Committees	Reports on the number of Ward Committee meetings held	10/Ward Com annum
			Reports on the number of Ward Public meetings held	4/Ward /Annum
		Zero Tolerance of Fraud and Corruption	Reports on the implementation of Anti-fraud and Corruption Policy	4 Reports



### 9.3.3 Municipal Transformation and Organisational Development

KPAs	IDP Objectives	IDP Strategies	Key Performance Indicator	Output Indicator
Municipal Transformation and Organisational Development	To Foster Good Corporate Culture	Development, Review and Implementation of all Policies	% policies developed, reviewed and implemented by June 2027	100%
		Capacitation of employees and Councillors	The percentage of budget spent on implementing of workplace skills plan by June 2022	0.4%
			Reports on the implementation of adopted WSP by 2024	04 Reports per annum
		Employment Equity	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan by June 2024	2
			% Recovery of Skills Development Levy	100%

### 9.3.4 Basic Service Delivery and Infrastructure Investment

KPA	IDP Objectives	IDP Strategies	Key Performance Indicator	Output Indicator
Basic Service Delivery and Infrastructure Investment	To Accelerate the Provision of Basic Services	Uninterrupted Supply of Water	The % of households with access to basic level of water by June 2024	97%
		Provision of decent sanitation	The % of households with access to basic level of sanitation by June 2024	84%
			Reports on New Households Sanitation Connections by 2024	4 Reports
		Provision of electricity	The % of households with access to basic level of electricity (provided with connections to the main electricity supply by the municipality by June 2024	100%
			% of planned and unplanned outages for purposes of maintenance within the industry standard time frames	100%
			Reports on New Electricity connections made by 2024	4
		Solid waste removal and cleanliness of Municipal area	The % of households with access to basic level of solid waste removal by June 2024	100%
			Reports on the New /H with Access to Basic Household and business Refuse removal once and twice a week	4
			Reports on the number of visits to the Library	4
			Progress Reports on Housing Development in Greater Naledi	4
		Access to quality road infrastructure	Reports on Access to Quality Roads (Pothole Repairs and Construction of New Roads	4
			KMs of roads resurfaced/rehabilitated/resealed by June 2027	20km





### 9.3.5 Operational Local Economic Development

KPA	IDP Objectives	IDP Strategies	Key Performance Indicator	Output Indicator
Local Economic Development (LED)	To create an Environment conducive for LED.	Environment conducive for LED	Number of cooperatives registered and capacitated by June 2024	25
		Functional and operational aerodrome	% of Aerodrome upgraded by June 2024	40%
		Attract a major renewable energy solar project	Number of reports on key initiatives taken and to be taken by the municipality and other stakeholders regarding solar projects by June 2024	4
		Vryburg as a regional developmental hub	Reports on partnerships established with the business community June 2024	4
		CBD revitalisation	Number of applications sent to National Treasury by June 2027	1
		Development of the cattle industry	Number of partnerships established with the farming community by June 2022	1
		Growth of the game farming, hunting and eco-tourism industries	Number of engagements held on the revamping of Leon Taljaard Nature Reserve by June 2022	2



#### 9.4 Management Responses: issues raised by Communities

KEY PERFORMANCE AREA (KPA)	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	COMMUNITY SERVICES AND HUMAN SETTLEMENT			
FUNCTIONS	SOLID WASTE MANAGEMENT			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Refuse Removal	Community does not have access to Refuse Removal services	The environment is contaminated thus causing a Health Risk	Geduldspan, Devondale, Vryburg, Huhudi Colridge, Vryburg Ext, DithakwanenRekgar athlile	<p>The refuse removal service is being carried out with the baseline of 14588 households that receives services once a week in line with the Waste Management Standards.</p> <p>The service is provided for in Vryburg, Huhudi, Colridge and Stella to some extent.</p> <p>There are other areas that do not receive the service due to non-availability of resources, the Department continues to source funding for the procurement of refuse trucks so that other areas can be covered. The rural areas do not have the disposal sites as well as a result the funding is being sought for the construction of disposal sites.</p>
			Vryburg	<p>There are 40 Reclaimers that are registered and recycling from the landfill site, they have been trained by the National Department of Forestry, Fisheries and Environment. There are other entities that are recycling from the landfill site as well. There is a need to turn this individual recycling into an organised Consortium that will be sustainable and income generating. The Department of Forestry, Fisheries and Environment has been engaged to assist in this regard.</p>
Illegal Dumping	Illegal dumping sites are created as a result of Lack environmental		Devondale, Colridge, Huhudi Vryburg Ext,	<p>-Environmental campaigns are carried out through the municipality. Awareness Campaigns were conducted and 822 households were reached.</p>



	education, unavailability of refuse bags, unmanned open spaces and unoccupied stands (ervens)		Dithakwaneng Vryburg Rekgaratlhile Kameel, Colridge	318 illegal dumping areas were cleaned in Huhudi, Vryburg and Colridge, however the community continues to dump in these areas. The approach going forth will be to turn this open spaces as mini parks and vegetable gardens
				There programme has been developed and implemented however the shortage of resources such as trucks makes it difficult to sustain the programme. The municipality is relying to Department of Public Works to assist with machinery.
				The By laws are enforced whenever cases are reported and the community has been reporting where the people were found to be dumping
				Funding is being sort for the 7 Transfer Stations within the municipality
	The Area behind Phomolong is bushed and a crime hotspot	The Area is under or not utilised	Huhudi	
	Mini Parks meant to minimize illegal dumping are ignored	The areas are not environmentally friendly	Huhudi	The mini parks are being developed, however the community is dumping on some of these parks. There is a need to intensify the awareness in this regard this in order to have their buy in and have them to take care of this parks



KEY PERFORMANCE AREA (KPA)	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	COMMUNITY SERVICES AND HUMAN SETTLEMENT			
FUNCTIONS	HOUSING			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA	Management Responses
Low Cost Houses	Construction of Houses is very slow	Many people / households are still staying in an undignified environment and houses	Geduldspan, Huhudi, Colridge, Dithakwaneng	Geduldspan was allocated with 300 subsidies -161 are completed -Huhudi – the internal services are currently being installed -Broedersput – 300 houses were allocated and completed and handed over -Colridge and Dithakwaneng- the business plan has been submitted awaiting approval
			Huhudi, Colridge	Phola Park informal settlement was formalised and occupant properly allocated
			Huhudi Colridge	The plan is in place
	Some houses are still roofed with asbestos	The houses with Asbestos Roofing exposes families to ill health / Asbestosis	Huhudi Colridge	A business plan has been developed and submitted to Department of Human Settlement for funding
	Some of the RDP Ervens south of Huhudi do not have houses built on them	People with approved subsidies do not enjoy the benefits	Huhudi	The infill sides at Huhudi South has been approved and awaiting the implementation.
	Registration for Low Cost houses is not properly done and communicated	The uninformed, less communicated programs confuses the community and also subject the community to potential criminal acts against them	Rekgarathile , Devondale Huhudi, Colridge, Vryburg Ext, Dithakwaneng	The National Department of Human Settlement has developed the national needs register as a means of communicating with beneficiaries
			Huhudi Geduldspan	This programme has been rolled out and the consumer education was conducted throughout the municipality



	The issuing of Title deeds is slow		Colridge, Huhudi, colridge	The Department of Human Settlement has been engaged to fast track the issuing of Title Deeds which has been very slow
	Houses are not occupied by rightful owners	The unoccupied or illegally occupied Low Cost Houses causes a serious problem of being used to harbour criminals, they become cocoons for criminal activities and reduces the possibilities of services payments	Vtyburg Ext Huhudi	The policy on derelict ervens/property is been developed that will guide the municipality in attending to unoccupied properties. The Department of Human Settlement will work with the municipality in this regard
	There are allegations that application forms for low Cost Housing often get lost	The disappearance of the forms causes dissatisfaction amongst community members	Huhudi	National Register has been implemented and it is electronic
	There are still families living in dilapidated houses	Living in dilapidated houses is Social Security Risk	Huhudi	The business plan for funding of dilapidated housing programme has been developed and submitted for funding ,the municipality is awaiting approval in this regard.
Housing	The community is staying in a private land	The Housing Development becomes a bit slow	Geduldspan Kameel HUHUDI	
	The Housing standards	Some houses are having cracks due to poor workmanship		
		The old low Cost Houses were located in small ervens with no play area	Huhudi	
	There are a lot of open spaces between the built houses	Open spaces in between the built houses are an eye saw including the	Huhudi Vryburg Vryburg Ext	



		Sale of Land earmarked for Taxi rank		
		Title deeds for Low Cost Houses are not issued		



KEY PERFORMANCE AREA (KPA)	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	COMMUNITY SERVICES AND HUMAN SETTLEMENT			
FUNCTIONS	HOUSING AND SOCIAL AMENITIES			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Ervens for Residence and Businesses	No houses except for the farmer's and Transnet houses (PRASA)	The community live in fear of expulsion from the area at anytime	Geduldspan Kameel	@Geduldspan was allococated with 300 subsidies -161 are completed @Kameel, there are no projects currently when will the project/ process start
	Both ends of N18 Road are prone to accidents due to informal settlement	The Community in the area is susceptible to accident	Colridge Huhudi	Colridge – this will be done as soon as the installation of services is completed and the municipality has been allocated with housing projects for this area Huhudi – informal settlement in Phola Park has been formalised and beneficiaries allocated to sites
	unoccupied and vandalised Low Cost Houses	These houses are used as cocoons for criminals and criminal activities	Vryburg Ext Huhudi Vryburg	
	Unoccupied and Vacant Sites of PWR&T	The sites are unoccupied and not properly maintained	Vryburg	Vryburg-The Department of Human Settlement and municipalities must come up with a legal process that will eventually resolve this challenge
Sport, Parks and other forms of Recreational Facilities	The community does not have a recreational facility	Lack of recreation and recreational facilities is resulting in high drug and substance abuse, lastly it limits the exhibition and nurturing of talent in the community	Geduldspan, Huhudi Rekgarathile, Colridge Devondale , Vryburg Ext Vryburg	Funding to be sourced through MIG and other extern funders for the construction of facilities.The last financial year a sports facility was constructed and handed over to the municipality in Dithakwaneng and it is currently in use.The Basketball Court in Huhudi Ward 8 was also upgraded through external funding The repairs and maintenance of facilities is being done with limited budgets
				New Recreational Parks be developed and others in other ward



				be renovated,funding is being sourced to this effect.
	Sport facilities are not properly managed		Huhudi Colridge	Maintenance plan are in place and implemented
	Swartfontein is no more a recreational facility as a result of its standard	The community in the area does not have a recreational facility	Vryburg	Council must still pronounce itself on the PPP for the resort.The Advisory Committee for the resort will soon be appointed as per the Management Plan
	Trees ploughed to beautify the area are dying out	These trees cause a lot of dirt on the side walks		The Department of Fishery and Forestry to be requested to donate trees for the resort
Cemeteries	Cemeteries are not fenced with no ablution facilities	Undignified image of the Ancestral places	Gedulspan, Colridge Huhudi, Devondale	Old Huhudi, Vryburg and Old Colridge are fenced with ablution blocks through MIG funding
	The cemetery belongs to the church		Devondale	There is no adequate municipal land in Devondale,the Rural Development to be engaged for acquiring land for human settlement and graveyard
	Cemeteries closed because they are privately owned	Communities have to beg the land lord for burial in case of bereavement	Kameel	
	Old Cemeteries are turned in to illegal dumping sites	Undignified Cemeteries	Huhudi, Colridge	A process to be initiated with the Speaker’s office and public participation process be done
	There is no place of worship for the community	Government does not assist communities in promoting good livelihood, spiritual strength and support including continued Education	Kameel	Within the Township establishment, there are sites zoned for church purposes. However with the mushrooming of churches the sites will never sufficient to the needs on the ground





KPA	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	COMMUNITY SERVICES AND HUMAN SETTLEMENT			
FUNCTIONS	HOUSING AND SOCIAL AMENITIES			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Libraries	The Libraries in the NLM area are not adequate	Inaccessible, unprotected, Inadequately equipped and unused Libraries has no contribution towards community development	Huhudi, Colridge Huhudi, Vryburg Ext	There is a new Library that is still under construction in Stella. The business plan has been developed for a new library for Colridge and relocation of the Dithakwaneng library to the Modisakoma Intermediate School
	Vandalised Libraries / Infrastructure		Rekgarathlile, Devondale, Colridge	Security has been deployed in the libraries and therefore vandalism has been capped @devondale, Vryburg, Huhudi, and JMMH
	Some Libraries are not properly located and not safe for users and workers/ employees, in some instances it is far from the last house in the area		Dithakwaneng	The process of relocation of Dithakwaneng Library is still underway
	The Library is not adequately equipped			Security has been deployed in the libraries and therefore vandalism has been capped @ Devondale, Vryburg, Huhudi, and Joe Morolong
Community Halls/ centres	The Community does not have a place to hold public meetings, mobile clinic is operating under a tree	Meetings are either not held or held at a place which cannot protect the community from any extreme weather conditions	Geduldspan, Devondale Vryburg Ext, Huhudi Dithakwaneng	Funding to be sourced



KEY PERFORMANCE AREA	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	TECHNICAL SERVICES			
FUNCTION	ROADS AND STORM WATER			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA	Management Responses
Internal Roads	The internal main road and side walk are not passable or dirties the area during and after rainy season	The impassable roads limits movement of the community during and after rainy season	Geduldspan, Rekgarathlile, Devondale Huhudi, Kameel	The Municipality shall consider employing Community Based Planning in partnership with Department of Public Works Roads and Transport for internal roads @Geduldspan, Devondale and Kameel. @Huhudi, the municipality has listed all internal roads for upgrade and will be funded through MIG
			Colridge, Huhudi, Rekgarathlile, Vryburg Ext Dithakwaneng Vryburg	@Huhudi, Colridge and Vryburg, there is routine Road Patching going on. @Rekgarathlile and Dithakwaneng, the municipality has employed the services of EPWP and CWP for cleaning of roads
	Side walks are very dirty			Priority shall be given to busy streets and access roads due to high traffic volume of pedestrians
	The Speed humps / Traffic calming mechanism are very high	The speed-humps developed in some areas are of poor standards, either too high or too low to serve the purpose	Rekgarathlile Colridge Huhudi Vryburg Ext Dithakwaneng Vryburg	The municipality is calming down the traffic through Speedbumps on all new and recently surfaced roads and those with high traffic volume
	Road signs / marking	Lack of Road signs and markings results in inappropriate driving, accidents and poor navigation		The municipality is writing street names on the kerbs to avoiding usage of material that would be stolen or vandalised and road marking will be done regularly and the process shall be ongoing.




KEY PERFORMANCE AREA (KPA)	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	TECHNICAL SERVICES			
FUNCTION	ROADS AND STORM WATER			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA	Management Responses
Internal Roads	Some Street names has been removed as a result of upgrading of roads or broken poles and others do not have names at all	Navigation in the area is difficult because of the unavailability of / faded Street names	Vryburg Ext Vryburg Huhudi	The municipality is writing street names on the kerbs avoiding usage of material that would be stolen or vandalised and the process is ongoing. @ Vryburg Ext 25 & 28, the municipality is finalising the street naming process and will be implemented before the end of 2023.
		The Material used to Identify street names are stolen and used for other purposes	Dithakwaneng Vryburg & Ext Huhudi, Rekgaratlhile	
Access Roads	Access roads are impassable during rainy season	During and after rainy season, movement of people becomes limited	Geduldspan Devondale	@ Devondale, regravelling was done by PWR&T in support of the municipality @Geduldspan, the DPWR&T shall be engaged
Provincial/ National Roads / Link road	The link roads are impassable during and after rainy season thus making travelling on it expensive for communities	Because the roads are not passable, vehicles in the area experience breakdowns frequently and makes travelling costly for communities	Geduldspan Devondale Dithakwaneng	@devondale, the link road was gravelled between Devondale and Kameel, the part between N18 nad Devondal shall be included in the next financial year It should also be noted that the district is dependent on the budget allocation as aresult it might take longer to surface. @ Stella, the sink hole between Stella and Kameel is being attended to by Public Works



(KPA)	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	TECHNICAL SERVICES			
FUNCTIONS	ELECTRICITY			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA	Management Responses
House Connections	Some houses were disconnected during repairs by eskom	People stay without electricity	Geduldspan	
	Orange Boxes are costly	The rates are too high	Rekgarathlile	The conventional meter are easily tempered with and this will assist in preventing theft / loss of electricity
	Electricity boxes are always opened	Community is able to access and by pass	Vryburg	The municipality is in a process of procuring additional boxes and will ensure that they are temper proof
Area Lighting	Some of the High mast lights are not working	The Area is too dark thus increase in Crime rate	Geduldspan, Rekgarathlile Devondale, Colridge, Huhudi Dithakwaneng Tlhakeng,	The installation of additional High mast lights shall be registered with MIG.  In some instances, it is difficult for the municipality to install the high mast lights in the Eskom operating areas, however an application shall be made with eskom to install or allow the municipality to install high mast lights
	Substations are not protected	Substations are easily vandalised	Vryburg	The municipality shall provide Security for all its properties as a way of preventing Vandalism.
Street Lighting	Electricity Poles are old and warring off	Street poles are falling and it's a hazard for the community	Rekgarathlile Huhudi	The municipality is in a process of procuring the Streetlight poles and other repair / maintenance material so as to reduce the turnaround time on calls.  Majority of Lights in Vryburg, Colridge and Huhudi are functioning properly
	Street lights not working	The area is too dark & Crime rate is high	Colridge, Huhudi Vryburg Ext	
	Wrongly placed Electricity poles	some areas electricity poles hinders access into the yard	Huhudi	
	Tree Branches protruding beyond Electricity lines	Often times electricity traps as a result of trees	Huhudi Vryburg	Community Services department (Parks Unit) shall develop a program of cutting trees protruding on the powerlines



(KPA)	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	TECHNICAL SERVICES			
FUNCTIONS	WATER AND SANITATION			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA	Management Responses
Water loss	The Solar Geysers are wasting water because they always drip / leak thus creating water loss	The Water/ Utility bill is always high and not affordable to communities	Rekgarathhile	Water leakage inside the Yard and beyond the water meter is the responsibility of the owner or consumer of services and the municipality's responsibility is only when leakage is before the water meter
House Connections	There are no connections in the built houses and	The community is using the same water source with Animals in the area	Devondale Dithakwaneng Tlhakeng Colridge	@Devondale, Dithakwaneng & Tlhakeng, the establishment is of Rural Nature with the Stand pipes in the radius of 200m therefore the municipality is unable to install water inside the dwelling.
			Devondale	@ Colridge all houses excluding informal settlements has piped drinking water inside the dwelling. The municipality shall engage the District with additional temporary Reservoirs. @Devondale, the municipality will engage the district with regards to drilling of additional boreholes for animals' water
Uninterrupted Water provisioning	Some areas do not have drinking water	The Community have to travel long distances with drums to collect water	Kameel Huhudi	@Kameel is not yet proclaimed so it's a private land, the district will be requested to assist with the drilling of borehole and temporary Reservoir
			Dithakwaneng Huhudi (Informal Settlement)	The District shall be engaged to provide additional Drinking water reservoirs at Dithakwaneng and Huhudi water
	Water meters are very old and inaccurate	The Community does not get water and the readings and service standards are not commensurate to the bill	Rekgarathhile Huhudi	As part of Water demand plan, the District as water authority shall be engaged for the replacement of water meters on an intermittent basis.
				

	Water provisioning is often times interrupted without any Notice to community	Communities stay for a long time without water because of poor communication	Colridge Huhudi Dithakwaneng	@ Dithakwaneng, reservoirs shall be increased and additional boreholes shall be drilled to alleviate the water challenge, @Huhudi additional boreholes to be drilled and connected to support the reservoirs and water pipeline from pudimoe shall be monitored
	Temporary reservoirs are not regularly cleaned and filled	The situation is a health hazard to communities	Huhudi	A programme shall be developed and publicised for the community to know
VIP Toilets	Some houses do not have VIP toilets	Community members are ran down by cars trying to access a place where they can relieve themselves  Other community members had to ask the neighbours to use their toilets	Devondale Dithakwaneng Huhudi Colridge	@Devondale, the contractor is onsite for 50 VIPs @Dithakwaneng 100/130 in place @Broedersput 50/70 in place
	The Toilets are not regularly serviced	This environment is unhealthy for communities in the area	Devondale Dithakwaneng Huhudi	The municipality as a service provider preffers to use a Request for suction list which should be submitted to the municipality for the VIP Toilets to be serviced once a quarter  The community is also adviced to use waste water to loosen the sludge in the VIP Toilets so that it becomes easy to suction.
	Some of the Community centres (ELC and Mobile Clinic stand point) in the area do not have ablution facilities	Children and the elderly including the sick are easily affected by unavailability of the ablution facilities	Devondale	@Devondale, the contractor is onsite for 50 VIPs and the the District shall be requested to place the toilets where they are needed
Sewer Spillages	The sewer pillages are very common in the area the municipality takes time to attend to those spillages	The sewer spillage is a health hazard to the community	Huhudi Colridge	The Sewer spillages at Vryburg, Huhudi and Colridge are being attended to.
	Sewer is spilling into Leon Taljaard	The spilling sewer is dangerous for the biological assets	Vryburg	



KEY PERFORMANCE AREA (KPA)	GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
STRATEGIC OBJECTIVE	TO PROMOTE LOCAL ECONOMIC DEVELOPMENT & JOB CREATION/ GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
DEPARTMENT	MUNICIPAL MANAGER			
FUNCTIONS	LOCAL ECONOMIC DEVELOPMENT AND OTHER ADMINISTRATION SERVICES			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Business mentoring	Most Community members with businesses are not business wise	Most businesses do not flourish because of lack of knowledge	Rekgarathlile, Geduldspan, Huhudi Vryburg Ext, Tlhakeng	The LED Unit is in constant interaction with various organs and entities (such SEDA, DEDECT, SETA's and Dr. Ruth S Mompoti District Municipality) around the empowerment (capacity building) of SMME's.
Support to SMME	Farmers are not supported by the municipality	Emerging farmers needs assistance and support	Rekgarathlile Huhudi, Vryburg Ext	The Municipality does not have enough resources to cater for farmer programs. Generally, the responsibilities are largely referred to the Dept. of Agriculture to assist in the plight of emerging farmers.
		Most SMMEs are operating from areas which is not suitable for business	Vryburg Ext, Huhudi	The project features as a key catalyst in the LED-SMME support initiatives. Due to limited funds, the project is envisaged for roll-out during the 2022/23 but could be further undertaken in the outer years. The location is at the main Vryburg Taxi Rank precinct.
Management of Projects	Most Projects are not properly managed	Most businesses do not flourish because of lack of knowledge	Rekgarathlile	Indeed, the understanding is that each projects (especially those emanating as a result of government intervention) have Project Steering Committees to ensure proper governance.
Support to Communities	Most activities and decisions are taken without considering the feeder areas of the municipality	The Soft Municipal Services are inaccessible to Community due to the distance between service point and the community	Geduldspan	Both the political and administrative leadership of the Municipality should devise means to addressing the plight of communities in this regard.
Public Participation	The Ward Committee Stipend seems to be inadequate for them to function optimally	The WC cannot effectively do their work if there are not afforded adequate stipend	Huhudi	The Stipend for Ward Committees is gazetted by the Department of Cooperative Governance and Traditional Affairs. A proposal shall be made that the municipality should



				budget to augment Stipend for Ward Committees
	Most Ward Committee members do not have Ward Profiles		Huhudi	Training and Capacity Building Program for ward profiling shall be proposed and possible funding investigated
	Ward Committee are not visible	In most instances Ward Committees do not call meetings	Huhudi, Colridge, Rekgarathlile, Vryburg Ext, Dithakwaneng	A Schedule of Ward Committee meetings is developed and adopted at the beginning of each financial year. The schedule of Ward Committee and Ward Public Meetings for 2023.24 FY shall be published for communities to note
Job Creation	information regarding advertised posts of employment	The Community does not get access to Advertised information	Geduldspan Stella Devondale Tlhakeng	<b>The Municipality advertises its vacant post on the local and national newspapers, municipal notice boards and all entrances of municipal facilities. However, we will start placing them areas like Geduldspan, Tlhakeng and Devondale to ensure that it reaches the entire community of Naledi Local Municipality</b>
	Most Projects implemented do not utilise the local unemployed people	Crime is very high as a result of unemployment in the area	Geduldspan, Rekgarathlile Devondale, Colridge, Huhudi, Vryburg Ext, Dithakwaneng, Tlhakeng	The LED Unit should be roped in formally to form part of project management or operations where possible.
	Most Farm Labourers are not registered with the Department of Labour	Labourers can be expelled at any time without any form of compensation	Kameel, Geduldspan Devondale	
	The Municipality has inadequate staff hence the notices are distributed late and cleaning of parks	High Unemployment rate can't be minimised if no employment is created or an environment conducive for business is developed	Rekgarathlile	<b>The Organogram is still to be adopted by Council and as soon as it is adopted, then the Municipality will be able to attend to the shortage of Staff.</b>
Hawkers / Licensed Vendors	Unlicensed Hawkers do their business anywhere in town without permission	Hawkers uses spaces not designated for Hawking and do not clean the area	Vryburg	





KEY PERFORMANCE AREA (KPA)	GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
STRATEGIC OBJECTIVE	TO PROMOTE LOCAL ECONOMIC DEVELOPMENT & JOB CREATION			
DEPARTMENT	MUNICIPAL MANAGER			
FUNCTIONS	LOCAL ECONOMIC DEVELOPMENT AND OTHER ADMINISTRATION SERVICES			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
LED	The Open space behind the Cemetery along N18 is not properly used	The open space is unused and criminal activities are starting to surface from that areas which could be used for LED purposes	Vryburg Ext Huhudi	
	Poor Socio Economic Development	Most SMMEs are not clued up with regards to opening or operating businesses	Dithakwaneng	
	Scarcity of Jobs / High Unemployment	There are allegations of existing minerals in the area		
RENOVATIONS	Municipal buildings needs renovations	Municipal Building which are not utilised and not protected are used for social ills by community members	Rekgarathile Vryburg	



KEY PERFORMANCE AREA (KPA)	MUNICIPAL FINANCIAL VIABILITY			
STRATEGIC OBJECTIVE	TO PROMOTE SOUND FINANCIAL MANAGEMENT			
DEPARTMENT	BUDGET AND TREASURY			
FUNCTION	FINANCIAL VIABILITY			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Low Equitable Share	Low turn up for indigent registration	Low equitable shares and less additional services provided	Rekgarathlile	Municipality has embarked on an indigent process and the community was visited. The process is on going
	Approval process of Indigents is slow		Rekgarathlile	Municipality has embarked on an indigent process and the community was visited. The process is on going
Payment of Services	The level of Services Standards are very poor and inconsistent but the Utility bill is not commensurate to the levels of service standards	The Community is unable to pay services because of inaccurate readings, the distance to the sales / payment points , Low Services Standards and Service level are too low	Huhudi Rekgarathlile Colridge	The municipality has started with posting of accounts since October. The task is done monthly
	There is inaccurate billing from the municipality		Huhudi Colridge Rekgarathlile	Where the erroneous billing is identified officials attend to it asap. Community is also advised to come forth to deal with the matter
	Payment for graves and Tombstones		Rekgarathlile	The tariff is approved on this matter.
Sale of Electricity	There is no Electricity kiosk nearer to community		Vryburg Ext Colridge	Establishment relies on the criteria on vendor assessment.
Sale of Land	There is a high demand for residential Erven	The community that does not have access to residential ervens for sale ends up increasing the numbers at the informal settlement	Huhudi Vryburg Ex Colridge	The municipality has advertised the sale of vacant land over it was recommended for re-advert.



DEPARTMENT	DEPARTMENT OF HEALTH			
FUNCTION	PRIMARY HEALTH SERVICES			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Clinics, health and emergency services	The Mobile clinic does not come to the area regularly	Community does not get adequate Primary health care	Geduldspan, Kameel, Devondale	@Geduldspan and Kameel, the Mobile Clinic comes once a week because of inadequate resources @Devondale, Mobile clinic share the days with Ext 25 & 28
	There is no Structure used as or for Clinic / health centre and in some instances, the available facility is more than 4km away from the last house in the area	The buildings or structures used by the Departments in some areas for Mobile Clinic are not conducive are also hazardous to the sick	Geduldspan, Devondale, Colridge, Dithakwaneng Huhdi	@ Dithakwaneng, there is a full time nurse allocated, the problem is the official house that could be converted into a Clinic. Municipality has been requested to identify and allocate a house for usage as a temporary clinic @ Huhudi, the mobile clinic is visiting Huhudi ext 1 at the Seventh Adventist Church in that area @Colridge, the Clinic has relocated to a proper and safe building @ Devondale, the municipality should identify a house that can be used as Clinic so that there can be privacy
	The location of the yet to be built Clinic is not appropriate.	The Location is not central to all in the Area	Vryburg Ext	The Location is temporary and the municipality should then identify an area in Ext 25&28 suitable and easily accessible by all for a Clinic
	The Community does not have access to Ambulance Services	The Ambulance take forever to respond to a call	Geduldspan Devondale, Colridge, Vryburg Ext, Huhudi Dithakwaneng	There is currently a challenge of limited staff and resources as a result, a station cannot be established in the said areas The turn around time can only be reduced when there is adequate staff and resources. Ambulance Services also delayed based on the severity of the case on call/ Severe cases are prioritised against minor cases.
Ethical Conduct	The staff at the clinics and other health facilities are not ethical with / kind to patients	The Community dissatisfied by the conduct of Nurses or Staff at the Health Facilities	Geduldspan	The Department has a continuous refresher program of Batho pele principles with nursing staff



DEPARTMENT	HIGHER AND BASIC EDUCATION			
FUNCTION	CONTINUED EDUCATION			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Scholar Transport	The Scholar Transport is always experience breakdown	Learners often bunk school as a result of breakdowns	Devondale Geduldspan Vryburg Ext	
Schools	The available and nearest school does not accommodate learners of higher grades and is overcrowded	Learners stay crowded or parents has to incur costs of learners attending far from home	Geduldspan Rekgarathile Devondale Dithakwaneng	
	Kameel primary school closed		Kameel	
	ELC are overcrowded, do not have electricity and water connection		Devondale	
	Devondale school is unable to register learners beyond grade 9			
Higher Education	Youth with academic qualifications are minimal in the area	The nearest Higher Education institution is ±120 km away from the furthest end of the boundary	Huhudi Geduldspan Vryburg Ext Colrdige	
ABET Program	Minimal mainstream schooling due to Age restriction	The level of illiteracy is very high especially amongst the young adults who can't attend day school	Geduldspan	
Low standards of teaching comparatively	Learners from Geduldspan always portray low standards of education compared to learners from other schools	Increase in illiteracy levels	Geduldspan	



DEPARTMENT	HIGHER AND BASIC EDUCATION			
FUNCTION	CONTINUED EDUCATION			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Low standards of teaching comparatively	Learners from Geduldspan always portray low standards of education compared to learners from other schools	There is overcrowding at the Schools in Rekgaratlhile	Rekgaratlhile	
		Leaners of Ward 1 do not have access to Bursaries	Rekgaratlhile	
KEY PERFORMANCE AREA (KPA)	MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE TRANSPARENCY THROUGH GOOD GOVERNANCE			
DEPARTMENT	COMMUNITY SAFETY			
FUNCTION	PUBLIC AND COMMUNITY SAFETY			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Crime / Public Safety	The turn-around time of the police is not satisfactory	Loss of trust / confidence on the police	Geduldspan Devondle Vryburg Ext Rekgaratlhile Geduldspan Huhudi Dithakwaneng	CPF Structures have been established in Huhudi, Stella (with a Rep from Geduldspan), Devondale and Dithakwaneng however the community of Vryburg Ext 25 &28 resisted the processes
Crime Patrol	There is no visible Policing and patrol	Crime happens at any point in time		Visible Policing is conducted regularly, especially in the Vryburg Ext Area, Huhudi, Vryburg and Colridge
	Crime Prevention			Limited Resources result in poor turn around time, however additional manpower has been sourced through recruitment.
	The turn-around time on calls made to the police is unimpressive	Loss of trust / Confidence on the police		



KEY PERFORMANCE AREA (KPA)	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	RURAL DEVELOPMENT AND LAND REFORM / COMMUNITY SERVICES / MM's			
FUNCTION	LAND USE MANAGEMENT AND AVAILABILITY			
SERVICES AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Grazing	There is no enough land for Grazing	The grazing camps do not have fences and animals are causing accidents or get stolen	Geduldspan	The Department dealing with land bought a piece of land for Naledi so as bring services to the community of geduldspan, Grazing Camps availed to communities in the area of Geduldspan should be repaired and maintained by the people to who the camp was allocated. @Devondale, there are negotiations going on for the municipality to acquire land from the nearby farmers
Agriculture / Crop farming			Devondale Stella	
			Vryburg Ext	The Municipality shall investigate the possibility of using the land for LED purposes in line with the Spatial Development Framework



KEY PERFORMANCE AREA (KPA)	GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
STRATEGIC OBJECTIVE	TO PROMOTE ADEQUATE & SUSTAINABLE SERVICE DELIVERY WITHIN THE ACCEPTABLE STANDARDS/LEVELS			
DEPARTMENT	HOME AFFAIRS / NLM / SOCIAL DEVELOPMENT			
FUNCTION	SOCIAL SECURITY SERVICES			
SERVICE AREA	COMMUNITY PROBLEM	SOCIETAL IMPACT	AREA(S)	Management Responses
Birth and Death Registration, Grants and other government services	Most families are without IDs and Birth Certificates as a result they can't access grants	Inability to access Social Grants and register for matric exams or even access to employment / decent jobs	Geduldspan Kameel Stella	<p>The Department of Home Affairs has a Mobile truck meant to assist in Areas where Services of the department are not accessible by communities.</p> <p>Birth Certificates for newly born are done at the Clinics and Hospitals, but for those children who are older than one year and are not registered, a process of verification has to be followed.</p> <p>The Department has a schedule to attend to these feeder areas but also the Department is collecting Data/ survey of schools that needs the support from Home affairs especially for Matriculating students and develop a special program to support schools in that regard</p>
Community consultation	Sector departments do not have awareness or outreach program	Disempowered Communities as a result of lack of awareness	Colridge	The Municipality is developing a system of joint consultation with Sector Departments so that communities are able to raise issues relevant to those departments directly.
Drug and Substance Abuse	There is high rate of Drug Abuse in the community	Community lives in fear of being mugged, burglaries and other social ills	Rekgarathlile Colridge Huhudi Vryburg Ext	<p>The municipality in partnership with Social Development and DRRSM District Municipality established a Drug Action Committee. However the program to assist and reduce the rate of Drug abuse is yet to be developed.</p> <p>Social Development has a challenge of one Rehabilitation institution which can only accommodate maximum of 20 pp.</p>





				The Drug Action Committee has representatives from all feeder areas of Naledi.
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## **SECTION 10: ALIGNMENT - PROVINCIAL AND NATIONAL PROGRAMS**

### ***10.1 The Constitution***

The Constitution of the Republic of South Africa of 1996 outlines the objectives and Developmental duty of municipalities (S152 and S153). Section 155 further outlines categories of municipalities. As far as the developmental duties of municipalities are concerned, a municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and participate in national and provincial development programmes.

The objects of local government are:

### ***10.2 The Municipal Systems Act***

The Naledi Local Municipality IDP was compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000). Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that- “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. Section 35 states that relates to the adoption of an integrated development plan.

Section 36 furthermore stipulates that the municipal should administer its affairs in an economical, effective, efficient and accountable manner;

### ***10.3 Local Government: Municipal Structures Act***

It provides for the establishment of municipalities, their internal structures and the division of powers between local and district municipalities. It gives district municipalities the responsibilities for IDP for the entire district area, including a framework for all local municipalities. District municipalities, have a responsibility for inter-local co-ordination, and for links with provincial and national departments. Local municipalities should produce plans that are aligned to the district plan.

### ***10.4 White Paper on Local Government***

It establishes the basis for developmental local government in which is committed to working with the community in finding sustainable ways of addressing Social, Economic and material needs aimed at improving lives.

It also urges that communities should be engaged with regards to policy formulation, monitoring decision making and implementation thereof.

### ***10.5 Spatial Planning and Land Use Management Act, act 16 of 2013***

To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and



land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith. The current Spatial Development Framework is yet to be reviewed.

### ***10.6 Inter-Governmental Relations Framework Act***

This Act responds to the limited successes of alignment amongst the three spheres of government. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It compels all the three spheres of government to participate in the planning processes of the municipalities and in turn allow their own planning processes to be influenced by the municipal IDPs.

Municipal IDPs are therefore the centers of planning for both provincial and national programmes in a specific local area. Municipalities participate in District-planning for a, Municipal Manager’s FORA and Mayor’s FORA as well as in the Premier’s Intergovernmental FORA to ensure proper alignment and coordination of Local, District, Provincial and National plans. The Act establishes structures and processes that enhance intergovernmental planning and monitoring processes that enhance intergovernmental planning and monitoring processes for Local, Provincial and National spheres of government.

### ***10.7 Planning and Performance Management Regulations***

The Municipal Planning and Performance Management Regulations published in terms of the Municipal Systems Act (Act 32 of 2000) in August 2001, set out the following additional requirements for an IDP:

- An institutional framework for the implementation of the IDP and to address the municipality’s internal transformation needs;
- The clarification of investment initiatives;
- The specification of development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

### ***10.8 The Municipal Finance Management Act***

The Municipal Finance Management Act aims to facilitate compliance with the Constitutional duty of ensuring that municipalities’ priorities, plans, budgets, implementation actions and reports are properly aligned. The IDP sets out the municipality’s goals and development plans, which need to be aligned with the municipality’s available resources.

In order to achieve alignment between the IDP and Budget a range of measures are in place which include:

- Aligning the processes of budget and IDP preparation;



- The pursuit of greater credibility in terms of the ability to afford/pay for development proposals put forward in the IDP;
- The preparation and approval of a Service Delivery and Budget Implementation Plan (SDBIP) shortly after approval of the budget and the IDP; and
- The introduction of link between the IDP, the budget and the performance management contracts of senior officials.

### ***10.9 The Municipal Standard Chart of Accounts***

The Municipal Standard Chart of Accounts Regulations (2014) (“mSCOA”) prescribes the method and format that municipalities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting. Through this chart transactions are expected to be recorded across seven (7) segments; Project, Funding, Function, Item, Region, Costing; and Standard classification.

It is also anticipated that, by applying the mSCOA format in the IDP process of 2017-2022, greater alignment will be achieved between the IDP and Budget of the municipality.

### ***10.10 National Development Plan***

The National Development Plan (NDP) is a long term South African development plan, developed by the National Planning Commission in collaboration and consultation with South Africans from all walks of life. Minister Trevor Manuel stated in his speech at the launch of the NDP: “The plan is the product of thousands of inputs and perspectives of South Africans”. “It is a plan for a better future; a future in which no person lives in poverty, where no one goes hungry, where there is work for all, a nation united in the vision of our Constitution”. The NDP envisions a South Africa where “everyone feels free yet bounded to others”; where everyone embraces their full potential, a country where “opportunity is determined not by birth, but by ability, education and hard work”. A South Africa where “we participate fully in efforts to liberate ourselves from the conditions that hinder the flowering of our talents” (Vision 2030). To realize such a society we need transform the domestic economy and focus efforts to build the capabilities of both the country and the people. To eliminate poverty and reduce inequality, there should be accelerated growth in the economy, growth that benefits all South Africans. The NDP serves as an action plan for securing the future of South Africans as charted in the Constitution. The Constitution requires that “we must build a united and democratic South Africa, able to take its rightful place as a sovereign state in the family of nations”. The NDP is founded on 6 pillars that represent the broad objectives of the plan to eliminate poverty and reduce inequality.

The NDP aims to achieve the following objectives by **2030**:

- noting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality.
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing



- Focusing on key capabilities of both people and the country
- Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that work together to solve our problems

According to the NDP by **2030** there should be:

- A reduction in the number of people who live in households with a monthly income below R419 per person from 39 percent to zero.
- A reduction in inequality as measured by the Gini coefficient, from 0.69 to 0.6.

This can be done by addressing the underlying causes of poverty and inequality by redirecting the focus of policy making from short- term symptom- based policies to longer- term policies based on sound evidence and reason. At the core of the NDP, the NDP aims to ensure the achievement of a “decent standard of living” for all South Africans by 2030. A decent standard of living consists of the following core elements:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Government alone cannot provide a decent standard of living; it requires determined and measurable actions from all social actors and partners across all sectors in society. The NDP is divided into thirteen chapters that addresses the most pressing challenges facing South Africa and provides solutions to these challenges in the form of proposals and actions. The plan outlines sector specific goals and a vision for South Africa to be achieved by the year 2030.



### ***10.11 The Medium Term Strategic Framework 2014-2019 and its outcomes***

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The outcomes approach is embedded in and a direct resultant of the electoral mandate.

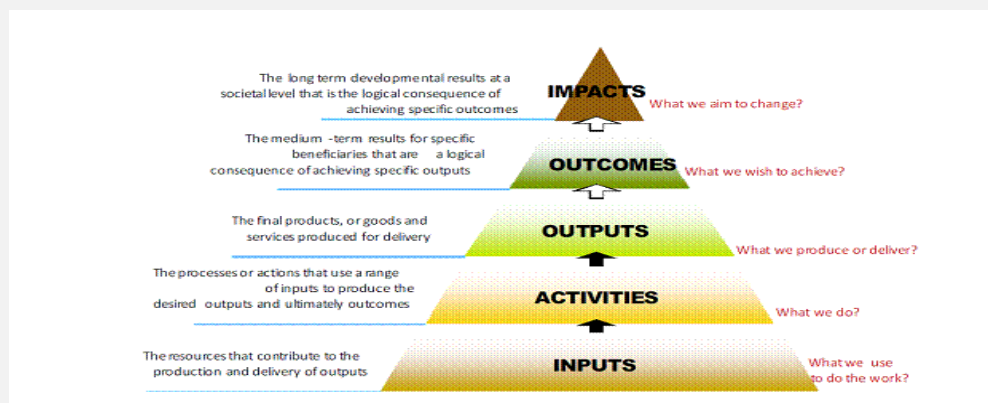
The outcomes for 2014 to 2019 are published as annexures to the Medium Term Strategic Framework:

- [Outcome 1: Improved quality of basic education.](#)
- [Outcome 2: A long and healthy life for all South Africans.](#)
- [Outcome 3: All people in South Africa are and feel safe.](#)
- [Outcome 4: Decent employment through inclusive economic growth.](#)
- [Outcome 5: A skilled and capable workforce to support an inclusive growth path.](#)
- [Outcome 6: An efficient, competitive and responsive economic infrastructure network.](#)
- [Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.](#)
- [Outcome 8: Sustainable human settlements and improved quality of household life.](#)
- [Outcome 9: A responsive, accountable, effective and efficient local government system.](#)
- [Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.](#)
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
- [Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.](#)
- Outcome 13: A comprehensive, responsive and sustainable social protection system
- Outcome 14: A diverse, socially cohesive society with a common national identity



### 10.12 The New Growth Path

The New Growth Path (NGP) is aimed at enhancing growth, employment creation and equity in the country. Among others the New Growth Path aims to create 5 million jobs in 10 years as a result of massive infrastructure investment.



### 10.13 The Provincial Growth and Development Strategy

The Northwest Provincial Growth and Development Strategy provide a framework for integrated and sustainable growth and economic development for the province and its people over the next ten years. It addresses the formulation of a common vision, goals and objectives of what should be achieved and how the provincial government and its social partners should achieve its objectives. The Strategy establishes the foundation blocks from where the Provincial Programme of Action is negotiated in partnership with a variety of stakeholders in the province. It forms the benchmark from which progress and achievements Are monitored and evaluated.

### 10.14 Circular 88

Council adopted the implementation of circular 88. The municipality shall annex the planning and reporting template to reflect the output and outcomes indicator as part of the alignment of the IDP and Performance management system.

Circular 88, expect Performance Management System to report on outputs on a quarterly basis whilst IDP will be reporting on the outcomes (impact) of performance at the end of the financial year or in the Annual Report.

## SECTION 11: DEVELOPMENT STRATEGIES

The developmental strategies further breaks down IDP objectives into strategies and activities, and will eventually be realised in the 2021-2022 Budget and SDBIP. It also shows the link between the Municipality's plan and that of Provincial and National Government. The 5 Key Performance Areas are also further broken down in order to categorise and bring together all objectives and strategies.

The five key performance areas of local government are:

1. Municipal Financial Viability
2. Good Governance and Public Participation
3. Municipal Transformation and Organisational Development
4. Basic Service Delivery and Infrastructure Investment
5. Local Economic Development (LED)

### ***11.1 KPA 1: MUNICIPAL FINANCIAL VIABILITY***

Naledi Local Municipality budget is MFMA (Municipal Finance Management Act, 2003 (Act No. 56 of 2003)) compliant but the municipality need to address its financial challenges on the following basis:

- Ensuring that the systems introduced continuously improved during the year
- Devising means to ensure that the budget is cash backed
- Being MSCOA compliant
- Drastically improving the municipality's cash flow position through various strategies and cost containment measures
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers
- Further enhancing public participation
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with the communities' expectations.
- Regularly updating and reviewing Budget related policies, tariffs and levying rates.

The Finance department is responsible to provide budgetary and financial management Services in the Municipality. Its core functions are:

- Budgeting, Supply Chain Management and Reporting,
- Revenue and Debtor Management services,
- Expenditure and Assets Management Services, and
- Financial Accounting

Naledi Local Municipality has suffered financial constraints over the past few years which resulted in insufficient alignment between the IDP and the Budget.

One of the primary objectives of Council is to build a sustainable and effective Naledi Municipality. In the management of the finances priority attention is given to the areas of STRATEGY 1: "Maximizing revenue and the effective management of the municipality's assets".

Total revenue during the 2020-2021 financial year was **R396.2 million** of which the bulk is derived from service charges, sale of electricity, grants and subsidies from National Treasury.



Among the primary objectives of the IDP process are to:

- determine priorities for future budgetary allocations;
- identify critical economic development projects which will expand the municipality's tax base and create new sources of revenue;
- indicate services that are currently rendered to other spheres of government (e.g. district) and on an agency basis and investigate their cost- effectiveness;

Naledi is a developing municipality which implies that the current infrastructure must be continuously maintained, rehabilitated and, where required expanded. Taking into account the projections of a tapering in population growth in the municipality over the medium term it is obvious that the immediate focus should be directed towards maintenance and rehabilitation of existing infrastructure.

The prioritizing of specific projects – aligned with the needs of communities expressed during the IDP process - will enable the municipality to match budget with priorities. This will be underpinned by active steps to address wasteful spending, root out inefficiencies and ensure adherence to the prescripts of national and provincial legislation.

Special attention will be given to the municipality's liquidity position which is under significant strain because of the long outstanding loan and creditors' accounts.

Among the primary objectives of the 2020/2021 IDP process are to:

- determine priorities for future budgetary allocations;
- identify critical economic development projects which will expand the municipality's tax base and create new sources of revenue;
- indicate services that are currently rendered to other spheres of government (e.g. district) and on an agency basis and investigate their cost- effectiveness;

## **STRATEGY 2: FINANCIAL TURNAROUND / RECOVERY PLAN**

- The Municipality has adopted the Financial Recovery plan during the intervention period
- The financial Recovery plan outlines Revenue enhancement strategy of the municipality.
- The Municipality is currently Mscoa compliant with few modules yet to be implemented
- The municipality is engaged in a vigorous revenue collection on a monthly basis
- The Municipality is regularly reviewing its financial policies and promotes adherence to policy and proper financial management.

## **STRATEGY 3: REVENUE OPPORTUNITIES**

The Naledi Local Municipality is responsible for a number of core functions allocated to it in terms of the Constitution and Municipal Demarcation.





A number of services are provided to the Dr. Ruth Segomotsi Mompati District Municipality and provincial Government on an agency basis. Among these are traffic and licensing services, fire and emergency services and community libraries.

Through the IDP process Naledi wants to stimulate a conversation among residents about the primary functions and responsibilities of the municipality and the basis on which future services to the District should be rendered.

It also wants to create awareness about the separation of powers between the different spheres of government and the limitations imposed on the municipality's ability to deliver basic services – based on the transfer of revenue from other spheres.

On the basis of these discussions it seeks to engage with the District Municipality and NW Provincial Government about the on-going rendering of agency services such as libraries and licencing and where these services fit into Naledi's budget allocations and the most pressing needs of residents.

At provincial and national level it will approach government departments to discuss non-payments for rent and services and related tax issues. It also intends to investigate the funding models for the National Equity share and to ensure a bigger slice of funding for Naledi based on its population figures, the needs of the community and its contribution to the district and provincial economies.

Within Naledi it will address the issue of non-payment for services through active engagements with communities. This issue will be one of the primary themes during the IDP process.

The Municipality will also continue with the roll-out of smart meters for electricity provision in line with the user-pay approach and to gradually eradicate the culture of non-payment that is still prevalent among segments of the business sector and communities.

Other sources of revenue for the municipality require careful debate and consideration.

Among these are:

- The disposal of council-owned immovable property in the Vryburg Industrial Area. There is a demand in the market for these properties but the Council needs to put policy in place to facilitate such transactions;
- There is an urgent need for the current valuation roll to be reviewed to ensure market- related rates and services are charged. The rent charged for municipal properties are way below market value and should be adjusted. This review should also take note of the trend identified in the SDF of businesses decentralising towards suburban areas and being located on residential stands.
- The policy on advertising signs within town and adjacent to major roads should be reviewed. Steps must be taken to enforce the municipality's by-laws, address the clutter of visual pollution and the deterioration of the visual landscape in town. At the same Council should consider the options for revenue that can be derived from a structured policy on advertising;



- A process must start to transfer municipal-owned houses to occupants. This will reduce municipal maintenance costs, increase the municipality's revenue, encourage home ownership and contribute to the growth of stable and sustainable communities;
- Land and buildings owned by the national and provincial government must be transferred back to the Department of Public Works. Rates and taxes based on the existing relationship must be collected with steep penalties and interest to address the current situation of non-payment;
- Services rendered to the private sector should be billed appropriately and the revenue collected. Examples of such practices are the escorting of abnormal loads by the traffic department and the provision of funeral escorts and public parades, such as during matric year-end functions.



In order for Naledi Local Municipality to be financially viable, various objectives were set and translated into strategies.

The table below provides a detailed description of such strategies in order to be financially sustainable:

<b>MFMA C88</b>	<b>KEY PERFORMANCE AREA'S</b>	<b>IDP OBJECTIVES</b>	<b>IDP STRATEGIES</b>	<b>IMPLEMENTABLE ACTIVITIES</b>	<b>ALIGNMENT TO NATIONAL AND PROVINCIAL PLANS</b>	<b>VISUALISED RESULT</b>
<b>Ensuring sound financial management and accounting</b>	<b>Municipal Financial Viability</b>	<b>To Promote Sound Financial Management</b>	<b>Improve Revenue</b>	<ul style="list-style-type: none"> <li>✓ Develop debt collection strategies</li> <li>✓ Reduce debtors</li> <li>✓ Collect money owed to Municipality (Debt collection campaigns)</li> <li>✓ Implementation of SMART meters throughout Naledi</li> <li>✓ Replacement and installation of new water meters</li> <li>✓ Sourcing of funding (Eg. Untapped Grants)</li> <li>✓ Re negotiate Service Level Agreements with reference to the Traffic and Licensing functions</li> <li>✓ Tariff Adjustments</li> <li>✓ Review Policies</li> <li>✓ Regular updating of indigent register</li> <li>✓ Regular updating of Valuation roll</li> <li>✓ Review policy on advertising signs</li> <li>✓ Develop a policy on disposal and selling of assets</li> <li>✓ Transfer municipal owned houses to occupants</li> <li>✓ Updating the Billing System with new connections</li> </ul>	<p>The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)</p> <p>The Back to basics Principles</p> <p>Financial Recovery Plan</p> <p>Revenue enhancement Strategy</p>	<b>A Financially sound Municipality with a positive cash flow</b>



MFMA C88	KEY PERFORMANCE AREA'S	IDP OBJECTIVES	IDP STRATEGIES	IMPLEMENTABLE ACTIVITIES	ALIGNMENT TO NATIONAL AND PROVINCIAL PLANS	VISUALISED RESULT
			Effective Budgeting and Reporting	<ul style="list-style-type: none"> <li>✓ Enforcement of Policies and Procedures</li> <li>✓ Consistent reporting from various departments (Eg. MIG Expenditure Reporting from Finance and Technical Department)</li> <li>✓ Timely Reporting (Eg. Section 71 documents monthly)</li> <li>✓ Reducing operational costs with emphasis on employee related costs</li> </ul>	Provincial Growth and Development Strategy (5 Concretes)  The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)  Revenue Enhancement Strategy	A Municipality which runs its finances according to legislation and enforces financial policies



## ***11.2 KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION***

The Municipal Managers department together with the Office of the Mayor is responsible for Good Governance and Public Participation.

Its core functions are:

- Integrated Development Planning
- Performance Management
- Local Economic Development
- Functionality of Ward Committees (Office of the Speaker)
- Communication
- Management of EPWP
- Special programs (Office of the Mayor)

Good governance and public participation deals with community participation; outreach, communications and feedback. Municipal Integrated Development Planning and Performance Management need to be informed by community issues and interests and since the Council is accountable to the community, governance structures and systems are reflected in this section.

PMS is a system that seeks to monitor and assess Institutional and Departmental performance in the municipality. The systems dictate that performance monitoring should be done quarterly, at least 10 days after the end of the quarter.

LED is a performance area that enhances socio economic status of the community and further creates a platform that is conducive for investment and job creation. LED has to operate within the framework dictated by Policy/Strategy.

Ward Committees are statutory structures of the municipality, the main function of Ward Committees is to Enhance and Strengthen Participatory Democracy and involvement of communities' in the affairs of the municipality as stipulated in Chapter 4 of the Local Government Systems Act 32 of 2000.

Communications is a unit in the municipality that seeks to keep the community informed about the developments, progress and setbacks through means of communications as stipulated in the Communications policy of the organisation. Extended Public Works Program is a government funded program that seeks to reduce poverty and create temporary Jobs in the municipality.

Special Programs are Mayoral Programs that seeks to provide support to Social Security and Ills. This program is led by the office of the Mayor and include amongst other things, HIV/AIDS, Elderly, Women, Children, Youth and Disabled including COVID 19.

### **Political Governance Structure**



The Naledi Local Municipality consists of 18 Councillors of which 09 have been elected in wards and 09 through the proportional representation system. Cllr C J Groep serves as Mayor of Naledi and also chairs the multi-party executive committee. The Speaker, Cllr Gulane is the Chair of Council.

### **Administrative Governance Structure**

The Municipal Manager, Mr M T Segapo leads workforce of officials spread across five departments – Community Services and Housing; Administration and Corporate Services, Technical Services and Facilities Management, Budget and the Treasury and the Office of the Municipal Manager. The municipality has 600 permanent employees, 287 EPWP employees.

Council approved the IDP Process Plan during a council meeting 22/10/2021 with council resolution number 301/2021

### **INTERGOVERNMENTAL RELATIONS**

Intergovernmental relations is the responsibility of the District Municipality, all activities related to IGR are handled at district level. The municipalities have established a relationship between themselves and sector departments with the intention of enhancing joint planning.

### **PUBLIC ACCOUNTABILITY AND PARTICIPATION**

#### ***Public Meetings***

The municipality led by the Mayor engages in an interactive public participation exercise during the development of the Integrated Development Plan document including the Budget for the 2021/2022. The planning processes conducted by the Municipality are highly participatory in nature.

The Office of the Speaker is responsible for mobilisation in respect of all process that requires public participation.

Ward committees and Councillors through the support from the office of the Speaker handles community mobilisation to public meetings.

The Office of the speaker uses Loud-hailing and distribution of Flyers as a form of notifying the Public in the event of a Public Meeting

#### ***IDP Rep Forum***



The municipality shall hold the IDP Rep Forum meetings to consult and consolidate community needs twice in a financial year.

***IDP / BUDGET Steering Committee***

The Municipality used the IDP/BUDGET Steering Committee to consider Community needs and align the needs with the Budget. In order for Naledi Local Municipality to be in good governance and effective public participation, various objectives were set and translated into strategies.



The table below provides a detailed description of such strategies:

Back to Basics Pillars	Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
Promoting good governance, transparency and accountability	Good Governance and Public Participation	To Promote transparency through good governance	Unqualified Audit Opinion	✓ Development, Implementation and Monitoring of AG action plan	Provincial Growth and Development Strategy (5 Concretes)  The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	An unqualified audit opinion from the AG
			Functioning of council and subcommittees of council	✓ Regular meetings as per legislation	Provincial Growth and Development Strategy (5 Concretes)  The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A Council that meets regularly and deals with all Municipal work
Putting people and their concerns first		To Foster Good Relationship with stakeholders through effective Public Participation	Establishment of Public Participation Structures	<ul style="list-style-type: none"> <li>✓ IDP Rep Forum/IDP Steering Committee</li> <li>✓ Ward Based Planning</li> <li>✓ Mayoral Imbizos</li> <li>✓ IDP and Budget Roadshows</li> <li>✓ IGR Structures</li> <li>✓ Mayoral Programmes</li> <li>✓ Establishment of ward committees and functionality thereof</li> </ul>	Provincial Growth and Development Strategy (5 Concretes)  The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A Municipality that meets regularly with communities. A Municipality that communicates, as well as receives inputs from the





Back to Basics Pillars	Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
				✓ Regular communication with communities (Facebook/Twitter/Newspaper )		community



### ***11.3 KPA 3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT***

The Corporate Services department is responsible to provide transformation and organisational developmental Services in the Municipality.

Its core functions are:

- Human Resource Management
- Skills Development
- Legal Services
- Information Technology
- Registry
- Labour Relations
- Security Services
- Sound administrative support to Council
- Communications



In order for Naledi Local Municipality to be financially viable, various objectives were set and translated into strategies.

The table below provides a detailed description of such strategies in order to be financially sustainable:

Back to Basics Pillars	Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
Building institutional resilience and administrative capability	Municipal Transformation and Organisational Development	To Foster Good Corporate Culture	Development, Review and Implementation of Policies	<ul style="list-style-type: none"> <li>✓ Identify policies that need to be developed, reviewed and implemented</li> <li>✓ Benchmark with other Municipalities and government organisations</li> <li>✓ Develop a new corporate identity (Municipal emblem)</li> <li>✓ Changing and Managing public perception</li> </ul>	The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A Municipality that has effective policies in place with a 100% implementation of those policies
			Capacitation of employees and Councillors	<ul style="list-style-type: none"> <li>✓ Training courses</li> <li>✓ Assistance with studies</li> <li>✓ Implementation of Work Place Skills Plan</li> <li>✓ Utilising LGSETA grant</li> </ul>	Provincial Growth and Development Strategy (5 Concretes) The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A Municipality with fully skilled and capacitated councillors and employees
			Employment Equity	<ul style="list-style-type: none"> <li>✓ Review and update employment equity plan annually</li> <li>✓ Make appointments in line with municipality's approved employment equity plan</li> </ul>	Provincial Growth and Development Strategy (5 Concretes) The National Development Plan (14 Outcomes of the MTSF)	A Municipality that has a realistic employment equity plan in place with 100% implementation of



<b>Back to Basics Pillars</b>	<b>Key Performance Area's</b>	<b>IDP Objectives</b>	<b>IDP Strategies</b>	<b>Implementable Activities</b>	<b>Alignment to National and Provincial Plans</b>	<b>Visualised result</b>
					<b>and the New Growth Path)</b>	<b>the plan</b>



#### ***11.4KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT***

The Technical Services Department and Community Services Department is responsible for Basic service delivery and infrastructure investment in the Municipality. Cash flow problems impacted negatively on service delivery. 100% of the MIG allocation was spent by the municipality.

The construction of a new landfill site for greater Vryburg was completed in the 2014/2015 financial year.

#### **WATER:**

Sustainable water delivery is the main goal of the Water Section and maintenance to the network of the Municipality is of the utmost importance.

The District Municipality received money to be spent in Naledi on boreholes, reservoirs and some maintenance work. A contractor was appointed to assist the municipality to overhaul all pumps and equipment which deliver water to Naledi.

Three new bore holes have been drilled with success. The equipment at bore holes Swartfontein 4 and Biesiesvlakte 10 has been overhauled which resulted in much better water delivery. The maintenance of all other boreholes is still in progress.

The water line from Pudimoe is stable and Sedibeng are pumping water to Vryburg on a daily basis. Dr Ruth District Municipality has appointed a contractor to maintain the line from Dryharts to Vryburg. This will contribute to constant delivery of water from Sedibeng. The Huhudi reservoir has been cleaned by Sedibeng which contributes to better quality water to the community.

The District Municipality appointed Moedi Consulting Engineers on a turn-key project to install new bulk meters at the boreholes and reservoirs. This will assist in a water balance exercise. Part of this project is to replace all consumer meters in town. A total of 533 meters have already been replaced. The percentage of faulty meters and recovery of water losses will be established within the next two months.

Two extra bore holes are in operation in Stella and a new transformer has been installed to optimize the pumping. An electronic monitoring system is in place in Stella. This enables the Water Section to remotely monitor the water levels of reservoirs and control the pumps on bore holes. This system proves to be effective and will contribute towards savings on the salary bill as standby and overtime will be reduced significantly. Backlogs identified are the leakages in town.

A Municipal Store needs to be established, allowing for the most frequently items utilized for the repair to water leakages on the water network.

Future plans for the Water Section is that funding has been received from ACIP, MWIG and MIG through the District and the following matters are to be addressed:



- Water conservation and demand management system.
- Drilling of additional boreholes.

## **ELECTRICITY**

The Municipality intends on improving area lighting by repairing high mast lights across Naledi in the 2023 – 2024 financial year. Routine maintenance and repairs are done on the electricity network as and when problems are identified.

One of the Major challenges with respect to electricity is old and outdated infrastructure, and the maintenance thereof. The Municipality intends on rectifying this by introducing a programme to replace old and outdated electricity infrastructure.

The Municipality also intends developing an Energy Master Plan which it currently does not have. This will address all issues of maintenance and infrastructure with regards to electricity.

## **SANITATION:**

The DR Ruth Segomotsi Mompati District Municipality is responsible for bulk infrastructure with regards to sanitation, while Naledi is responsible for maintaining the infrastructure thereof. The backlog in the provision of sanitation has been steadily reduced since 1996.

The New Waste Water Treatment Plant construction started in May 2016 and is yet to be completed and commissioned. The project is a multiyear project that is expected to be completed within 3 years with a total cost of 180 million rand.

The industrial sewer pump station was also refurbished resulting in no spillages into the river stream. However some of the following challenges still need to be resolved through implementation of various projects:

- Upgrading of internal sewer network
- Eradication of bucket system
- Provision of full water borne system
- Regular maintenance of sewer infrastructure



## SOLID WASTE MANAGEMENT

The municipality is in the process of adopting the Integrated Waste Management Plan as prescribed by National Environmental Management Act and National Environmental Waste Act.

### *Mission statement*

To ensure the provision of the most cost effective services. Through technically and environmentally acceptable manner to the total waste management of Naledi local Municipality's residents, communities and individual visitors in the area, through waste management system based on Integrated Waste Management approach.

### Objectives

- Reflect on the implementation of the IWMP in Naledi Local Municipality
- Align the plan with the goals and objectives of the National Waste Management Strategy (NWMS)
- A right to a healthy and safe environment which is not detrimental to the health of the public
- Ensuring sufficient budget and administration structure for purposes of planning and management according to integrated development programme.
- Ensure manpower of skilled and qualified professions for the waste management
- Draw up suitable environmental awareness programmes for continuous effort to educate and prevent man from affecting the environment in such a way that it becomes detrimental to his/her wellbeing and total development.
- Collaboration with other environmental organizations and institutions for the improvement of quality of life.
- Holistic and integrated planning by developing mechanisms to ensure that pollution and waste management considerations are integrated into the development of policies, strategies and programs as well as spatial and economic development planning process.
- Making timeous and appropriate provision for adequate waste disposal facilities.

### Background

The first generation of the Municipal Integrated waste Management Strategy was done and completed by the District Municipality in 2016 for its five (5) local Municipalities. Naledi Local Municipality had to customize its own IWMP. The IWMP was developed and implemented to ensure that the Municipality was firmly on track and that requisite resources are allocated efficiently to ensure successful waste Management. Section 11 of NEM: WA, as amended, requires each municipality responsible for waste management to prepare an IWMP for endorsement by the MEC. The Municipality may incorporate its IWMP to the Integrated Development Plan (IDP) and must be revised after five years of implementation.

The IWMP is in this case a tool for analyzing and optimizing the existing waste management systems in the municipality. The aim of the plan is to establish the minimum acceptable



levels of waste management. The plan has its conceptual base in the fact that all aspects of waste management are inter-linked. This implies that changes in one aspect of the system can affect the other area of the system.

## Introduction

The Integrated Waste Management Plan (IWMP) has been developed to satisfy the need to address the waste management shortfalls in the municipality and to encourage the improvement of the system in the areas where this is appropriate. IWMP is a tool for analyzing and optimizing the existing waste management system in the municipality. The objective of this plan is to focus on the implementation of the hierarchy of waste management, which is the overall approach that informs waste management in South Africa.

Figure1. The waste management hierarchy (From NWMS, 2011)



The waste management hierarchy consists of options for waste management during the entire waste management life-cycle, arranged in descending order of priority: waste avoidance and reduction, re-use and recycling, recovery and treatment and disposal as the last resort.

## Methodology

As outlined in the IWMP guidelines, the primary objective of the IWMP is to integrate and optimise waste management planning in order to maximise efficiency and minimise the associated environmental impacts and financial costs, and to improve the quality of life for all Naledi inhabitants

The development and review was conducted in six phases as outlined:

## IWMP REVIEW PROCESS

Integrated Waste Management Plan has to undergo processes or stages before being adopted by the provincial government as a monitoring Agent and Council respectively.





The table below highlights the stages

STAGES	DESCRIPTION
STAGE 1	Inception phase
STAGE 2	Status quo analysis
STAGE 3	Site Verification and gap Analysis
STAGE 4	Review and Amendment of goals and plans
STAGE 5	Approval by Council and endorsement by MEC
STAGE 6	Implementantation, monitoring and reportin

### **Refuse Removal**

Naledi Local Municipality provides waste removal services to the majority of Naledi including businesses at least once a week, while areas like Devondale and Dithakwaneng do not receive this service.

One of the major issues identified is illegal dumping, while the provision of additional transfer stations intend on curbing this

The Municipality intends on implementing the following with regards to waste removal:

- Regular collection of refuse
- Waste management route plan
- Provision of refuse bins
- Provision of refuse plastics
- Tree cutting and grass cutting

### **Roads**

Naledi Manages a broad area of road infrastructure, however the major challenge is maintaining this infrastructure due to cash flow problems. There is always room for improvement with regards to road infrastructure, and certain areas need new tarring altogether.

The Municipality had identified the following strategies with regards to roads:

- Patching of potholes
- Maintaining road infrastructure
- Improve response time on repair of economic corridors
- Using quality material
- Regular road markings (stop signs, signage etc)

### **TOWN PLANNING:**

The town planning unit maintained the performance level of evaluating building plans within 30 days and processing town planning applications within 102 days after submission, as required by legislation.

The municipality is at an advanced stage in terms of implementing the Spatial Planning and Land Use Management Act as the SPLUMA By-Laws has already been promulgated.



## **Disaster Management Plans**

The Dr Ruth Segomotsi Mompati district municipality manages the disaster management function, which is a shared service with Naledi local municipality.

The function to identify or declare a disaster is situated with the district municipality. The Disaster Management Plan is attached as an annexure to the IDP document.



In order for Naledi Local Municipality to deliver effective and efficient services to the community, various objectives were set and translated into strategies.

The table below provides a detailed description of such strategies:

<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT</b>						
<b>Back to Basics Pillars</b>	<b>Key Performance Area's</b>	<b>IDP Objectives</b>	<b>IDP Strategies</b>	<b>Implementable Activities</b>	<b>Alignment to National and Provincial Plans</b>	<b>Visualised result</b>
<b>Supporting the delivery of municipal services to the right quality and standard</b>	<b>Basic Service Delivery and Infrastructure Investment</b>	<b>To Accelerate the Provision of Basic Services</b>	<b>Uninterrupted Supply of Water</b>	<ul style="list-style-type: none"> <li>✓ Completion of Pudimoe pipeline</li> <li>✓ Drilling of additional boreholes</li> <li>✓ Conducting regular blue drop tests</li> <li>✓ Regular maintenance of water infrastructure</li> <li>✓ Acquiring tools of trade</li> </ul>	<b>Provincial Growth and Development Strategy (5 Concretes)</b>  <b>The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)</b>	<b>A Municipality which ensures that all communities have access to clean drinking water</b>
			<b>Provision of decent sanitation</b>	<ul style="list-style-type: none"> <li>✓ Upgrading of internal sewer network</li> <li>✓ Eradication of bucket system</li> <li>✓ Provision of full water Bourne system</li> <li>✓ Regular maintenance of sewer infrastructure</li> <li>✓ Acquiring tools of trade</li> </ul>	<b>Provincial Growth and Development Strategy (5 Concretes)</b>  <b>The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)</b>	<b>A Municipality that ensures all communities have decent sanitation</b>
			<b>Provision of</b>	✓ Regular maintenance / upgrading of	<b>Provincial Growth and</b>	<b>A Municipality</b>



BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT						
Back to Basics Pillars	Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
			electricity	electrical infrastructure ✓ Curb illegal connections ✓ Additional street lights/ traffic lights and maintenance thereof ✓ Tapping into the possibility of alternative power sources ✓ Acquiring tools of trade	Development Strategy (5 Concretes)  The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	that ensures all Communities have access to electricity when needed
			Solid waste removal and cleanliness of Municipal area	✓ Regular collection of refuse ✓ Acquiring tools of trade and specialised Vehicles ✓ Establishment of additional 07 disposal Cells at Naledi Landfill site ✓ Adoption and Implementation of the IWMP ✓ Additional transfer stations (Stella, Rekgarathlile, Devondale, Geduldspan, Dithakwaneng and Tlhakeng) ✓ Closure and Rehabilitation of Stella Landfill site ✓ Street Cleaning ✓ Conducting environmental awareness	Provincial Growth and Development Strategy (5 Concretes)  The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A Municipality which ensures that its area is clean and waste free



BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT						
Back to Basics Pillars	Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
			Access to quality road infrastructure	<ul style="list-style-type: none"> <li>✓ Patching of potholes</li> <li>✓ Maintaining road infrastructure</li> <li>✓ Improve response time on repair of economic corridors</li> <li>✓ Using quality material</li> <li>✓ Regular road markings (stop signs, signage etc)</li> <li>✓ Storm water cleaning</li> </ul>	<p>Provincial Growth and Development Strategy (5 Concretes)</p> <p>The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)</p>	A Municipality that has quality road infrastructure, making it a pleasure to drive in
				<ul style="list-style-type: none"> <li>✓ Development of Parks and Beautification of Naledi Entrances</li> </ul>		



### ***11.5 KPA 5: LOCAL ECONOMIC DEVELOPMENT***

Local economic development (LED) is seen as one of the most important ways of decreasing poverty. Local economic development must aim to create jobs by making the local economy grow. This means that more businesses and factories should be started in the municipal area.

As part of the IDP, key stakeholders come together to reach agreement and take decisions to make the economy grow and create income opportunities for more people, especially the poor.

National government makes policy and provides funds, research and other support for local economic development.

The Department of Provincial and Local Government has identified the following as key principles underlying LED:

- Poverty and unemployment are the main challenges facing South Africa.
- LED must target previously disadvantaged people, marginalised communities and geographical regions, black economic empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country
- There is no single approach to LED. Each locality may develop an approach that is best suited to its local context
- LED promotes local ownership, community involvement, local leadership and joint decision making
- LED involves local, national, and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build local areas
- LED uses local resources and skills and maximizes opportunities for development
- LED involves the integration of diverse economic initiatives in an all-inclusive approach to local development
- LED relies on flexible approaches to respond to changing circumstances at local, national and international level

#### **Current LED situation in Naledi**

In terms of Local Economic Development, agriculture and hunting are the strongest contributors to the municipality's economy.

Naledi enjoys unique advantages in relation to other municipalities within the Dr Ruth Segomotsi Mompati District Municipality and the North West Province.

Among these are:

- Its unique location at the intersection of two major national roads – the N14 linking the region with the province of Gauteng, the hub of economic activity in southern Africa; and the N18 which connects with the provincial capitals of the Northern Cape (Kimberley) and the North West (Mahikeng) and further into Botswana. This road also forms the Western Frontier Corridor designated by the North West Province.



- Exploring opportunities to develop Vryburg into a transport hub for the movement of goods and services into the rest of southern Africa – especially Botswana;
- Strengthening Vryburg’s status as the district capital with a vibrant and revitalised central business district (CBD) and adjacent industrial area;
- Leveraging the district’s current leadership position in cattle breeding – “the Texas of Africa” – and enhance opportunities for trading and auctioneering;
- Unlocking the potential for rapid growth in the hunting, game trading and eco-tourism industries;

As part of developing a new LED strategy for Naledi Local Municipality which will be in line with council’s vision, mission and objectives the following vision is proposed in terms of LED:

“To establish Naledi as an integrated regional economic node that is focused on intelligent support for business and community development embedded in a sustainable green environment.”

One of the primary objectives of the current council is to enhance revenue in the Municipality.

Based on the needs analysis conducted during previous IDP processes and the Spatial Development Framework (SDF) 2013, the following key LED opportunities are proposed.

#### **VRYBURG AS A REGIONAL DEVELOPMENT HUB**

- The location of Vryburg at the intersection of N18, N14, R34 and R378 highlights the strategic locality of this town within municipal and district context.
- The main development corridor is formed by the Western Frontier SDI (N18 and Kimberley – Botswana railway line), that is intended to strengthen the north- south development initiatives from Botswana to Northern Cape via North West Province. This corridor also links the Treasure Corridor with the Platinum Corridor through the Mafikeng airport / industrial zone and Taung irrigation scheme.
- The secondary corridors are formed by the N14 (east-west corridor), R34 to Schweizer- Reneke / Matlosana and R378 to Ganyesa.
- Vryburg is also strategically situated on major provincial tourism corridors namely – the N14 (Taljaart Nature Reserve / Barberspan); N18 (Taung Skull area / Taung Dam / Kimberley); R378 (Molopo Nature Reserve) and the N12 Treasure Corridor via R34 (Bloemhof dam / Sandveld Nature Reserve).
- Vryburg functions as a first order node for the municipal area as well as the District Municipality. Although the PSDF identified Vryburg as a Priority 2 Node (area) due to its economic status compared to other first order nodes such as Matlosana, Rustenburg, Tlokwe, etc., it already functions as a prominent node for the western parts of the province.
- From a strategic development point of view, Vryburg should be enhanced and supported to develop into a fully-fledged regional node of importance. This can be achieved by improving the services function of the town in terms of social, retail, industrial and institutional development. Capital expenditure programmes will therefore focus to a large extent on Vryburg as the primary development node.



- The potential exists to grow Vryburg's potential as a regional distribution center for retail companies expanding into Botswana and even Namibia. This will require joint strategies between Naledi and major retail players, the support of development finance institutions and investments in infrastructure such as warehouses, storage and cooling facilities.
- It will also require extensive consultation with the local business community to ensure that the local economy derive maximum benefits from such developments and with civil society (communities, churches, schools) the plan for the expected social impact resulting from a growth in traffic and economic activities.

### **CBD REVITALISATION**

The Central Business District of Vryburg serves as the economic and commercial heart of the municipal area, where most of the municipal business, retail, financial government and commercial services are situated.

The Spatial Development Framework notes that the CBD's service function can be enhanced and investments attracted through a revitalization strategy that address the following issues:

- Improvement of the overall environmental quality of the area including proper maintenance and upgrading of infrastructure.
- Upgrading of the existing taxi rank.
- Upgrading and landscaping of sidewalks – concentrating on Market, Stella and Vry Streets.
- Provision of facilities for informal trade on the most prominent pedestrian walkways.
- Landscaping and upgrading of the municipal park into a more functional community park.
- Improved waste management to improve the cleanness of the CBD

There are a number of existing retail nodes / centres within Vryburg town:

- Brink Centrum - Cnr. De Kock and Stella Streets
- New Centre Shopping Centre– Market Street – extending to the Midas complex
- Game center - Cnr. De Kock and Vry Streets
- Pick and Pay Centre – Molopo Street: The whole of Molopo Road – from Private Hospital to Lavender Lodge
- Church street node, including the Overland complex, the recently completed Boxer Shopping complex of 4 000m<sup>2</sup> and the Vryburg Taxi Rank area.
- Future retail nodes are planned for a Future Regional Retail Node / mall – south of Vryburg town, between Vryburg Extension 6 Township and Fairview Estate. The regional mall will cover a total area of 30 039 m<sup>2</sup> and will consist of approximately 26 296 m<sup>2</sup> retail area.

The demand modelling by Demacon (2012) revealed the following potential:

- Trade space: Between 7000m<sup>2</sup> - 35 000m<sup>2</sup> over the next 15 – 20 years that can create ± 1753 additional employment opportunities.
- Office space: Between 6000m<sup>2</sup> and 30 000m<sup>2</sup> over the next 15 – 20 years that can create ± 776 employment opportunities. (The recently completed Mini Garona Complex on Molopo Road as well as the completion of the current construction at the International Hotel site will impact on this demand).

CBD development must be supported by the development of social facilities and infrastructure concentrated at, or in close proximity to, the nodes to ensure high accessibility to these services.





The concept of multipurpose community development centres are based on the concept of “one stop” centres for the provision of the full range of social services. In the local context it refers to the location of municipal offices, and the provision of essential services such as social services, pension pay-out points, clinics and community safety.

The SDF notes that such centres should combine social and economic activities with higher density housing development that can create vibrant district and neighbourhood nodes.

Accessibility is of primary importance and functional linkages must be created with revitalised community nodes in Huhudi and Colridge.

Funds for such programmes can be accessed through *the* Neighbourhood Development Partnership Grant (NDPG) but Naledi should develop a convincing business case – and demonstrate wide community support – to access such funds.

### **DEVELOPMENT OF THE CATTLE INDUSTRY**

Naledi’s potential as the unofficial headquarters of the cattle industry in southern Africa has received insufficient attention from the municipality in recent years. This situation should be rectified as an integral part of the municipality’s step-change approach.

The province has adopted Agriculture, Culture and Tourism (ACT) as the sectors that serve as the key economic strategy of the province. The Provincial Government of Bokone Bophirima will invest more resources in these sectors to ensure that they generate economical spin offs for the province (refer to Radical Socio-Economic Projects for Bokone Bophirima by the Office of the Premier)

There should be close cooperation between the municipality, the industry, farming associations – including emerging farmers – local commerce, trade and industry to develop a joint strategy for the growth and promotion of the sector.

The annual cattle sale – the largest in the southern hemisphere – should be utilised to market the municipality, its facilities, infrastructure and other attractions. Local government should provide the support services required by the organisers of this event on a mutually-agreed and cost-effective basis.

Spin-off initiatives such as annual Texas run and cycle event should be identified in consultation between the municipality and the industry.

Great care should be taken to ensure that revenue generated through such events are also spent within the municipality and that local business – especially emerging and SMME entrepreneurs – are benefitting, leading to more job opportunities.

The wider impact of the cattle and beef industries and its potential for regional economic growth should also receive priority attention. A comprehensive study is required to determine the needs of commercial and emerging farmers as well as the expansion of the local abattoir, storage and meat processing facilities. This will



require a needs analysis and comprehensive input from all stakeholders. The potential for external grant funding from other spheres of government as well as development finance institutions should form part of such research.

### **GROWTH OF THE GAME FARMING, HUNTING AND ECO-TOURISM INDUSTRIES**

Naledi's reputation as a preferred destination for hunting and game trading stretches far beyond South Africa's borders. These industries are among the fastest growing economic sectors in the global economy and generate billions of rand for national and regional economies.

The province has adopted Agriculture, Culture and Tourism (ACT) as the sectors that serve as the key economic strategy of the province. The Provincial Government of Bokone Bophirima will invest more resources in these sectors to ensure that they generate economical spin offs for the province (refer to Radical Socio-Economic Projects for Bokone Bophirima by the Office of the Premier)

The local municipality is strongly supportive of the growth of game farming, game trading and responsible hunting. It also realises the immense potential for the expansion of eco- tourism opportunities.

Naledi municipality can play a facilitating role in this regard and act as an enabler between the industry and other sectors of government as well as communities to support the sustainable growth of the sector. The Provincial Strategic Development Framework (2008) is also fully supportive of the growth of extensive game farming in all parts of the municipality.

At the same time Naledi has substantial interests in the environmental impact of the game industry and to protect the reputation of the municipality against allegations of unethical hunting practices. However, the local industry has a strong record of environmental sustainability, ethical hunting and commitment to eco-tourism which can be used as the basis for its future growth. The municipality will take feasible steps to support the industry in its endeavors.

There are significant opportunities for game trading on the level and at the scale of the cattle industry. Such events are already hosted in other parts of the province and district and Naledi has a keen interest in bringing opportunities into the local economy.

The Local Economic Development Plan also proposes that a feasibility study be conducted to encourage farm stay opportunities on private farms.

Future strategies should take note of the rapid growth in hunting, game farming and game trading among the African population. Opportunities must be explored to direct a significant portion of this aspirational market towards Naledi. Linkages between the private eco- tourism and hunting sectors and the council-owned Leon Taljaart Nature Reserve must be struck as a matter of priority. Leon Taljaart has significant potential for growth as a local resort that attracts tourists on stay-over visits and as an amenity that can be enjoyed by the local community.



However, concerns have been expressed about the quality of management and the levels of maintenance at both Leon Taljaart and the Swartfontein Holiday Resort. All options for the future management of these facilities should be considered.

The Spatial Development Framework proposes an investigation into the leasing of Leon Taljaart and Swartfontein to the private sector for maintenance purposes should be conducted.

The Naledi municipality supports an investigation into possible options, including public-private partnerships where the management of the resort might be outsourced while the current municipal staff complement is retained. Assessment criteria should balance the need for the betterment of the resorts with the capital investments done by the municipality and the responsibilities taken through the years.

However the ultimate objectives must be to grow Leon Taljaart as a public asset, to generate maximum revenue

<b>SOUTH AFRICAN CIVIL AVIATION AUTHORITY</b> <b>ANNUAL AIRPORT INSPECTION 2007</b> <b>NON-COMPLIANCE REPORT</b>
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and to utilise such revenue to fund the municipality's broader developmental objectives.

#### **FUNCTIONAL AND OPERATIONAL VRYBURG AERODROME**

Vryburg Airport is an airport serving Vryburg, a town in the North West province, South Africa. It is located approximately 2.5 kilometers south of the Vryburg CBD.

In 1919 the Royal Air Force built the first airport in Vryburg. It was located to the north of the town and west of the Gert Lubbe Sports Grounds. The area was originally identified by Major Court Treatt as a landing strip for the regular flights between Cairo and Cape Town. At that time the town council rented the terrain to the Royal Air Force for 10 cents a year.

The current airport, which is located south of Vryburg was completed during March 1939. At that stage it could accommodate any existing aircraft type. The airport was used by the South African Department of Defence during the Second World War. After the end of the Second World War the Department of Defence notified the town council that it would no longer require the airport for defence purposes. The town council decided that it would continue the operation of the airport and applied to the Director of Civil Aviation (now the South African Civil Aviation Authority) for an aerodrome license and on 1 November the license application was granted.

#### **Analysis/Specs**

**Type:** Airport (Aerodrome, Airfield)

**Latitude:** 26°58'57"S (-26.982407)

**Longitude:** 24°43'44"E (24.728756)



AUDIT/INSPECTION FINDINGS			
Findings	RISK LEVEL		
	MINOR	MAJOR	SEVERE
<b>1. Civil infrastructure</b>			
<b>1.1 Security</b>			
<b>1.1.1 No perimeter fencing to prevent unauthorised person onto non-public area of aerodrome</b>		X	
<b>1.2 Markings</b>			
<b>1.2.1 The circular band for the wind direction indicator is fading</b>	X		
<b>1.2.2 Taxiway centre-line should lead into the runway</b>	X		
<b>2.1 Obstacles on runway strips</b>			
<b>2.1.1 Runway strips were found to have ant-hills</b>		X	

**Date:** WGS 1984

**Elevation:** 3920 ft (1195 m)

**Variation:** 18.62°W (WMM2015 magnetic declination) -0.08° annual change

**Runways:** 1

**Longest:** 3937 × 66 ft (1200 × 20 m), paved (asphalt) 1200 m 3937 ft

The existing Vryburg aerodrome, with the potential of becoming an important linkage, was identified as an opportunity in the Naledi Integrated Development Plan (IDP). Funding need to be sourced in order to revive the Vryburg aerodrome into a fully functional air strip which can contribute to the economy of Vryburg. Potential funders such as the District Municipality and the Provincial Government, as well as National Government will be approached in order to make this a reality.

#### **ATTRACT A MAJOR RENEWABLE ENERGY PROJECT IN NALEDI**

In 2011, the International Energy Agency said that "the development of affordable, inexhaustible and clean solar energy technologies will have huge longer-term benefits. It will increase countries' energy security through reliance on an indigenous, inexhaustible and mostly import-independent resource, enhance sustainability, reduce pollution, lower the costs of mitigating climate change, and keep fossil fuel prices lower than otherwise. These advantages are global. Hence the additional costs of the incentives for early deployment should be considered learning investments; they must be wisely spent and need to be widely shared".

Renewable energy resources exist over wide geographical areas, in contrast to other energy sources, which are concentrated in a limited number of countries. Rapid deployment of renewable energy and energy efficiency is resulting in significant energy security, climate change mitigation, and economic benefits. In international public opinion surveys there is strong support for promoting renewable sources such as solar power and wind power.



While many renewable energy projects are large-scale, renewable technologies are also suited to rural and remote areas and developing countries, where energy is often crucial in human development. United Nations' Secretary- General Ban Ki-moon has said that renewable energy has the ability to lift the poorest nations to new levels of prosperity.

Naledi Local Municipality wants to attract a large scale renewable energy project.



In order for Naledi to create a positive LED environment, the following strategies need to be implemented

Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
Local Economic Development (LED)	To create an Environment conducive for LED.	Conducive LED environment	<ul style="list-style-type: none"> <li>✓ Review LED Strategy</li> <li>✓ Encourage SMMEs and cooperatives to apply for funding</li> <li>✓ Information desk</li> <li>✓ Establishment of LED Forums</li> <li>✓ Adoption of Investment attraction Policy</li> </ul>	Provincial Growth and Development Strategy (5 Concretes) The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A Municipality that assists small business to start up and run smoothly
		Vryburg as a regional developmental hub	<ul style="list-style-type: none"> <li>✓ Arrange collaboration and discussions with: SANRAL, TRANSNET, Major corporations such as Checkers, Pick and Pay, SA Breweries, Coca-Cola and Simba; and Provincial and National Government</li> <li>✓ Private and public partnerships</li> </ul>	Provincial Growth and Development Strategy (5 Concretes) The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A Municipality that attracts investment to its town
		CBD revitalisation	<ul style="list-style-type: none"> <li>✓ Develop town revitalisation strategy</li> <li>✓ Source funding to implement town revitalisation strategy</li> </ul>	Provincial Growth and Development Strategy (5 Concretes) The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A CBD that allows for future growth
		Development of the cattle industry	<ul style="list-style-type: none"> <li>✓ Partner with the Department of Rural Development</li> <li>✓ Conduct a feasibility study for a leather</li> </ul>	Provincial Growth and Development Strategy (5 Concretes)	A cattle industry that thrives



Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
			<p>tannery which can manufacture consumer goods</p> <ul style="list-style-type: none"> <li>✓ Conduct a feasibility study to establish a cattle feed production plant</li> <li>✓ Conduct a feasibility study to establish a new feedlot</li> <li>✓ Conduct a branding and marketing study for organic beef products</li> <li>✓ Implement a retention programme to preserve existing cattle farms and support cattle farmers</li> <li>✓ Exploring on the introduction of Solar Energy</li> </ul>	The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	
		Growth of the game farming, hunting and eco-tourism industries	<ul style="list-style-type: none"> <li>✓ Initiate discussions with leaders in the game farming industry and agree on key initiatives to be undertaken by the municipality.</li> <li>✓ Identify public- private partnerships in the management of the Leon Taljaart Nature Reserve, Swartfontein resort and the Vryburg museum and what options are there to maximise revenue from these tourist destinations</li> </ul>	<p>Provincial Growth and Development Strategy (5 Concretes)</p> <p>The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)</p>	A farming and tourism industry that attracts investment and people



Key Performance Area's	IDP Objectives	IDP Strategies	Implementable Activities	Alignment to National and Provincial Plans	Visualised result
		Functional and operational aerodrome	<ul style="list-style-type: none"> <li>✓ Identify problems and challenges with aerodrome</li> <li>✓ Seek funding for revitalising the aerodrome</li> <li>✓ Partner with private and public co operatives</li> </ul>	Provincial Growth and Development Strategy (5 Concretes) The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	An aerodrome that is fully functional
		Attract a major renewable energy solar project	<ul style="list-style-type: none"> <li>✓ Lobby stakeholders and ensure that Naledi Local Municipality create an enabling environment for a large scale solar renewable energy project in its area.</li> </ul>	Provincial Growth and Development Strategy (5 Concretes) The National Development Plan (14 Outcomes of the MTSF and the New Growth Path)	A solar project/s to enable the town to be “green”



## SECTION 12: MEC' COMMENTS - THE DRAFT 2022 – 2027 IDP

IDP was assessed through the office of the MEC of Cooperative Governance, Human Settlement and Traditional Affairs, The Assessments was conducted to analyse the 2022 – 2027 Draft IDPs for the entire Province starting from 10<sup>th</sup> April 2022 until 30 May 2022.

The Report of the Assessments dated 19b May 2022 that is attached as an annexure indicates reflects the following:

- *Roles and Responsibilities of Stakeholders in the Assessments*
- *Credible assessment Instruments*
- *Status of Adoption and submission of the Draft IDPs in the Province*

Naledi Municipality was found to have tabled and adopted the Draft IDP on time with resolution 17/2022 dated 31<sup>st</sup> May 2022 and the Draft Document was submitted to the office of the MEC on the 08/ April / 2022

- *Status of Sector Plans*

Naledi has to adopt the LED Strategy, SDF and IWMP

- *Key Findings and Recommendations per municipality*
- ✓ The Municipality adequately covered matters related to Good Governance
- ✓ The Document of Naledi reflects Provincial Policy Pronouncements
- ✓ The Document does not cover the Fraud Prevention Plan and Complaints Management Systems
- ✓ Review of the SDF
- ✓ The Maps indicated the Environmental sensitive areas and Municipal owned Open Spaces
- ✓ Preparation and Finalisation of the CBD Precinct as started in 2021
- ✓ Approved Township establishment to be included in the SDF
- ✓ Adequate Capacity in the Town Planning Unit

## SECTION 13: APPROVAL

### 13.1 Submission and Publication

The Draft 2023 – 2024 IDP was adopted by Council on the 20<sup>th</sup> of June 2023, with the resolution number 195/2023. The IDP shall be submitted to the MEC within 10 days of the resolution and shall be published through the relevant media platform for inputs by community structures and members.

## SECTION 14: CONCLUSION

The 2023 – 2024 IDP was adopted by Council for implementation starting from 01 July 2023 until 30 June 2024.

