
Final IDP
FOREWORD BY HONORABLE MAYOR MANGALISO MATIKA

EXECUTIVE SUMMARY

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Foreword by Honorable Mayor Mangaliso Matika

The Sol Plaatje Municipality has come a long way to the current state. The leaders are convinced that the organisation is premised on the belief that change is inevitable, a change that is aimed at improving life and making the municipality accessible.

It is for this reason that during the process of developing this Integrated Development Plan, there was a compelling need to claim our position of being the city of firsts. This has led to the birth of the new vision “Towards a leading and modern city”. This vision will in turn fulfil our mandate which is informed by the following key strategic objectives:

- Spatial Transformation
- Inclusive Growth
- Service Provision
- Governance

As the Council, we are mindful of the economic conditions and the impact these have on our people, the triple challenge of poverty, unemployment and inequality remain in our communities. Many families rely on government grants to put food on the table and this can only be reversed through creation of job opportunities for youth, women and the young professionals. We will be working hand-in-hand with organised youth and women forums in our locality, partner with them in furthering our ambitious programme of delivery for the next five years. Time has come that we radically transform the economy through various means and ways of empowerment.

In our endeavour to keep to our promise, excellent governance will inform decision making and performance. We want the public to actively participate in the business of the municipality throughout the term of this IDP. Get involved, be informed and know the IDP. It is our duty to continuously engage and be engaged through various structures including the IDP Representative Forum duly established.

This city has a potential to grow, and we are determined to grow as the demand rises. With the university located in the Central Business District, new lifestyle, new market and new demand has been created. We will push back the frontiers to accommodate growth in all material respects, work with business and other stakeholders in ensuring that administrative red-tape is minimized. We want to grow the city, develop its people and provide services to all.

This IDP 2017/2018 to 2021/2022 has been developed after having taken into account the inputs of management and the public in general. It is aimed at addressing the needs of the people, which in the forefront is security of land tenure and access to basic services. Our commitment as the duly elected representatives of the people is to ensure that service delivery priorities are implemented efficiently, effectively and economically.

We are indeed moving towards a leading and a modern city.

Sol Plaatje – We Serve.
Executive Summary

The Sol Plaatje Municipality houses 20% of the population of the province thereby making it the largest urban formation in the Northern Cape. The fourth democratic Local Government Election in August 2016 led to 65 Councillors being elected to serve in the Sol Plaatje Municipality. Local Government is the sphere closest to the people. This means that local government can play a special role to facilitate a better future.

The vision set out for the Sol Plaatje Municipality to work towards a leading and modern city was announced by the Executive Mayor in August 2016 post elections. The strategic path to be forged is presented in this IDP. It is a programme to unlock the value of land to create economic opportunities and liveable human settlements with the foundation of quality and reliable infrastructure to deliver access to basic services.

Sol Plaatje is a pilot for the “new deal” - the Integrated Urban Development Framework, this is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the “Back to Basics” programme of local government a reality, a new vision “Towards a leading and modern city” is presented in this IDP. The Future is a new deal wherein all stakeholders will work towards developing a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs
- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements

The goal is to lead the city towards modernisation. To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:

To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

Inclusive Growth:

To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.
**Service Provision:**

To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:

- transformed spatial structure
- economic growth objectives
- universal access to basic services,
- differentiated service requirements of households and human settlements and economic activity

**Governance:**

- To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.
- To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

The municipality has taken steps over the past years to rebuild and stabilise the internal processes of delivery and build financial sustainability. And now is therefore well positioned to exploit its full potential to:

- Reverse inefficient land use patterns
- Tackle the aging infrastructure of the city
- Deal with the results of the relatively stagnant economic landscape in a systematic way

Although the current needs are not fully funded, it is envisaged that a momentum on delivery will be developed to attract funding and additional investments to reach the goal and strategic objectives set out.

The focus is on developing thriving township economies and integrating the various organic urban nodes and economic corridors to make the appropriate linkages between urban and rural settlements. Once this strategic spatial vision is planned, implementation will follow through the development of urban management mechanisms and precinct developments.

At present land locked spaces and sprawling informal settlements dominate the spatial landscape. The land use patterns within the urban centres are not conducive to investment and robustness. This situation has led to crime, grime and dilapidation. This IDP places a higher value and importance on spatial governance and local economic development programmes playing a bigger role in transforming the spatial landscape and resultant consequences.

The strong elements of inequality in the form of racial or class exclusion in the spatial form will be attended to through programmes of public participation and intergovernmental relations. Community involvement will include participation in developing pride of place and in incoming generating projects. The areas of highest population densities in locations furthest away from economic opportunities with the least access to basic services will be targeted for inclusion. In achieving
inclusion, subsidised housing and provision thereof will be located close to the urban core. This will require robust intergovernmental relations as the government housing developments provide platforms for people to develop and exit the trap of intergenerational poverty. Low density areas enjoy the privilege of owning large tracts of land that are located in very close proximity to economic opportunities. The divide between high and low density areas will be linked through a co-ordinated effort of spatial planning, local economic development and access to services.

The programme to eradicate the housing backlogs will be undertaken in a manner that creates integrated human settlements. In this respect a partnership with the province and national department of Human Settlements will be the main focus of intergovernmental relations. 30% of the Northern Cape housing backlog exists in Sol Plaatje, thus the focus would be to ramp up the planning and delivery of houses, with clear economic spin offs to boost the local economy.

Housing developments that will build the future should take pride in creating spaces for recreation, sports, and community gathering. These developments should encompass elements that combat crime, promote social cohesion and improve the quality of life for the poor. The stubborn problem of the inability to reach universal coverage on basic services to all will be tackled with integrated infrastructure plans that link to spatial planning and local economic development potentials.

A special attempt will be made to attract investment to grow the economy over time with the tourism being developed as the anchor. At the same time, the informal sector and small and micro enterprises will be supported to participate in the industrial value chain. A substantial number of households are dependent on social grants. These households will be targeted to be involved in a range of income generating activities to enable community development, social upliftment and personal growth. These efforts will begin to fundamentally address the challenges of poverty, vulnerability, inequality and social exclusion.

The biggest challenge confronting many municipalities in South Africa including the Sol Plaatje Municipality is on addressing service delivery backlogs whilst at the same time meeting the demands arising from continuous local population growth (combination of natural growth and in-migration) with the concomitant growth in the number of households.

The historical backlog together with the resultant demand from growth for new infrastructure, services and housing surpasses the fiscal capacity of many municipalities. The equitable share and conditional financial grants as well as own revenue generation are insufficient to meet infrastructure investment requirements. Own revenue generation by municipalities is constrained by weak local fiscal bases due to low economic growth and very low employment and household income levels.

As the local state is a developmental state, a special focus on the involvement of all stakeholders will be developed. All communities will be involved in working to make Sol Plaatje a clean, livable and vibrant city. The future focus is about leaving a legacy for the next generation, the building blocks of skills, leveraging local resources and maintaining active engagements with all citizens will modernise the city and provide the necessary platform for Sol Plaatje leaders to lead the “new deal” for all citizens.
Introduction

Sol Plaatje Municipality, which includes Kimberley, is the only secondary city in the Northern Cape. The municipality houses 20% of the population of the province in a relatively small area, the extent of which is 3145 km², yielding a population density of 79 persons per km². This makes Sol Plaatje Municipality the urban centre of the province, as the population density of the province is a mere 2.9 people per km².

Kimberley is approximately 110 km east of the confluence of the Vaal and Orange Rivers. The Sol Plaatje municipality is the seat of the Northern Cape Provincial Government and the Frances Baard District Council. Kimberley is the seat of the Northern Cape Division of the High Court of South Africa, which exercises jurisdiction over the province. With the abolition of apartheid, schools and suburbs in and around the CBD became accessible to all who had the economic means however, the majority of Black people remained in the townships where poverty levels are high. Rapid urbanisation is manifested the crisis of urban management created by higher population densities.

In 1912 the erstwhile Boroughs of Kimberley and Beaconsfield were amalgamated as the City of Kimberley. The discovery of diamond deposits in 1871, on a hillock labelled Colesburg Kopje on the farm Vooruitzicht led to mining diggings and urban formations. Vast diamond deposits found in the gigantic Kimberley mine, now known as the ‘Big Hole’, led to a scramble for fortunes and stimulated development. The roots of the De Beers Company, the leading diamond company in the world, can also be traced to the early days of the mining town. Kimberley was the first city in the Southern Hemisphere and the second in the world after Philadelphia to integrate electric street lights into its infrastructure on 2 September 1882. The first Stock Exchange in Africa was also built in Kimberley, as early as 1881.

The satellite township (now named after the baThaping chief, Kgosi Galeshewe) established in 1871 housed the African population who worked on the mines. Greenpoint was the ‘Coloured’ group area during apartheid after the people were moved out of the Malay Camp in the city centre. All areas that housed black people - African, Indians and Coloureds were not serviced as the white portion of the city was. On 8 November 1952 during the Defiance Campaign and Mayibuye Uprising several leaders from the townships were arrested and some people were shot and killed. Archdeacon Wade of St Matthew’s Church, as a witness at the subsequent inquiry, placed the blame squarely on the policy of apartheid – including poor housing, lighting and public transport, together with "unfulfilled promises" – which he said "brought about the conditions which led to the riots."

A later generation of anti-apartheid activists based in Kimberley included Phakamile Mabija and the post-apartheid provincial premiers, Manne Dipico and Dipuo Peters. Robert Sobukwe, founder of the Pan Africanist Congress, who was banished (placed under house arrest) in Kimberley after his release from Robben Island in 1969, died in the city in 1978. Benny Alexander (1955–2010), who later changed his name to Khoisan X, and was General Secretary of the Pan Africanist Congress and of the Pan-Africanist Movement from 1989, was born and grew up in Kimberley. Another leading figure from Kimberley in Coloured politics in the apartheid era was Sonny Leon.
The city has considerable historical significance due to its diamond mining past and the siege during the Second Boer War. There is also San rock art still intact from early history. The city was expanded with the addition of the settlement of Platfontein when the !Xun and Khwe community formerly of Schmidtsdrift and originally from Angola/Namibia acquiring the land in 1996.

In the post-apartheid era the Kimberley City Council was renamed the Sol Plaatje Local Municipality after the area it served was expanded to include surrounding towns and villages, most notably Ritchie. Sol Plaatje, the prominent writer and activist, lived for much of his life in Kimberley. Similarly the erstwhile Diamantveld District Council became the Frances Baard District Municipality, with reference to the trade unionist, Frances Baard, who was born in Greenpoint, Kimberley. The boundaries of the municipality are shown in the map below.

In the 2009/10 financial year the municipality experienced financial distress. There were no cash reserves and the collection rate was around 52% and expenses exceed income. There were poor audit opinions and 12 prior disclaimers. A number of tender violations led to court cases. The municipality recorded low expenditure on the capital budget (20-30pa). The ageing fleet led to an inability to respond to issues of delivery. Municipality was considered dysfunctional.

There was no long term planning or budget alignment to the IDP. The crisis on bulk infrastructure led to a moratorium on development being declared by council. An intervention was put in place with multiple foci: financial, infrastructure, planning, human resources, supply chain management, decision making protocols, etc. The focus was on the entire organisation. To resolve legacy issues the work undertaken went back to 3 prior years. About 500 detailed intervention aspects were undertaken. The core approach was to build “ethical governance”. The municipality has now been stabilised with appropriate systems and processes in place. It is with this back drop that the IDP for 2017 to 2022 was developed with the view to taking the city forward.
The Integrated Development Plan and Key Performance Area

An Integrated Development Plan (IDP) reflects the long term development vision with special emphasis on the most critical development for the area and internal transformation of the municipality. An identification of communities which do not have access to basic municipal services is a necessary part of the IDP.

Thus, the IDP sets out the development priorities and objectives for the elected term (five years) and aligns the municipal strategies with national and provincial sector plans. Local government is the sphere of government that closely interacts with communities. Local government is responsible for basic services such as water, sanitation, waste removal, electricity distribution, roads and storm water drainage, community facilities, cemeteries, parks, transport, access to primary health services and disaster management or emergency services. Thus, local government provides infrastructure essential for peoples’ well-being, and is tasked with ensuring growth and development of communities in a manner that enhances community participation and accountability.

A policy Instrument for participative democracy

Since 2000 the IDP, a policy instrument with a set of well defined tools, ensures that planning is conducted in an open, transparent, democratic and inclusive manner wherein development is prioritised. The IDP process involves all spheres of government, the residents in a ward or a cluster of wards and all the departments of a municipality. The IDP process is about democratic planning. In some instances this process is used to build a vibrant participatory democracy in local areas, where needs are collated and prioritised and thereafter implemented in programmes with the involvement of communities.

To provide for structured and organised participation, ward committees were enacted as part of the internal structure of municipalities in the Municipal Structures Act 117 (1998). The Municipal Systems Act 32 (2000) enacted integrated development planning as a means to achieving cooperative governance, consultation with communities and adequate planning of the developmental goals of inclusion and service provision.

A Corporate Plan for all

The IDP is a corporate plan linked to the five year term of office of councillors for a municipality. It is a strategic plan that determines budget allocations and a service delivery budget implementation plan. Thus, while the IDP points to what will be done, based on needs and priorities arising from consultations, it provides an indication to decision makers of the critical areas that require funds to be allocated in the budget of the municipality. An annual review of the IDP takes place to realign budget and adopt the annual service delivery budget implementation plan. This review must and

1 The full involvement of all national and provincial departments though is yet to be achieved in the participatory processes during consultations. However, the IDP’s are submitted to the MEC of Local Government of provinces in May every year and all provincial departments comment on the IDP’s of municipalities annually. This gives sector provincial departments the chance to amend their own plans and programmes based on IDP’s.

2 The yearly review of the IDP and realignment of the budget assists municipalities to make adjustments on tariffs such as electricity, water and other charges; it also provides the opportunity to reprioritise funds for projects based on project timelines.
should consider whether the local tax base and disposable household income is growing or shrinking and the impact of this.

The IDP must of necessity cover the details of meeting the key performance areas (KPA) of the municipality: Local Economic Development, Access to Basic Services and Infrastructure Development, Sound and Sustainable Financial Management, Institutional Development and Capacity Building; and Good Governance and Public Participation.

**KPA 1: Local Economic Development**

The availability of raw materials, skills, access to transport networks for distribution need to be detailed alongside the natural resource base to provide an overview of what exists and what potentials can be developed. The skills capacity in local areas and the informal economic activities can also be considered. This helps to scope out the existing resources and advantages as well as potential economic opportunities realistically. Currently, most of this work is carried out in the Spatial Development Framework, which sets out the broad land use management potential. Work on developing sectors of the economy must follow this activity. Nodes, corridors, points of growth and development, urban renewal projects and regeneration programmes are some of the aspects that have made a presence. Integration with plans for the local economy, on job creation, skills development, bringing an end to poverty and to sustainable economic growth is still to be forged at the local level.

To fulfil the role of promoting economic development and in particular to position a municipality as an attractive location for investment, municipalities must be financially and institutionally viable, and must leverage available economic opportunities. The financial strength of municipalities is determined largely on the size of the commercial economic base. Businesses and residents provide the rates base required to support the social and physical infrastructure necessary to support a thriving community. Private sector investment is critical to the local tax base. Public Sector investment helps to kick start this investment. Closely related to this is the self-evident need to build managerial, project management and administrative capacities. This involves addressing issues such as skills, management and administrative systems and processes.

Another set of instruments available to the municipalities particularly for infrastructure development are the various conditional grants from the national treasury. These grants differ from the equitable share of revenue to municipalities in the division of revenue, as there are strong controls on the delivery of infrastructure development projects. Unspent funds are monitored and cannot be used for other projects and expenditure. These conditional grants have been leveraged to upgrade townships and informal settlements. In addition to grants from the state coffers local government can negotiate bulk services contributions linked to private developments to ensure private funding of bulk service connections for water, sewer, electricity and access roads for developments in housing, retail malls and factories.

For municipal regulations to be economic-friendly it is necessary for councillors to engage with various sectors of the economy that have a presence in a municipal area. Red tape and bureaucratic delays linked to permissions affect the costs of doing business. It is only through an engagement with key stakeholders that the local economy will begin to generate employment multiplier effects, increase productive investment, contribute to broad-based black economic empowerment, encourage
integration of value matrices, enhance competitiveness of local production and improve the effectiveness of public sector spend.

Councillors are champions of developing the local economy. Economic growth must occur in a manner that supports the rights of workers and protects the environment. To include the poor a focus on household incomes and the affordability of tariffs is important. A key policy at municipal level at the disposal of councillors to assist low income households in townships and informal settlements to be included and supported is the Indigent Policy. This policy allows for special tariffs for free basic services thereby including the poor to access services and to be assisted out of the credit control net. The Councillors’ role at local level is limited to policy making and public engagements. Councillors are prohibited from being involved in procurement and tenders. The bid specification development, evaluation and decision making are technical processes as defined in the Municipal Finance Management Act 56 (2003).

KPA 2: Access to Basic Services and Infrastructure Development

The IDP attempts to ascertain the economic benefit of all activity conducted by the municipality. This is especially important with the public works programme, infrastructure programmes and integrated human settlement programme, which links to the KPA on “Access to Basic Services and Infrastructure Development”. The range of activities carried out in a municipality has broad economic implications. Activities includes the building of infrastructure by way of housing, facilities and roads, the sale and provision of services such as water, electricity and refuse removal, property management in the leasing of land and buildings, the provision of services on land use management the zoning and rezoning of land, which determines how best space can be utilised and provision of social services such as facilities for libraries, sports and recreation, arts and culture, clinics which are concurrent functions with provincial government.

Technical assessments that inform the IDP are linked to spatial planning, land uses, environmental sensitivities, electricity and water distribution, capacity of landfill sites, capacity of cemeteries and integrated transport systems. These assessments are guided by national regulations and policies.

KPA 3: Sound Financial Management

Sound financial management means management of financial resources in a manner that supports service delivery, good governance and institutional transformation, whilst at the same time ensuring compliance with the local government legislative framework and its supporting regulations and circulars. Sustainability ensures business continuity and ability to improve what has been achieved for times in the future.

The Key Performance Indicators as per the SDBIP are mainly based on liquidity, sustainability and management ratios as per National Treasury’s MFMA Circular 72.

The Financial Services Directorate indicators are highly sensitive to factors outside control of those expected to achieve. The collection rate below the targeted average is a cause for concern, as it has ripple effect in almost every aspect that measures management performance, liquidity and

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3 While this is the legal imperative, the perception of citizens is that councillors are responsible for tenders and award contracts
sustainability of the organisation. This matter has been raised sharply with the Executive Mayor, and it is hoped that the strategy proposed in March 2015, will be highly considered seeing that we had reached all-time low, since 2011 in terms of cost coverage. Prevention is better that dealing with consequences of financial distress.

The municipality had adopted a two-approach to indigent verification process, and this has yielded favourable results whereby a total of more than 13 800 indigent had been identified and are benefitting from Free Basic Services.

**KPA 4: Institutional Development and Capacity Building**

The IDP provides a local perspective of the national picture. This involves an unpacking of the local economy and details of how it links to the New Growth Path, Industrial Action Plan, the National Development Plan, the Integrated Urban Development Framework as well as the Provincial social and economic strategies. In addition to a formal overview of the economy and society, the departmental technical plans are simplified to be accessible to people for their inputs and understanding. This is to enable all members of the public to be fully consulted about the five year local plans. In this respect, public inputs to the IDP and policy processes are a legislative imperative. It is also the underlying basis of the KPA linked to “Good Governance and Public Participation. The IDP has a portion that looks at the workplace skills and equity plans. This aspect links to the core KPA of “Institutional Development and Capacity Building” to tease out what skills are required within the municipality to support delivery across all departments.

**KPA 5: Good Governance and Public Participation**

Good governance is about the processes for making and implementing decisions, it is not about making correct decisions, the best possible process for making decisions. Good governance has positive effects such as public participation policies and practices, meeting procedures, service quality protocols, councillor and municipal officials conduct, role clarification and good working relationships.

Accountability is a fundamental requirement of good governance, Municipalities have an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents. Good governance is also transparent, as it must enable people to follow and understand the decision making process, the information utilised to arrive at the decision, the advice received and consideration of the legal framework. Good governance is also responsive, and this is in line with the motto of the municipality of “We Serve”.

The municipality operates with the Executive Mayor system and a Mayoral Committee, and Section 80 Committees adopted in 2011, after the elections. This system has proven to be successful, as the municipality has achieved timely and qualitative reporting accolades and won various awards in the past. The Executive Management team meets fortnightly, for all schedules meetings, and other EMT meetings are schedules as the need arises, especially during the IDP Review and Budget Process period.

Effective implementation of municipal administrative policies is critical for good governance, especially in the areas of Human Resources, Labour Relations, Councillor Support, ICT and smooth functioning of the Office of the Executive Mayor and that of the Honourable Speaker.
Continuous feedback to the community is as important, and hence the publishing of monthly newsletter for public consumption is very important. Negative publicity remains a concern in this regard. Municipality must establish an institutional communication framework that will place the organisation in the lead in terms of communicating performance, information for public consumption, project progress reports, and get into the habit of publishing news articles on specific matters that will take away the power from the media of reporting what sells the papers.

**Context and Development Principles**

Fifty-four percent of the world’s population reside in urban areas. The quality of life in these areas differs from place to place. This disparity creates economic inequalities. By 2050 it is projected that the world’s population is set to increase to sixty-six percent. Africa is expected to be the fastest urbanizing region during 2020 to 2050. This trajectory calls for leaders of cities to be proactive and plan for this future.

In 2015 world leaders adopted seventeen **Sustainable Development Goals (SDGs)** aimed at ending poverty, fighting inequality and injustice, and tackling climate change by 2030. Goal eleven of the seventeen SDG’s is: “Making cities and human settlements inclusive, safe, resilient and sustainable.”

The **African Union Agenda 2063** recognises that: “Cities and other settlements are hubs of cultural and economic activities, with modernized infrastructure, and people have access to affordable and decent housing including housing finance together with all the basic necessities of life such as, water, sanitation, energy, public transport and ICT.” One of Agenda 2063’s key objectives is to: “Provide opportunities for all Africans to have decent and affordable housing in clean, secure and well planned environments.”

South Africa’s **National Development Plan (NDP)** challenges all, “to rethink the urban to face the future challenges” and to “grapple with this task and deal intelligently with social exclusion, environmental threats, economic inefficiencies, logistical bottlenecks, urban insecurity, decaying infrastructure and the impacts of new technologies.” The National Development Plan envisages a future in which, “we have created a home where everybody feels free yet bounded to others; where everyone embraces their full potential. We are proud to be a community that cares.” It also envisages a future in which, “Our homes, neighbourhoods, villages, towns and cities are safe and filled with laughter.” Our future is clearly an urban future, an urban future inextricably linked to our rural future.

The NDP recognises that, “while the fundamental reshaping of the colonial and apartheid geography may take decades, by 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements.” However, for this to happen, the NDP says the country must do three things:

1. Clarify and relentlessly pursue a national vision for spatial development;
2. Sharpen the instruments for achieving this vision;
3. Build the required capabilities in the state and among citizens.

The **Integrated Urban Development Framework (IUDF)** adopted by Cabinet in April 2016, marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. Its overall outcome is spatial
transformation. The IUDF builds on the National Development Perspective conception of spatial transformation and advocates that the elements of urban structure, namely land, jobs, housing and transport should be used to promote urban restructuring.

The IUDF is guided by the four principles set out in the NDP: spatial justice, spatial sustainability, spatial quality, spatial efficiency, and spatial resilience. To achieve this transformative vision, the IUDF introduces four overall strategic goals:

- Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas.
- Inclusion and access: To ensure people have access to social and economic services, opportunities and choices.
- Inclusive Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.
- Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The end goal is to strengthen rural-urban linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed.

**To accelerate progress** in respect of the spatial transformation of cities more urgently and assertively, and to address the stubborn persistence of spatial patterns enforced in the apartheid years, a key instrument is pursuing coherent and integrated planning supported by strategic investments in infrastructure.

**Development Principles**

Sixty-three percent of South Africans already live in urban areas. This will rise to seventy percent by 2030. By 2050 eight in ten South Africans will live in urban areas. The growth and management of urban areas must be guided in ways that unleash the potential of our cities and towns and reverse the terrible legacy of apartheid spatial injustice.

Our “New” Urban Agenda encourages an integrated approach to human settlement planning that is based on a sustainable livelihoods approach and promotes higher densities in good locations, universal design (ensuring access to all), an emphasis on the green economy, spatial economic inclusivity and the revitalisation of our inner cities.

Our Agenda includes the provision of transport, a healthy and ‘liveable’ urban environment, clean drinking water, energy provision, sanitation, health, education, roads, job opportunities, and food security. And importantly, cities with by-laws that are enforced, ensuring among other things that we have clean, well maintained cities.
The National Development Plan’s prescripts on future human settlements include:

(i) Contain and possibly reverse urban sprawl,

(ii) Create sustainable human settlements,

(iii) Focus new urban development (in particular affordable housing) around public transport corridors and economic nodes,

(iv) Create economic hubs within historically black townships that have sufficient market size, integrate townships into wider economic functioning localities, upgrade informal settlements where appropriate,

(vii) Give more attention to the design and quality of urban public space, and

(viii) Ensure that state funding does not support the further provision of non-strategic housing investments in poorly located areas.

These strategic goals inform the priority objectives of the nine policy levers, which are premised on the understanding that integrated urban planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions: integrated transport that informs targeted investments into integrated human settlements, underpinned by integrated infrastructure network systems and efficient land governance, which all together can trigger economic diversification and inclusion, and empowered communities. This demands effective governance and financial reform to enable and sustain these policy actions.

The IUDF emphasises the importance of strategic spatial planning and integrated urban planning as key levers for spatial transformation. The Integrated Urban Development Framework emphasizes the critical importance of effective urban planning to managing urbanization and spatial transformation. It is central to coordinating the role-players that shape and control land use, the urban form and the delivery of infrastructure and services.

It recognizes that at the core of effective urban planning is strategic spatial planning, which promotes spatial justice, spatial quality, spatial efficiency, spatial sustainability and spatial resilience.

The IUDF also recognizes the importance of effective urban management along the lines spelled out in government’s Back to Basics programme of ensuring that municipalities:

(1) Put people first,

(2) Deliver basic services,

(3) Practice good governance,

(4) Practice sound financial management,

(5) Build strong institutions.
Integrated urban planning and management are essential for coherent development that redresses apartheid geographies and facilitates spatial integration. Effective urban planning stimulates a more rational organisation and use of urban spaces, and results in:

1. More compact, socially inclusive and better-integrated cities that are resilient to climate change and urban risk;

2. Infrastructure investments that are sequenced, coordinated and integrated with land development;

3. Stable and predictable conditions for investments that are sequenced for optimal impact;

4. Clarity for all government spheres and sectors about the investments required to maximise opportunities for transforming people’s lives for the better;

5. Efficient approval processes to facilitate economic development;

6. Spatial integration to reverse undesirable settlement patterns emanating from past practices;

7. Inclusive, safe, resilient and sustainable human settlements.

8. Maximise existing IGR structures as a mechanism for coordinating planning; and,

9. Ensure greater involvement by Premiers and MECs.

The nine point plan to accelerate growth in the economy needs to be fully integrated into the spatial fabric of towns, cities and villages. Functional and connected settlements could contribute to the key strategic areas identified to constitute a 'Big Push' to ignite economic growth viz.:

1) Resolving the energy challenge: the Northern Cape is home to the renewable energy production projects.

2) Revitalising the Agriculture and the agro-processing value chain: the agriculture sector accounts for 7% of the Northern Cape provincial economy.

3) Advancing beneficiation and adding value to our mineral wealth: the mining sector’s share in the provincial economy is 22%. This accounts for 6% of all mining in South Africa - 70% of Zinc, 37% of Diamonds, 84% of Iron Ore, 44% of silver, 93% of lead and 99% of Manganese mined in South Africa.

4) More effective implementation of a higher-impact Industrial Policy Action Plan;

5) Encouraging private sector investment;

6) Moderating workplace conflict;
7) Unlocking the potential of SMMEs, Co-operatives, Township and Rural enterprises;

8) State reform, including boosting the role of state owned companies in broadband, water, sanitation and transport infrastructure; and,

9) Growing the Ocean Economy and Tourism.

The development of sustainable human settlements is an economic driver that provides a direct path of delivery for both the Integrated Urban Development Framework and the Comprehensive Rural Development Programme that will create spatial transformation, environmental sustainability, economic integration and social cohesion.

**The Provincial and District Strategies**

The Northern Cape Province is renowned for its diamond industry around Kimberley and along the coastline, and for its iron ore wealth in the Gamagara Corridor in the vicinity of Kuruman and Kathu. A productive irrigated agricultural zone occurs along much of the Orange River, the Vaal River and the Harts River. This zone is renowned for its export grapes and wines. Extensive stock farming and game-related enterprises represent significant economic sectors. Due to the unique cultural, environmental and social attributes of the Northern Cape, tourism has developed into a key economic driver.

The Northern Cape comprises approximately 115 urban settlements of various sizes. The settlement pattern is characterised by small and isolated urban and quasi-urban settlements scattered across the vast expanse of the province. Many of the settlements find it hard to provide basic services and sufficient income generating opportunities to their inhabitants. Development for the province is set out in the Northern Cape Provincial Growth Development Strategy (2004-2014), which sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

1. Promoting the growth, diversification and transformation of the provincial economy;

2. Poverty reduction through social development;

3. Developing requisite levels of human and social capital;

4. Improving the efficiency and effectiveness of governance and other development institutions;

5. Enhancing infrastructure for economic growth and social development.

The Province is in the process of developing a Provincial Growth and Development Plan which responds to the NDP and will have the following broad objectives:

- Providing overarching goals for what they want to achieve by 2030.

- Building consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome those obstacles.
• Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the Northern Cape Growth & Development Plan – Vision 2030 and

• Creating a basis for making choices about how best to use limited resources.

The Frances Baard District Municipality is one of five district municipalities located in the Northern Cape Province. It is located in the far western portion of the province. The District is bordered by the district municipalities of John Taolo Gaetsewe, Siyanda and Pixley ka Seme to the west and north and shares its northern border with the North West Province and its eastern border with the Free State.

The Frances Baard District is the smallest District in the province and consists of four local municipalities namely Sol Plaatje, Dikgatlong, Magareng and Phokwane. However, it accommodates the largest proportion of the population of the province, giving it the largest population density (30.85 persons/sq km). The total geographical area of the municipality is 12,384 square kilometres (km) and accounts for a mere 3.4% of the total area of the Northern Cape Province.

Frances Baard District has a population of 382,087 and 95,931 households. The district accommodates 31.8% of all Northern Cape households.

Development in the District attempts to accommodate the large population and movement patterns, through:

• Socio-economic development – especially economic growth, job creation, and poverty eradication, broad based black economic empowerment and environmental development.

• Service delivery, with emphasis on the provision of basic services.

• Governance, specifically as it relates to deepening democracy, thus through the ward committees system, capacity building, etc.
The Sol Plaatje Municipality in Context

Sol Plaatje municipality comprises of an estimated 60 297 households housing a population of 248 041. One in five people of the province resides in the Sol Plaatje municipality. The current population density is 79 persons per km$^2$. The population growth rate over 10 years has been relatively low at 2.04 percent. The average household size is 3.9 persons per household.

It should be noted that for planning purposes in this IDP and Budget Assumptions, the Community Survey 2016 Outcomes was used. The Budget assumptions are based on total number of household 72012 and total of 255 351.

The table below presents relevant assumptions that were used in the development of the IDP, as per Census 2011 Final Outcomes.

<table>
<thead>
<tr>
<th>Key Statistics</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region area (sq km)</td>
<td>3 145</td>
</tr>
<tr>
<td>Population</td>
<td>248 041</td>
</tr>
<tr>
<td>Population density (nr of people per sq km)</td>
<td>79</td>
</tr>
<tr>
<td>Population growth rate (pa 2001-2011)</td>
<td>2.04%</td>
</tr>
<tr>
<td>Economically active population (as % of total pop.)</td>
<td>66.2%</td>
</tr>
<tr>
<td>No schooling age 20+</td>
<td>10%</td>
</tr>
<tr>
<td>Higher education aged 20+</td>
<td>9%</td>
</tr>
<tr>
<td>Matric aged 20+</td>
<td>21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Households</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No of households</td>
<td>60 297</td>
</tr>
<tr>
<td>Average household size</td>
<td>3.9</td>
</tr>
<tr>
<td>Percentage female headed households</td>
<td>41%</td>
</tr>
<tr>
<td>Formal Dwellings</td>
<td>81.6%</td>
</tr>
<tr>
<td>Houses owned/paying off</td>
<td>61.2%</td>
</tr>
<tr>
<td>Flush toilet connect to sewerage</td>
<td>82.8%</td>
</tr>
<tr>
<td>Weekly refuse removal</td>
<td>84.3%</td>
</tr>
<tr>
<td>Piped water inside dwelling</td>
<td>61.9%</td>
</tr>
<tr>
<td>Electricity for lighting</td>
<td>84.9%</td>
</tr>
<tr>
<td>Disposable income (Rand, current prices)</td>
<td>10 823.80</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economy</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal sector employment estimates</td>
<td>60 457</td>
</tr>
<tr>
<td>Informal sector employment estimates</td>
<td>15 297</td>
</tr>
<tr>
<td>Unemployment rate (official)</td>
<td>31.9%</td>
</tr>
<tr>
<td>Youth unemployment rate (official) 15-34</td>
<td>41.7%</td>
</tr>
<tr>
<td>Economic output in 2013 ( GDP, R' million current prices)</td>
<td>16 531</td>
</tr>
<tr>
<td>Share of economic output (GDP% of SA in current prices)</td>
<td>0.6%</td>
</tr>
<tr>
<td>Gross domestic fixed investment (Rm constant prices)</td>
<td>1904</td>
</tr>
<tr>
<td>Economic growth performance 1995-2013 (GVA at basic prices)</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

Source: Stats SA and Quantec
The People

The Sol Plaatje municipality is unique in the country reflecting the reality of the province. The spread of the population by race groups shows a relatively large share of non-Africans in the total population, at 46% compared to 20% nationally. This implies that all race groups play an important role in shaping social relations.

The municipality has experienced negative growth (-0.3%) in the population from 1996 to 2001 and an upswing to 2% from 2001 to 2011.
The growth in population has led to sprawl and unplanned settlements which has in turn stressed the infrastructure of the city. It is likely that a number of people from other parts of the province have converged on the city in search of opportunities, access to facilities and government to create the basis of a better life.

Source Stats SA & Quantec

The graph above gives the spread of the population of the city from 1996 to 2011 by race group. The age distribution indicates the presence of about two thirds (66.2%) of the population in the economic activity age groups. This bodes well for economic activity as this indicates a pool of labour available in the area however the low skills base needs to be taken into account.

A significant portion of the economically active age grouping is not participating in the economy as indicated by the unemployment rates of the 15 to 34 age grouping.

Age and Gender Distribution

Source Stats SA & Quantec
About 28% of the population is under 14 years. This strengthens the case for future economic development. Early childhood development as well as literacy and numeracy skilling for this group will assist to lift the availability of skills and the economic growth path.

Of the population over 20 years, 30% have matric and higher education, while 10% indicate no schooling. The remaining 60% have some primary schooling and some secondary schooling. This will pose a serious problem for the future economic trajectory as skills will have to be built to suit the economic path and in the short-term skills will have to be brought in from skilled areas.
Of the economically active people in the municipality, 31.9% are unemployed (narrow definition of unemployment). 41.7% of the economically active youth (15 – 34 years) in the area are unemployed. This figure is compelling enough to direct a special focus on youth employment.

**Unemployment Rates**

<table>
<thead>
<tr>
<th>Year</th>
<th>Official Unemployment</th>
<th>Youth Unemployment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>41.3%</td>
<td>51.5%</td>
</tr>
<tr>
<td>2011</td>
<td>31.9%</td>
<td>41.7%</td>
</tr>
</tbody>
</table>

Source Stats SA & Quantec

From the distribution noted in the graph above on involvement in the economy, the African and Coloured people are most affected by unemployment and have not been activity participating in the
economy. This calls for a robust programme targeting these groups to be involved in work opportunities and income generating projects.

Those who work, earn a low wage. 68% earn R 3 200 and less per month, while 28% earn between R3 201 and R12 800. A mere 4% earn above R12 800 per month. With the minimum wage coming into effect this picture will change somewhat, however the skewed distribution with respect to low wages will remain in place.

The Households

The city is home to 60 297 households. The graph below provides the types of dwellings.
From 2001 onwards there has been an increase in informal dwellings in the city. The demand of low cost housing as well as middle income housing has outstripped supply. The current tenure status shown below reveals a low uptake on the housing bond market, but reveals close to half the households as fully owned by the dweller.

![Tenure Status Chart]

Source: Stats SA & Quantec

Annual household income reveals about 72% of the households of Sol Plaatje falling in income bracket below R38 400 per year. The 2015 household survey revealed that 32.1% of the households in the Northern Cape indicate that social grants are the source of income. This is one indicator of poverty, but not the only measure. Food insecurity is another measure of poverty, and food access problems in the Northern Cape were noted to be affecting 31.3% of the households. Given the density of population in the municipality and the in-migration towards perceived opportunities, it is likely that the poverty is acute in the municipality.

![Annual Household Income Chart]

Source: Stats SA & Quantec
The percentage of individuals that benefited from social grants in South Africa consistently increased from 12.7% in 2003 to 30.1% in 2015. This effort on the part of government to care for the vulnerable and households in distress has arrested deep poverty. Social grants are generally dependant on individuals being the ones who have to actively apply for grants instead of the government identifying them as needing such.

The percentage of households that received at least one grant increased from 29.9% in 2003 to 45.5% in 2015. In 2015, more than one-third of individuals in Eastern Cape (40.3%), Limpopo (38.2%), Northern Cape (36.9%) and KwaZulu-Natal (36.8%) were grant beneficiaries, compared to 17.5% in Gauteng and 22% in Western Cape. Similarly, more than half of households in Northern Cape (59.9%), Eastern Cape (59.2%), Limpopo (57.6%), KwaZulu-Natal (53.1%), Free State (52.4%) and Mpumalanga (51.3%) received at least one form of grant compared to 30.8% of households in Gauteng and 37% of households in Western Cape.

The Municipal Services

The core business of local government has been monitored in the national census, household income and expenditure and community surveys. The graphs that follow hereon reveal the results of the surveys for the Sol Plaatje Municipality.

![Sources of Energy for Lighting](source_stats_sa_quantec)
Electricity sales and refuse are trading accounts and generate revenue for the municipality. Local government raises its own revenue through the rates on property and sale of services.

Sanitation provision is dependent on land preparation and is linked to the formalisation of land and development. Pit and bucket latrines are more likely to be evident in informal dwellings.

Access to Piped Water
Municipal services are provided to both domestic and commercial users. The estimate of service points for commercial users is around 3000. This figure is low and is unable to perform cross subsidization. Attraction of investment in property development, industries and commerce is required to build the base of commercial or no-residential users of municipal trading services.

**The Economy**

The Sol Plaatje area has a relatively small and somewhat insignificant contribution to the national gross domestic product but has a special place in the provincial economy. Sol Plaatje municipality makes up 24% of the share of the provincial economy. The share of Sol Plaatje is estimated at R16.5 billion. This makes up 76% of the contribution of the Frances Baard District to the national economy.

![](image)

**Share of the National Economy**

Source Quantec

Growth rates have been low estimated at 0.6% over the period 1995 to 2013. With the downward turn in the national economy it is likely that this figure would have dropped to between 0.5% and 0.4%.

Although household income and expenditure reveals an upward trend, the large number of households living with social grants must be considered. Sol Plaatje is from this set of data, the more affluent part of the province.

It is likely that the households that are dependent on social grants have been caught up in the debt traps to make ends meet.
The graph below depicts the trend on household income and expenditure 1995 to 2013.

Source Quantec

There has not been a strong replacement and anchor for the dwindling mining sector, which through its diamond trading over 100 years ago, led to the establishment of a stock exchange in Kimberley. Manufacturing which is spurned from mining has a small presence in the area.

The local economy has strong competition from smaller centres such as Upington, which despite its smaller size, may also take the place of Kimberley as a regional service provider. Sol Plaatje’s role as primary service provider for the broader region is also challenged by Bloemfontein (located 170km to the east), which offers a more diverse range of functions and services. This overlap is due largely to Kimberley’s location related to the discovery of diamonds in the area rather than its role as a regional service centre (which may have seen it situated in a more “logically’). Its position in a less than central location within the province means that areas within the Northern Cape might in fact bear a stronger relationship to Cape Town as a place for high order services.

Tourism has potential to become the anchor however a massive programme to uplift the area, to modernise and globalise the city to attract and retain tourists’ interests will be required to reap benefits. Another trigger to the economy could be the Integrated Human Settlements programme of national government and the province. The Northern Cape does not have local distribution points for building materials, bricks and cement. The city is well placed to be become the regional service provider.
A closer view of the performance of the local economy, reveals that the tertiary sector, wherein tourism and trade are counted, has a higher performance rate.

Source Quantec

All three sectors of the economy show a downward path of decline. Kimberley fulfils the role of provincial capital and thus forms a hub for a range of government services. The provincial government and district municipal offices are both located in the Kimberley and form an important employer and contributor to the need for services. This explains the higher share in the tertiary sector of the economy.

A large part of the employment opportunities in the area were created by the manufacturing sector, especially through the manufacturing of herb beer, jewellery, sheep and leather clothing and dried fruit. Manufacturing could still be stimulated particularly on agro-processing activities, mineral beneficiation including clay, brick and jewellery.

Agricultural production covers: Ground Nut, Cotton, Wheat, Soybeans, Grapes and Lucerne. Many of the products, which are currently produced in the municipality, are not processed locally. Linked to the possible development of the agricultural sector, there is the potential to develop the agro-processing sector including meat, fruits and vegetables, oil extraction, leather, muesli and muesli by-products. This sector could be stimulated with a focus on new technological practices (which incorporate labour intensive practices) including organic farming, biotechnology and hydroponics. The focus is both on intensive agriculture (crops) as well as livestock and game farming (meat). Spatially,
farming will occur within the rural areas of the municipality. A key imperative is to encourage new start ups although barriers to entry may include land ownership issues.

A closer look at the Tertiary sector without government and community services reveals the following:

![Performance of Tertiary Sector](image)

**Source Quantec**

Kimberley is a modern city with broad, tree-lined streets, attractive parks and gardens, comfortable hotels and busy shopping centres. With its rich historical treasures and new developments, Kimberley is certainly becoming a much sought-after tourist destination. Current tourist attractions include:

- Guided underground tours of an operational De Beers diamond mine - the only one of its kind in the world.
- Guided tours of the old fashioned alluvial and diamond diggings still in operation, as well as guided tours to the mechanical alluvial diamond diggings.
- The Big Hole and Open Mine Museum village. The Big Hole is still the largest man-made excavation in the world and was nominated as a world heritage site.
- Ride on a restored electric tram dating from the year 1914. This tram is the only operating tram in South Africa and offers a true experience.
- Follow the N12 Anglo-Boer War battlefield route from Kimberley and experience the exciting Anglo-Boer War battlefields in South Africa, including the famous battlefields of Magersfontein and Paardeberg.
- Find out about the Siege & Relief of Kimberley during the Anglo-Boer War, the personality clash between Cecil John Rhodes and Lt Col Kekewich who commanded the military during the Siege and why a woman fired the first shot of the “Long Cecil” gun.
- The Kimberley Ghost Trail is a guided tour of the haunted corners of Kimberley.
- Visit the William Humphreys Art Gallery, South Africa’s only Grade 1 art gallery. This gallery houses a formidable collection of South African art which includes San (Bushman) rock engravings.
- Kimberley Archaeological Route. Visit sites of ancient San rock engravings, glacial pavings and early history in the company of an expert from the McGregor Museum.
• Visit the Alexander McGregor Memorial Museum, built in 1907 in memory of a former Mayor of the city. It houses displays on the natural and history of the Northern Cape, and a fine collection of costumes through the Ages. It also houses the McGregor Science Centre.
• Rhodes built the Sanatorium in 1897. This building was used as a luxury hotel (the Belgrave Hotel) and later as a convent school before being taken over by the McGregor Museum, now the Northern Cape Provincial Museum.
• Guided tours of some of the most famous houses in South Africa - Dunluce, which belonged to John Orr of departmental store fame and Rudd House, the opulent house of one of the first De Beers directors.
• The Freddie Tait Golf Museum and the Spoornet Railway Museum are two unique museums not to be missed.
• Kimberley boasts some of South Africa’s oldest original pubs like the Star of the West, the “Half” and the Phoenix.
• Visit the Schmidtsdrift San settlement and see them create their arts and crafts.
• Also visit some of the most exciting archaeological sites in Africa with the McGregor Museum.
• Close to Kimberley are stretches of South Africa’s best indigenous yellow fish fly-fishing waters.

Tourism related to the heritage (battle history, mining history and struggle history) and eco-tourism and on-farm tourism (bird and game viewing, hunting, lodging) are all a focus. The current dominant focus of tourism activity is the Big Hole; although (at a spatial level) tourism assets in need of development are identified within the CBD, Galeshewe, Platfontein archaeological site, and in the wilderness and farming areas. Supporting infrastructure such as places of accommodation is focused in these areas as well as residential areas within the municipality. Tourism related business comprises a wide range of enterprises. The targets within this growing sector include enabling the development of start-up enterprises related to tourism focusing on Galeshewe.

With respect to SMMEs Sol Plaatje faces more or less the same issues and challenges as other towns in the country. All along there has been an impatience about the alleged ineffectiveness of top-down support, yet also a lack of alternative, convincingly superior local or regional policies and programmes. Some of the constraints that were identified in Sol Plaatje were as follow:

• Established SMEs in growth sectors need support to overcome sector- or niche-specific bottlenecks, information gaps, export problems, technology challenges or other problems.
• Black entrepreneurs in conventional SMEs need support along BEE lines in order to help them increase their market share and evolve towards equal partners in the business scene.
• In the townships most entrepreneurs are working below capacity or minimum size because some of the growth prerequisites are missing. This could be capital, know-how or skills, operating space or proper business premises, etc. Efforts to address these fundamental shortcomings will have to be sector-adjusted.
• Support programmes will have to be worked out separately for each sector or cluster, in close co-operation with relevant partners. The Sol Plaatje Municipality can play some role in this process, but in most cases that role is limited.
- Existing SMME support programmes initiated by national or provincial governments do not reach many local firms, creating frustration about the perceived inefficiency of these support suppliers (e.g. Seda).
- Support needs in Sol Plaatje’s SMME sector vary between the different areas of Sol Plaatje.

The secondary sector make up is as follows:

**Performance of the Secondary Sector**

Manufacturing has stagnated, in line with the national trend. The construction sector is likely to have a small upturn with the Human Settlements programme to construct houses, however this will only have an impact on the trends if the project is large enough to catalyse spin off’s in other industries such as wholesale and retailing of building materials.

Despite the decline in the manufacturing, there are still various opportunities for this sector:

- Quality niches in clothing/textiles - An exception to the overall decline, yet potentially significant
- Pharmaceutical products - Off-shoot from other sectors in the region, including agri-, petro-chemical and bio-tech niches
- Specialised machinery-repair facilities - Service function for the region, especially agriculture and forestry
- If Sol Plaatje were to be created as a transport centre, the spin-offs of the logistics industry are manifold. Trucking service centres will locate to Kimberley and supporting industries such as storage, warehousing, freight management and the hospitality industry would benefit out of this.
- Agricultural natural resources and medicinal plants investment
• Olive trees – linked to rehabilitating mining land.
• Ultra-light aircraft factory
• Mineral beneficiation - Diamond beneficiation / diamond works (planning phase), small scale jewellery making
• Silicon chip manufacturing industry
• Establishment of an assembly line for vehicles and trucks
• Goat abattoir
• Hi-tech tannery
• Manufacturing of water pipes and fittings plant (plastic)
• Promotion of Green industries - solar energy for manufacturing / establishing of petro-chemical plant (based on gas reserves channelled from North-South and East-West through the municipality
• Brown industries - Petrochemical hub, Bio-diesel / Ethylene fuel plant, Methane recovery plant (used for energy generation)
• Clothing / shoe / food / equipment factories -for mining sector, for new prison in Kimberley and for psychiatric hospital in Kimberley

Gross fixed domestic investment is relatively low, just under R2 billion. Unlocking the value of land and encouraging development on privately owned land will have the effect of improving this. The unused mining land is one example of potential development that could have the effect of improving the economic outlook and the rate base of the municipality.

Over a longer time period the University’s investment in property will help to improve the economic picture. Furthermore, the investments in improving skills locally will have a positive effect on the local economy.

About 57% of those who fall in the economically active age grouping are productively involved in the economy, both in the formal and informal sector. Government, all three spheres, accounts for a third of the formal employees in Sol Plaatje.

**Barriers and Constraints**

There is structural economic division, as most employment opportunities are located in one part of the municipality. This hinders economic efficiency in the following ways:

• Inadequate level of accessibility
• Poor level of infrastructure
• Poor application of economic multipliers
• Lack of economic incentives
• Lack of development incentives
• Declining construction and manufacturing industries
• Insignificant formal investment in socially and economically disadvantaged areas
• Land use patterns within the CBD limit movement and accessibility. This is restrictive with regards to creating a healthy and robust business environment
• Dead and empty spaces within the CBD present many opportunities for crime to take place
Based on the above, it can be seen that the Sol Plaatje Municipality needs drastic intervention for the economy to be stimulated again. Intervention should revolve around the themes below:

Spatial Development in relation to the economy

In moving towards addressing the issues mentioned above, spatial development should develop in the form of creating live, work and play environments. Developing townships in this manner will employ measures of radical transformation. In relation to this there are programmes in place that are targeted at developing inclusive economies and developing a learning and skilled local population. The table below is an illustration of the four economic development pillars that should be used to guide development of this nature. Housing typologies need to be thought of accordingly.

Addressing Joblessness

Joblessness is a widespread feature of the Sol Plaatje landscape and it is an issue that requires streamlined and highly contextual interventions. Skills Development Programmes industries needs to be conducted on a regular basis. The age grouping 15-34 has the highest unemployment which implies that programmes need to target this sector aggressively.

Developing infrastructure networks that will enhance township economies and secondary nodes

Key Social Issues

Within the municipality, there are many aspects that are inter-linked and work in collaboration to create an efficient and productive space. A key issue within this cycle is that of societal dynamics. The nature and characteristics of a society that inhibits a municipality, has a direct effect on the manner in which the municipality performs—socially, economically and spatially. Based on studies conducted in the Sol Plaatje Municipality, the following traits and issues were found. These issues are of serious concern as they are proving to have a negative effect on the development of Sol Plaatje Municipality:

- Unemployment
- High poverty levels
- Many idle members in society
- HIV/AIDS
- Substance abuse
- High illiteracy levels
- High crime rates

Having looked at the people, the households, the municipal services delivered to the households and the economy the spatial make up of Sol Plaatje is discussed hereafter.
The Spatial Make up of Sol Plaatje Municipality

An assessment of the manner in which all spatial elements work together to form the spatial fabric of Sol Plaatje helps to create a picture of the space economy, in the geographic location of economic opportunities and activities is make apparent. The spatial analysis discussed below will assist to direct the spatial transformation required to realise the overall strategic future direction to be taken.

Location

The Sol Plaatje Municipality has two national roads the N12 (which goes to Cape Town via the N1 to the south and Pretoria/Johannesburg to the north) and the N8 (going east to Bloemfontein and west to Upington). These roads afford the municipality easy access to major urban agglomerations such as the Gauteng City Region and to the interior of the Northern Cape Province.

The accessible national road network places the Sol Plaatje Municipality in a strategic position to strengthen its ability to attract investment and develop infrastructure with high yielding returns for the Province. It could be said that this makes Sol Plaatje the gateway for the Province to interact with South Africa.

The municipality is bound by the Free State on the east, the ZF Mgcawu District Municipality on the west, Pixley ka Seme District Municipality in the south and the North West Province and John Taolo Gaetsewe District Municipality in the North.
Sol Plaatje Municipality in relation to surrounding municipalities and provinces
Key towns within the Municipality

**Kimberley**

Kimberley is a secondary/medium sized city and remains the financial heartbeat of the province. This is largely due to the employment and commercial opportunities in both the formal and informal sectors. Kimberley has over the 100 years of its existence developed infrastructural links as a result of the city being a global mining centre for diamonds. The mining industry in the city has declined but still plays an important role as three of the five original mines are still in operation.

The climate in Kimberley is extremely hot and dry as it lies within a semi-desert landscape with temperatures boiling over 40°C in summer nights, including sporadic intense thunderstorms. During the winter, the city is usually warm but some nights can reach temperatures below 0°C. The topography of Kimberley is generally flat with sparse vegetation due to the hot and dry climate.

Kimberley emerged as a mining town and the spatial structure of city revolved around optimising the mining sector. Invariably this created a segregated society and city. Apartheid spatial planning furthered the segregated spaces developed in the city with the enactment of the Group Areas Act.

The majority Black population was housed in the northern and north-eastern edges of the sprawling city. The Coloured population was moved to Greenpoint. The Malay Camp in the city was cleared of the Black population leaving the CBD and surrounding suburbs for the White population. This laid the spatial foundations of Kimberley. Reversing the spatial consequences of apartheid is the major challenge for all towns and cities in South Africa.

The vast spatial imbalances in Kimberley present major challenges for urban management and social integration as different neighbourhoods are separated by physical barriers and buffer zones. Uneven densities are a source of inefficiency. The injustice experienced is linked to distances to work and inadequate facilities, these factors combined perpetuate inequalities. Restrictive and outdated land use policies led to an uneven distribution of facilities such as schools, libraries and recreational amenities across the city. A full compendium of facilities was developed in the White areas of the city with a porosity of facilities in the Black areas. Thus, a race and class divide was structurally imposed in society. The lack of facilities, poor and inadequate planning and the stratification of society with the proletariat residing in Black areas constitute the legacy backlog on settlements.
In the map above the red and blue dots represent higher concentration of population and grey dots lower concentrations. Population densities in higher concentration areas are very high. Household densities are more than a thousand per km$^2$.

The western portion of Kimberley is dominated by higher concentrations of people and households inhibited by the lower income sector or the working class. The other pocket of high concentration lies south east of the municipality and includes Greenpoint and its adjacent informal settlement.

The areas of high population densities are made up of informal settlements that are economically disadvantaged and excluded from the mainstream economy.

**Ritchie**

Ritchie is a small holding town located about 40 kilometres south of Kimberley on the north banks of the Riet River. The strategic location of Ritchie along the Riet river bank, creates a strong potential for agricultural development around this area. The areas around Ritchie are irrigated by the Modder/Riet Rivers focusing on intensifying and expanding the range of crops that they produce. The map below illustrates the river corridor.
Modern cities are multi nodal, with economic activity and workplaces concentrated in several locations. When cities expand towards the periphery, townships are extremely well-located from an urban access perspective. In relation to the above mentioned Galeshewe is strategically located and has the potential to serve as a key nodal point within the municipality.

Galeshewe is the settlement in which majority of the Sol Plaatje population resides. The peripheral location of the township coupled with limited transport links to the city centre, is the most prominent feature of spatial exclusion. A serious lack of land use management has led to Galeshewe being disintegrated from the economic core of the municipality.
From the map above it is apparent that Galeshewe has many extensions to the township which are found in the west and central areas of the municipality. These townships are largely residential in nature. Certain extensions of the township are also made up of a mix of residential one (formal houses) and informal settlements. This creates spatial inequality. Although there are great efforts put into the formalisation of settlements, this issue is further exacerbated by the need for residents to be closer to economic opportunities. The map shows the proportion of settlements in relation to the commercial areas in blue area, agricultural areas in green and mining areas in pink.

In an effort to redress the past and to renew the township, Galeshewe should be earmarked as an urban node for development. Large capital investment projects should take place in the area with the aim of assisting and enabling local entrepreneurs to establish productive relationships with reputable businesses in the area.

In turning Galeshewe into a sustainable human settlement, a holistic approach to development should take place. This indicates that interventions in the fields of social, commercial, residential, cultural, educational and recreational should be taking place in Galeshewe. Interventions should serve as catalysts to spur on integrated development cycles.

With the vision of turning Galeshewe into a sustainable human settlement, a project that will enhance key mobility and access routes and the public realm will go a long way in re-integrating Galeshewe into the urban fabric.
With a holistic approach to development in mind, Galeshewe should be used a node in which icons, cultures and heritage of the Sol Plaatje Municipality can be celebrated. The history and heritage of Galeshewe is a critical resource upon which the municipality can build a tourism base.

In relation to regeneration and stimulating the economy, there should be an initiative that makes inventory of light industrial skills and businesses in the area. In doing so, streamlined assistance can be given to enterprises with the aim of enhancing the socio-economic status of the municipality. An intervention of this nature will serve as a platform for people to grow their businesses from informal to formal statuses.

In line with sports and recreational developments, The Galeshewe Sports complex should be upgraded in a manner that will make it capable of hosting sports events on a provincial and national scale. Together with this, the upgraded stadium could serve as a nodal point for community related events and also serve as a competitive advantage for the area.

Based on a site analysis, the area is in need of an Educational Development Precinct commencing from early childhood development through to preparing youth for employment. The educational development focus needs to be on science, technology, astronomy, geology, archaeology and palaeontology to enable linkages with the university and the existing space, solar and mining industries of the province thereby enabling the municipality to serve as a modern facility with provincial catchment.

Land around the Northern Cape Provincial Legislature Building should be developed as a mixed land use precinct. This will create a vibrant environment, while simultaneously appreciating the land values of the area. Developing a quality public realm in this area could serve as a leverage to provide confidence in the private sector to make worthwhile investments.

**The structural elements that make up the built environment**

*Urban Edge*

In support of the compact city with intensified activity around and in accessible locations along main public transport routes, there is a need to halt urban sprawl in Sol Plaatje. Furthermore there is a need to protect certain naturally sensitive areas and thus an Urban Edge is introduced. The Urban Edge indicates the desired physical extent of urban development. No development will be approved beyond the Urban Edge delineation unless the Urban Edge has been amended through a SDF review process.

As per the SDF, the Urban Edge allows for a population growth of 3% per annum for the next 10 years. Once the area within the Urban Edge is approximately 90% developed, consideration should be given to enlarge the urban area.

*The Road Network*

All provincial roads are either classified as an arterial or collector roads. If a road is not specifically demarcated as an arterial or collector it is deemed to be a local access road. The hierarchy of roads is important since it creates the movement corridors upon which principles of conglomeration and densification of uses can be promoted. Although the SDF and Integrated Transport Plan (ITP) correspond with the road hierarchy delineation, the ITP must be adapted and reviewed to reflect the
sentiments of the SDF. Hence it is important to have a spatial document guiding development the same way in which the IDP manages growth.

The municipality also contains a vast road network and has access to the N12 and N8 other than the regional roads. With the N12 and N8 dissecting in the Kimberley CBD, this has created an economic environment for local business owners. The N8 is a major economic corridor that links Bloemfontein to Kimberley, and the N12 is the route from Johannesburg which later intersects with the N1 to Cape Town. Although these higher order roads can create a feasible economic input, it is important to consider the traffic that may be caused as well as the maintenance of roads in the long run. A through route would be ideal in this situation yet it would also hinder the economic benefit currently being received through the presence of these roads.

**Open Space System, Heritage and Sensitivity**

The open space system is important for the functioning of built spaces since these are considered the ‘lungs’ of the city (built area). The importance of the open space system in built areas is important since it allows for people to carry out activities on these spaces amongst other uses. Along with this, there are also valuable and in some cases sensitive green spaces that need to be protected. Creating quintessential public realms in which all walks of life can come together to interact and recreate is of pivotal importance to the municipality. Creating truly democratic societies would require all races to come together, harmoniously, in working and recreating environments. Public spaces are locations where communities can come alive, bonds between community members can be strengthened and where a sense of belonging can be fostered. The future of communities within Sol Plaatje depends largely on the element of placemaking. A powerful approach needs to be taken in creating and revitalizing public spaces around the specific needs and desires of the community. Within Sol Plaatje public spaces falls part of the open space system.

Due to the need for proper management, development and revitalization, the open space system is classified into different types of spaces. The open space systems are classified as follows:

- **Conservation area:** Large open areas that, due to its heritage or environmental fauna and/or flora qualities, must be conserved.
- **Regional Open Space:** Open areas which serve an open space function in the form of passive recreation for a number of neighbourhoods and beyond.
- **Sport and recreational areas:** Public areas specifically developed for the enhancement of sport and sporting events.
- **Neighbourhood Parks:** Public areas serving a specific neighbourhood which shall be equal or more than 5 000m² in extent. Although small scale sport activities can be housed thereon, it is mainly utilised for passive recreation.
- **City Gardens:** These are formally developed gardens, housing monuments or flora, and have a decorative and commemorative function.
- **Flood plains and drainage areas:** Land situated within the 1:50 year flood line shall be retained as part of the open space and drainage network within the Sol Plaatje Municipality.

The classification of open spaces into different categories allows for easy management of resources. With use of the Integrated Environmental Management Plan, management and future development
also becomes more easily accessible. Since certain spaces are to be planned on the same drawing board as new townships, they can be calculated and accounted for before approval of proposed spatial development plans. Environmentally sensitive areas can also be protected through scrutiny of new developments and EIA processes. In terms of existing open spaces that are classified as parks, maintenance will be carried out easily and budgets can be allocated. In this respect, one also has to look at heritage sites when considering rejuvenation and regeneration of existing developed areas. As per the SDF, the National Monuments Council has compiled a number of surveys of significant buildings and places for historical towns in SA- including Kimberley- in order to assist the municipality in the formulation of conservation policies.

Within Sol Plaatje Municipality, the following areas are listed as heritage conservation areas:

- Beaconsfield
- Belgravia
- Inner City
- De Beers
- Open Mine
- West End
- Memorial road area
- Greater no 2
- Herlear

These sites are earmarked as heritage and need to be protected by the municipality. In certain cases heritage buildings should also be analysed and decided as to whether they are structurally feasible to maintain and regenerate. In cases where certain heritage buildings are in the way of revitalisation efforts, exceptions should be made for the greater good. Hence, it is important to rationalise conservation efforts under sound principles.

**Hierarchy of Activity Nodes**

The hierarchy of nodes is important to manage development and management of urban spaces. By categorising prominent uses into nodes, the municipality will be allowed to outlay development objectives in these areas. Nodal development also caters for law enforcement to be carried out more efficiently since zonings and land uses can be easily distinguished. The hierarchy of nodes is therefore an important factor to consider when categorising spatial elements within the municipality. As per the analysis of documents produced by the municipality, these are the nodes that have been identified:

1. **Inner City Node**
2. **Regional Nodes:**
   - Kimdustria (industrial)
   - Fabricia/Diamond Pavilion (industrial)
3. **District Nodes:**
   - Northern Cape Mall/Horseshoe
   - RC Elliot
   - Turner Road and Ashburnham
4. **Neighbourhood Nodes:**
- Hulana and Greater No 2
- Beaconsfield
- Industria

The importance of these nodes will become apparent in the spatial development of the municipal area. As part of the strategies, it would also be important for the IDP to classify competitive uses that would allow for them to be classified as a node. Upon doing so, sectoral plans and other strategic documents will also have a basis to work from where inputs can be given on context specific issues.

An illustration of the urban edge and key nodal points that exist

**Land Use Management**

The structural elements are important in governing future development and sprawl. Land use management and interventions are imperative in promoting the structural elements. By means of land use management, the municipality makes the task easier to manage development. The SDF gives effect to the development rationale that promotes sustainable development within a defined functional area. This is supported by a hierarchy of activity nodes that are connected by well-defined arterials and collector roads. These structural elements are the foundation of the built environment and are therefore crucial when considering future sustainable developments. Since the structural elements also give rise to un/developable spaces, it is imperative that the land uses be looked at since it shows how development is synchronized with the structural elements. The land uses also illustrates the relationships between different uses and sectors within the built environment.
The map above indicates the various land uses. From this map it is apparent that a large proportion of the built area is made up of Residential 1 zoning. This shows that the population living in the municipality are housed in proper zoned areas where free standing houses can be found. Even though it is good that there is sufficient housing in the area, this type of development can cause urban sprawl since there is more space needed to accommodate free standing units rather than communal-high density living arrangements.

Along with the large number of residential use, there are also supporting businesses, industrial, recreational, authority and open spaces. These supporting uses are important to the functioning of built spaces. The municipal area also indicates that there is a great amount of open space (greenfield) which is being protected by the urban edge. As a result of urban development reaching this point, the extension of the urban edge will be reviewed and could be extended. However the urban environment should be thoroughly analysed and sound interventions should be implemented through the Spatial Development Framework (SDF).

With use of land use management tools such as the SDF, town planning schemes and precinct plans, the municipality can steer development toward more sustainable growth patterns.

**Environmental Endowment**

The natural environment is critical to the cycle of life. It is the fundamental factor that allows people to live and function and has to be taken care of through initiatives that safeguard nature.
There are a number of naturally sensitive spaces as well as protected living plant and animal species which can be seen on the map below. The presence of conservation areas as well as rare fauna and flora species indicates that urban development has already impeded on the natural environment. Along with this, the municipality lies on a rich natural resource base which has been harmed through mining processes. Although mining is a key sector of the economy, measures need to be put in place that would protect this natural resources base.

Besides mining, urban development has given rise to the need for cars as well as human consumption which is impacting negatively on the environment to a large extent. The food corridor is found within the municipality which can be considered a good initiative in assisting with environmental sustainability. However due to human innovation in agriculture, these methods are also becoming more harmful to the environment in the quest to supply high demands.

Environmentally protected areas in comparison to the built environment

The map below indicates the vastness of the municipality and with this, the amount of Greenfield space that should be protected. Through measures like the urban development boundary being implemented, the urban area does not drastically encroach the natural space. In this effort toward safeguarding valuable Greenfield sites, it is imperative that development be governed in a manner that promotes the use of the existing urban footprint. Measures such as densification and classification of uses within sectors also allows for the natural environment to be cared for. By formulating a development trend that would have less impact on the natural environment now, future
generations may also follow. In doing so, sustainable development approaches will be implemented and can only be achieved through the use of strict, yet rational policy frameworks.

Environmentally sensitive areas within the entire municipal area

An assessment by the Department of Environment and Nature Conservation in the Northern Cape revealed that the municipality needed to develop a more concerted focus on environmental protection and compliance.

This can only be carried out effectively with the sourcing of skilled personnel to advice and manage the environmental endowment.

Mobility

Private vehicle usage currently dominates travel within the municipality, especially from Kimberley’s southern suburbs, which has notably higher car ownership rates and good accessibility to the municipality’s higher order road network. The municipality’s spatial structure further supports private vehicle use, as residential areas are widespread, making it difficult to be serviced by efficient public transport.

Public transport is mainly provided via minibus taxis, operating primarily on fixed routes between the CBD and township areas. These routes do not cover all travel desire lines, such as those between different townships, which push residents toward private vehicle use. Buses also operate, however
only serving a fraction of the public transport users in the municipality, and mostly long distance travel to areas such as Bloemfontein, Johannesburg, etc.

Non-motorised transport also plays an important role in transport mode hierarchy, however this form of travel is difficult and hazardous as appropriate NMT infrastructure is not always provided where needed, nor is it being maintained.

**Road Networks**

There is a substantial backlog in terms of the surfacing of roads within the municipality. Within the IDP Review 2015/16 the backlog was estimated at approximately 257km requiring surfacing. This position is further exaggerated by an old and dilapidated existing road network requiring constant maintenance and rehabilitation, which is evident from the presence of widespread potholes on the municipality’s road network.

The closure of Bultfontein Road due to concerns regarding safety and stability of the Big Hole, further significantly contributed to the municipality’s road network maintenance requirements, given that heavy vehicle traffic (from the N8) is forced to divert onto the municipality’s lower order roads. Roads currently being used by these heavy vehicles were never intended for such heavy loads or vehicle types, which is evident from the road and intersection degradation.

**Rail Networks**

The rail network in the municipality is an important infrastructural asset. On an everyday basis the rail network is used by passengers as well as goods. It is an important element in terms of the mining sector which carries materials and machinery needed in the mining areas. The municipality needs to look at ways of upgrading passenger coaches so that it can be used as an everyday transportation method for all racial and economic groups.

**Kimberley Airport**

Although this airport currently services domestic travel only, it is envisioned that this airport may be upgraded to allow for international passenger and freight travel. Should this turn into a reality, the status of the municipality will increase a great deal.
Road and rail networks in the municipal area

Transportation Planning

From a traffic and transportation planning perspective, the municipality has not had any recent planning done, which could effectively guide the municipality on its current and future transport requirements. An Integrated Transport Plan (ITP) was compiled in 2006, whereas the ITP for the Francis Baard District Municipality (FBDM) was adopted in 2012. In addition to better alignment of plans there are a growing list of transport issues which need to be addressed immediately, requiring guidance based on sound transportation planning. These issues include amongst others:

- Freight movement management,
- Parking management,
- Non-motorised transport (NMT) management,
- Public transport planning, and
- Future road network planning.

From a public transport planning perspective, the municipality is not responsible for the implementation of, or planning of, any public transport services or infrastructure within the municipality. These duties are carried out by the Francis Baard District Municipality and/or provincial authorities.

Land for economic growth and development

While Transport planning assists with the movement of goods and people, strategic land use planning stitches and efficient urban form; both these aspect are vital to growing developing an economy.

Land for potential development and investment

Development of the municipal area has taken place in the same manner in which the apartheid model of housing delivery took place. Sparse development patterns and no care for the environment signify the development trend that has taken place. However in the recent past the municipal SDF has taken a stance in governing development that would suit higher densities as well as social housing. Restructuring zones should be maintained to manage development densities within the city.

The effort of densification can also bring in further investment into the municipality. Incremental steps toward further densification have already occurred along certain major routes. Development should be aimed at increasing densification and the compact city model. With the influx of students and workers in Kimberley, social housing should be on the agenda.

The problem of low densities, informal settlements and incorrect zonings increase the amount of administrative problems the municipality faces. By increasing densities and formulating strategic development zones, law enforcement will be made easier and housing for informal settlers may be developed. The mind-set behind free-standing housing and social housing needs to be influenced
further and the opinion of social housing should be made more positive. In this light people will become susceptible to the idea of living within communal arrangements. The notion of investing in the city will now be aimed at providing more units in smaller spaces and will therefore assist with infrastructure investments through bulk service fees, development and rates and taxes collection. It is important to point out that land parcels should not be pinpointed for new developments and further investment, the municipality should earmark areas or corridors within the built area that can be regenerated and further investment be injected. In doing so, the current infrastructure can be upgraded simultaneously reducing pressure on the natural environment. The current urban footprint will not be extended and therefore less pressure will be placed on the structural elements.

**Mining Land**

The main urban settlement has at its origin in the late 1800’s the mining of diamonds. Today Kimberley has grown from being a mining town to be the western economic hub and service centre for the western parts of the Northern Cape and adjacent environments.

Large parcels of land are occupied by diamond mining activities, mainly in the eastern areas of Kimberley. No change of land use can be expected on these parcels of land within the next 10 years. However, noting that the mining sector is on the decline, the rehabilitation plans of mines are an important factor as this would unlock the value of land. Currently the mining sector occupies 1265.15 Ha, which should effectively be reconditioned and rehabilitated for use later post the lifespan of mining. A special programme to clear mine dumps and unlock the value of land would stimulate the economy. Non-compliance in terms of the rehabilitation process must be taken up through intergovernmental relations. In terms of the environment, the Vaal River has been abused to a greater extent during the mining of alluvial diamonds, which further exacerbates the water supply issue in the municipality.

The presence of the big hole, which is the largest open mine in the world, shows that there has been a significant amount of space taken up by past mining, while it has been developed to be tourist attraction, more needs to be done to generate the multiplier effect in the economy.

The map below shows that the mining areas lie within the central and eastern section of the Kimberley CBD. These are/were the most prominent mines within the municipality and are currently in decline.
There are four main industrial areas, namely Kimdustria, Ashburnham, Moghul Park and Fabricia, all located in the eastern areas of Kimberley. With the exception of Kimdustria these areas are fully developed. The lack of development in Kimdustria is attributed to the past moratorium on the sale of municipal owned land.

Fabricia reflects a mixed land use pattern and is as such no longer a pure industrial area. As mentioned in the hierarchy of nodes, it is important to consider these industrial areas as key nodes within the municipality. Not only does it provide input toward the spatial structure of the municipality, but also adds to the overall socio-economic conditions. As can be seen from the Map above, the industrial uses are located in close proximity to residential suburbs. Due to this, it is important to distinguish the types of uses being carried out within industrial areas, and look at ways of separating the noxious/heavy industries from the residential component. In this way there will also be a move toward better urban management in the future.

**Sustainable Human Settlements**

While informal Settlements are viewed as a problem, it also brings about a shift in perspective and can be a catalyst for development. Formalizing of informal settlements means the building of houses, which improves the performance of the construction sector and allied retail sales of building materials. The upgrading of informal settlements into integrated human settlements means that residents enjoy access to basic services as well as a basic housing unit.
There is a world-wide phenomenon in which informal settlements emerge close to perceived and/or factual areas of socio-economic opportunities. This is largely a result of rural-urban migration wherein the poor migrate from rural areas to urban areas in search of better prospects. They usually arrive in the city without any prior arrangements for accommodation. As a result, they resort to settling informally and in backyard shacks. In most instances informal settlements are vulnerable to floods and fires, exacerbated by their location in flood or ponding-prone areas and on sand dunes; inferior building materials; and inadequate road access for emergency vehicles.

There are informal settlements north and south of Kimberley. There are also pockets of informal settlements in Roodepan and Richie areas. Some of these informal settlements are already receiving attention in terms of current human settlement projects which are at various stages of development. The provincial programme to eradicate the housing backlogs has various stages run in parallel to each other which includes land preparation, service installations and finally the construction of houses. The estimated housing backlog for Sol Plaatje is +/- 11803 houses. The township approvals passed by the municipality for new houses can accommodate 12 607 units. Due to budget constraints the delivery of approximately 5000 new house will be possible within medium term budget framework. In this process parts of Lerato Park, Snake Park, Jacksonville, Freedom Park, Motswedimosa and Diamond Park will be developed.

These houses will be delivered as subsidy houses which exacerbates the problem of low economic generation in these areas. Along with this, there is no tight integration between the municipal departments and provincial programmes which is why delivery of each element within the development is delivered on their own stage and not in scale.

The map below is also a good example of how the municipality has adapted their strategy of housing development. In this respect, they have not sourced greenfield sites as areas for housing development, but rather surveyed current informal settlements and have considered these as areas for future development. This needs to be followed up with a densification policy.

Urban sprawl and gentrification are major problems in most South African cities, Sol Paatje included. Development of large townships on the peripheries of cities with little or no infrastructure was a common practice. In recent years these trends have begun to change in the development of certain housing projects. The successful implementation of Integrated Human Settlements is being seen in certain housing projects in the country.
Along with the integration of the urban structure and socio-economic benefits within the municipality, governance structures and stakeholders should also be integrated. Currently the lack of integration between policies as well as governmental structures and institutions is a major problem. Outdated strategy documents and policies need to be reviewed and adapted to context specific solutions. In this way spatial development will be holistic and meet the strategic requirements that would be outlined in the IDP as well as deliver on sector plans.

Once this level of integration has been achieved, it is important that one looks at integrating the current townships into the urban core. The principle of considering two interdependent economies as the major municipal economy is the manner in which the municipality will emphasize the township economy and bring in further investment. By promoting the development of the township economy, the linkages between nodes within the municipality will also be strengthened. As part of the objectives of spatial development in the municipality, transport oriented development as well as a hierarchy of nodes should be researched and developed. This would facilitate the development and coexistence of the primary and secondary economies.

Currently the development of Lerato Park is also within the realm of integrated urban development. The mix of uses and users on site is considered to be the catalyst for integration, which is the foundational strategy that makes these projects successful. Mixing users was always the daunting part of the restitution process in the past and is now carried out by means of mixed income typologies. A mix of high rise- social housing units with free standing single dwellings is also a further integrating
factor on site. Users range from those that need to be fully subsidised to those that can afford to pay a monthly bond. They also include users who need to be partially subsidised and those that can pay a rental per month. The mixing of different typologies and income groups is very important in the redevelopment process. This form of integration supersedes class and income differences if carried out properly. It should be noted that there will not be buy in from all groupings initially, however integration at its highest level will be achieved over years of trial and error in terms of research and implementation.

By mixing the uses on site, developers are also able to cross subsidise between different uses and different subsidy schemes. Currently there are no plans for Financially Linked Individual Subsidy Plan (FLISP) funded houses. These would be a great means of housing provision for the growing number of graduates and state workers that have recently been employed in the administrative sector. The presence of the University precinct also carries a great weighting in terms of housing and the rental market. This should be drawn upon and future plans indicate the areas where introduction of these typologies be introduced.

**Sol Plaatje University**

The establishment of the Sol Plaatje University has injected life back into the Kimberly CBD, which will stimulate regeneration in the avenues of residential and commercial developments. These developments will occur as a result of support structures that will be needed by the University. There are three spaces in the design of the university, a public space, a semi-public space and the private space. The public space is likely to have a strong impact on regenerating the CBD in the retail and services sectors. The semi-public space of the university will have an impact on support society to develop intellectually and culturally. While the private space of the university is reserved for academic work.

The University is centrally located in the CBD with a strong element of visibility. The university has adopted an approach to promoting cycling, students are provided with bicycles. The administrative and academic component of the University will have an outreach around the civic open space of the city, with maximum accessibility to the city and surrounds. The Sol Plaatje University has the ability to establish as an iconic advantage, and assist the municipality to gain a competitive and comparative advantage. Together with this, civic life and social cohesion has been given a much needed boost.

The Sol Plaatje University is viewed as a node in itself, and has further strengthened the importance of Sol Plaatje Municipality on a national level.

**Telecommunications**

An important factor in current times is the need for technology/gadgets. All of these rely on a mobile or internet network. In order for technology to have access to this, service providers develop and construct a telecommunication network. Since this can be something that the state leases to mobile carriers, it would be a viable income source and would add greatly to the financial base. Currently the only involvement the municipality plays within this sector is the role of land use manager who approves or disapproves the application submitted to erect a network tower. In corroboration with the university and the telecommunication and information technology sector, the case of developing a level of competence in eservices can be explored and linked to the SKA.
Settlements within Sol Plaatje should adopt a ‘smart city’ approach to development. A smart city can be described as an urban development vision that integrates numerous information and communication technologies and the internet solutions in a secure fashion. This is done in order to better manage and distribute a city’s assets. Technologies such as social media, information market places, and the internet of things can support the Sol Plaatje in achieving objectives such as community well-being, social mobility, economic growth, and infrastructure resilience. New housing developments must include fibre optic networks to ensure that an information rich future is secured. Adopting this approach in Sol Plaatje can go a long way in addressing the urban and social ills faced in the municipality. The Sol Plaatje university intends to commence with a pilot to stimulate a safe zone with free wi-fi within the CBD linking the university and the FET college through this initiative. This will be the beginnings of the smart city in Sol Plaatje.

The current planning and procurement processes in Sol Plaatje do not recognise the value of the smart city urban development vision and therefore is, currently, not in a position to channel financial resources in this direction. In order to turn the smart city into a reality; planners, architects, technologists, policy makers and procurement officers need to work together. Essentially, the goal of a smart city is to improve the quality of life by using urban informatics and technology to fast-track the delivery and efficiency of services to residents.

In the context of creating a modern and innovative municipality, adopting a smart city approach can help Sol Plaatje to progress in the following ways;

- Make more efficient use of physical infrastructure through artificial intelligence and data analytics
- Engage effectively with local people, local governance and decision making through e-participation processes (internet)

**The Spatial Development Framework (SDF) and Creating a New Path**

The current SDF (2008 to 2012) was approved in 2009. A new SDF for term 2017 to 2022 will have to be finalised. The SDF is the spatial representation of vision and strategic objectives set out in IDP. The SDF serves as a guiding document for future development in order to reshape the city and requires all role players to participate.

Given the strategic nature of the SDF, broad principles on how to maximise opportunities linked to land development, how to bring compaction, accessibility and inclusivity must be considered.

**The Opportunity City**

The core focus of an opportunity city is to create an economically empowering environment in which investment can grow and jobs can be generated. The municipality should apply numerous levers to attract investment, in that way creating economies of scale in city/town-based industries and build a critical capacity that will endure future growth and create more economic openings for persons to find employment. This is only possible when efficient planning and regulation processes are in place, transparent and accountable government and easy access to officials and infrastructure support is set up. Towns and cities rely on infrastructure; therefore it is of pivotal importance that there is sufficient
infrastructure to support residents and industries. When the municipality leads development instead of responding to it, an opportunity city is created.

Being an opportunity city also obliges an intensive focus on taking care of the natural environment in which we find ourselves and surroundings. We must also ensure that future generations are able to enjoy a clean and safe environment, in which biodiversity is conserved and tourism and recreational opportunities are maximised. By managing natural resources more competently and providing financing for green technologies, the municipality would illustrate that efforts are being made to ensure that water and energy is conserved for future use. Together with this, the city strives towards a more robust and resilient city.

The Inclusive City

An inclusive city is one in which everyone has a say and stake in the future of the city. Given the exclusive and segregated nature of the municipality, this model will benefit in addressing these imbalances. However, an inclusive city relies strongly on the accurate functioning of related focus areas, in order to give effect to this model.

Various areas of the city need to be physically connected in order for citizens to experience freedom of movement and interact with one another. This implies that the municipality would need to work on an effective public transportation system. The successes of and access to social, economic, financial and environmental interventions will determine the value of this model.

An advocacy urban planner will need to play a key role in creating a truly inclusive municipality. Advocacy planning includes many planners that thoroughly discuss the values and interests represented in plans. “The idea of advocacy planning was that those people who had previously been unrepresented would now be represented by advocacy planners, who go to poor neighbourhoods, find out what the folks wanted, and bring that back to the table in the planning office” (Sandercock, 1998: 89). Advocacy planning definitely tries to bring justice to communities that are not part of the ‘elite city’.

The Compact City- Creating a settlement form of opportunity and inclusivity

The idea of designing a compact city stems from the idea of sustainable urban planning. Key characteristics of sustainable urban form includes the following; urban justice, urban beauty, creativity, ecology, ease of movement and access and compact-polycentric diversity.

The Compact City Model is an urban design concept that promotes high residential densities together with mixed land uses. An efficient public transport system plays a key role- one that encourages walking, low energy consumption and reduced pollution. A settlement form of this nature is much more sustainable as compared to urban sprawl because it is less dependent on the car, which invariably requires less infrastructure provision. The Compact City Model will also contribute to safety. High residential densities and mixed land uses will foster social interaction, robustness, resilience and community policing.

Key characteristics of the Compact City

- Multi-nodal transportation
- A high degree of accessibility
- High degrees of street connectivity that includes sidewalks and bicycle lanes
- Mixed land use
- Less complicated land use
- Social fairness
- Self-sufficiency of daily life
- Sufficient government fiscal capacity to finance urban facilities and infrastructure

Given the spatial characteristics of the Sol Plaatje Municipality, the Compact City Model is the most contextual and sustainable settlement form. Adopting this approach the municipality can turn into one that is safe, sustainable, inclusive, spatially just and productive.

The SDF is a strategic planning framework that guides development. The fit with national policies, frameworks, plans and strategies is vital. A brief comment on this follows hereunder which point to areas for improvement in spatial governance and spatial strategies.

**National Development Plan 2030 (NDP 2030)**

National Development Plan (NDP) challenges all, “to rethink the urban to face the future challenges” and to “grapple with this task and deal intelligently with social exclusion, environmental threats, economic inefficiencies, logistical bottlenecks, urban insecurity, decaying infrastructure and the impacts of new technologies.” The National Development Plan envisages a future in which, “we have created a home where everybody feels free yet bounded to others; where everyone embraces their full potential. We are proud to be a community that cares.” It also envisages a future in which, “Our homes, neighbourhoods, villages, towns and cities are safe and filled with laughter.” Our future is clearly an urban future, an urban future inextricably linked to our rural future.

The NDP recognises that, “while the fundamental reshaping of the colonial and apartheid geography may take decades, by 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements.”

The municipality should ensure that adequate space is given to accommodate the required economic growth. It is essential for the municipality to estimate the various contributors to the economy and relate it to space and the requirements thereof. Although efforts in this regard are being made, it is critical at this point that the municipality looks at ways of fostering this economic growth further, look at ways of not only providing housing and basic services to its residents, but also ways of creating a competitive economy that can compete on a national and global scale. In reviewing the latest approved SDF it needs to be noted that the following sentiments of the NDP are of pivotal importance to the spatial strategies contained in the spatial development framework:

1. Clarify and relentlessly pursue a national vision for spatial development;
2. Sharpen the instruments for achieving this vision;
3. Build the required capabilities in the state and among citizens
The NSFD linked to the NDP is being developed and in time this would have a positive influence on the PSDF, DSDF, and LSDF.

**Municipal Systems Act**

More needs to be done with regards to aligning local and district planning. Based on the spatial analysis it can be deduced that the locational advantage of the municipality is not being taken advantage of.

**Integrated Urban Development Framework**

1. **Integrated Spatial Planning**

The Sol Plaatje Municipality is trying to create an integrated social and economic landscape. The space economy concept has been adopted however there are strong traits of disjointed and un-coordinated urban development. Kimberley, being the capital city of the municipality is seen as the primary location for spatial interventions. The problem is that these interventions are not seen as a mechanism to create connectivity with smaller rural areas on the outskirts of Kimberley. Spatial planning within the municipality should seek to bridge the gap between the rural and the urban. Urban and rural areas are connected through flows of people, natural and economic resources. It is apparent from the spatial landscape that the Sol Plaatje Municipality views the rural and urban as mutually exclusive entities. It needs to be understood that that rural and urban spaces share linkages. Through integrated spatial planning, these linkages should be strengthened in order to create spaces that are more conducive to investment and income generation, reiterating the need for transformation and strategic thinking.

2. **Integrated Transport and Mobility**

Within the Sol Plaatje Municipality, it is apparent there is no diversity in public transport networks present and affordable and accessible public transportation is lacking. This makes it particularly difficult for people living on the urban peripheries as they spend too much time, effort and money commuting towards economic opportunities. In addition to this, the Sol Plaatje municipality is predominantly orientated towards the private vehicle. This is an issue because a majority of the population does not own cars. Transport and mobility needs come in the form of infrastructure that supports non-motorised movement.

3. **Integrated Sustainable Human Settlements**

Within Sol Plaatje there are strong traits of spatial inequality. Most of the settlements that are located on the urban peripheries not share the same economic, social and recreational opportunities that are present in the urban areas. As a result, inequality in the fields of education and lifestyles is harnessed. Informal settlements should be designed in a way that will provide platforms for people to prosper and grow. Within the settlements there should be social, economic, recreational and educational facilities available.

4. **Integrated Urban Infrastructure**
In relation to Sol Plaatje the level of infrastructure can be classified as satisfactory but not yet resource efficient. This is largely due to the fact that many residents in the municipality are unable to access services. The lack of normal and ongoing maintenance of infrastructure results in the municipality having to spend additional funds. This, in conjunction with a small tax base makes it particularly difficult for the municipality to provide integrated urban infrastructure. In order to create an integrated urban infrastructure network, township economies need to be developed in such a way that they become self-sustaining, to a large extent.

5. Efficient Land Governance and Management

The landscape in the Sol Plaatje Municipality is tight with regards to mixed land use developments. This results in dead spaces. After dark the area turns into a ‘ghost town’. This is largely due to the fact that the land use patterns do not cater for 24 hour spaces. Creation of mixed land use developments will create environments that are;

- Robust
- Resilient
- Enhance security through the ‘eyes on the street’ concept
- Create an environment that is conducive to investment

6. Inclusive Economic Development

There needs to be interventions that provide people with platforms to prosper, grow and exit the trap of inter-generational poverty. In doing so, the municipality will foster empowered and active communities. The economic environment within the municipality is disjointed, fragmented and unequal. Most of the economic opportunities within the municipality lie in urban areas, close to the wealthy and far from the poor. Creating inclusive development within the municipality would require large scale economic investment in poorer neighbourhoods. Together with this, corridor developments leading from the urban to the rural will assist a great deal in fostering inclusive economic development.

7. Empowered Active Communities

Residents of the Sol Plaatje Municipality need to feel a sense of belonging and ownership towards the spaces that they inhibit.

National Spatial Development Perspective (NSDP)

The purpose of this plan is to assist municipalities in implementing spatial priorities that meet the constitutional imperative of providing basic services and alleviating poverty. Based on the spatial analyses he municipality has not done enough to yield catalytic effect of spatial restructuring. Together with this, vivid identification of growth nodes needs to be made in order to promote economic clustering of economic activities.

The New Growth Path
The New Growth Path identifies employment issues as the key point of departure. The municipality has not done enough with regards to creating and delineating areas for development that will facilitate job creation and attract private investment.

**Spatial Planning and Land Use Management Act (SPLUMA)**

This document provides a framework for spatial planning and land use management in South Africa. It specifies the relation between spatial planning, land use management and other frameworks that guide development. Thus, SPLUMA is the current policy used to administer redevelopment and redistribution in the country. It is the master management plan that is used to set the path for the use of other regional and local policies. SPLUMA also sets the parameters for municipal tribunals. It also states the need for more planning related inputs rather than political influences. In this way the use of SPLUMA is important since it specifies the relationship between spatial planning, land use management system and other kinds of planning; and ensures that the system of spatial planning and land use management promotes social and economic inclusion. In summation, SPLUMA provides for:

- Development principles and norms and standards;
- Sustainable and efficient use of land;
- Cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redresses the imbalance of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

The by-laws relating to SPLUMA also guides development applications for all parties, the council, planning professionals and developers. The by-laws have timeframes to manage the approval time. In this way investors are more likely to develop spaces and rejuvenate old derelict spaces.

The SPM Land Use Management By-Laws were gazetted on 21 September 2015 in the Provincial Gazette no 1955. Notwithstanding this, the spatial analysis of Sol Plaatje illustrates that there is a lack of co-ordination and alignment between the various frameworks. The land use and zonal patterns of the municipality are not doing enough to achieve spatial justice, spatial sustainability, spatial resilience and spatial efficiency.

**Unpacking Issues of Spatial Justice**

“Any city, however small is in fact divided into two, one the city of the poor, the other of the rich: these are at war with one another, and in either there are many smaller divisions, and you would be altogether beside the mark if you treated all as a single state” (Plato, Republic IV, 422B).

The above quotation helps explain that cities are never equal, but much can be done to bridge the gap between the ‘elite city’ and the ‘marginalised city’. The aim of this IDP is to lay forward a development framework that will assist the less privileged to grow and prosper simultaneously maintaining and enhancing the infrastructure and developments of the more privileged sector of the municipality. Is assisting this process, the National Development and the Integrated Urban Development Framework are key guiding documents that seek to achieve safe, resilient, productive and spatially integrated towns and cities.

**Access to opportunities**
Within the Sol Plaatje Municipality there is a deep class based segregation that characterises the towns and cities in the municipality. The urban areas within the municipality continue to be hindered by the legacy of racial segregation, poverty and exclusion from social and economic opportunities. The reality of the spatial landscape in the municipality is one of sprawl, low densities, functional segregation between home and work, and intersecting racial and class separations. Invariably, there are high levels of inadequacy and uneconomical use of scarce resources with regards to land and infrastructure networks.

Within the municipality, there are 4 prolonging existing social, economic and spatial patterns.

1. **Prevailing property markets and land values**

   The land use schemes within the municipality undermines access to urban opportunities and re-iterates the nature of highly inefficient urban sprawl, a characteristic that has been around since the inception of development in the Sol Plaatje Municipality. Together with this, there has been no substantial effort with regards to land reform and restitution. This is a result of the high rank of the formal property market in generating revenue. It is understandable that this growth is vital to the health of rates incomes for municipalities; however, it has not addressed the issue of well-located affordable housing.

2. **Inappropriate infrastructure networks and consumption patterns**

   The urban areas around the Sol Plaatje Municipality are intensely resource intensive, highly polluted and rather wasteful. The spatial form of the towns and cities within the municipality- car dependent and aspirations for the suburban lifestyle- is producing a highly resource intensive and inefficient form of settlement. This, in conjunction with a coal based energy system, is a formula for unsustainable urban development.

3. **Continued segregated urban settlements**

   The urban areas within the municipality are manifestations of deep social divisions, which has its roots in apartheid spatial planning. In contrast to our very transformative constitution, uneven patterns of land value and access to resource flows are reinforcing apartheid spatial planning principles. The rise of the black middle class has resulted in more racial mixing, in previously dominated white suburbs, however there is very little mixing in the working class and poor areas.

4. **Uneven income levels and access to services**

   The high levels of inequality in income and access to services and opportunities is largely a result of Bantu education and the migrant employment system. Income inequality within the municipality is relatively high, this comes as a result of very high unemployment and the growing wage gap between skilled and unskilled labour. This inequality solidifies economic marginalisation and produces spatial poverty traps. A large proportion of the households within the municipality that do not have access to services are concentrated in informal settlements and peri-urban areas. 20% of households in the municipality live in informal settlements.

**Key Spatial Issues**
The following issues have been pinpointed as key spatial issues that have a direct and negative effect on turning Sol Plaatje Municipality into an innovative and productive space;

- Highly disconnected areas
- Unlocking the value of land through clearing up of mine dumps
- Poor urban management
- Land locked spaces (private owned land)
- Abandoned and dilapidated sites
Infrastructure and Service Provision

Water and Sanitation Infrastructure

The bulk capacity created by the municipality serves the current needs of the population but also determines the manner in which investments, developments and growth of the city can be directed. The current infrastructure for water reticulation is aged and in serious need to repair and replacement.

The main source of raw water is Vaal River for Kimberley and Modder River for Ritchie. The Municipality is both the water services provider and authority. Thus the municipality is responsible to abstract, purify, and distribute water. Sol Plaatje has exceeded its license conditions by 20%. This threatens availability of water. A detailed feasibility study has been commissioned. Initial indications point to the need to consider an alternative source of extraction from the Orange River. This source is located about 50km South of Kimberley. There is no facility nor is there a distribution network to the Newton Reservoir from this source. A new plant and distribution network is estimated to cost R6.7 billion, over a period of 5 years. The physical construction of the facility is expected to be carried out in the five year term should funding and the necessary permissions be secured. An application for a License to draw water from the Orange River would need to be applied for.

Currently 2 680ML of water is supplied per month, while the current demand is 72-90 ML depending on the season. Estimated monthly water losses are about 44% including commercial and physical losses.

The water infrastructure is on average, 50 years old, of which 75% is comprised of 992 km steel and AC pipes. The last Water and Sanitation Masterplan was done 3 years ago.

A replacement plan to upgrade pipes in the water distribution network at an estimate cost of R340 million is required. The masterplan once finalised and updated will further clarify critical levels of each line and replace accordingly. The key issues linked to the water services are the sustainability of the water supply, the quality of water, reduction of losses (pipe replacement, water meters) and revenue protection.

<table>
<thead>
<tr>
<th>Water (abstraction and purification)</th>
<th>Reservoir</th>
<th>No of pumps</th>
<th>Condition of pumps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverton</td>
<td></td>
<td>5 pumps (abstraction point)</td>
<td>The high lift pumps are old</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6 pumps delivery side</td>
<td></td>
</tr>
<tr>
<td>Ritchie</td>
<td></td>
<td>2 pumps (abstraction point)</td>
<td>Pumps are fairly in good operating conditions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 pumps delivery</td>
<td>The pump sizes are small and therefore not coping with the demand.</td>
</tr>
<tr>
<td>Newton reservoir stations-Tower zone</td>
<td></td>
<td>3 pumps</td>
<td>These are in poor operating conditions</td>
</tr>
</tbody>
</table>
The collector network, as with the water network has reached its useful life and replacement is inevitable. R300 million has been estimated as the initial investment needed to cover the industrial and new settlements and schools being developed.

The sewer plants are in need an upgrade from submersible pumps to latest technology and designs.

There are two waste water treatment plants

<table>
<thead>
<tr>
<th>Waste Treatment Plants</th>
<th>Water Hydraulic Capacity</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverton</td>
<td>156ML/day. The plant is currently operating at 60%</td>
<td>Capacity is reduced due to maintenance and operational challenges.</td>
</tr>
<tr>
<td>Ritchie</td>
<td>6ML/day. The plant is currently operating at 70%</td>
<td>Capacity is reduced due to inadequate storage and raw water rising main.</td>
</tr>
</tbody>
</table>

The development of new low cost houses has created a new demand for services. In this respect the need to create additional bulk potable water at the treatment is of pivotal importance. A number of initiatives have been identified to close the gap between the demand and supply of water.

a) Repairs and upgrades to Riverton water purification plant
   The capacity created here will cater for downtime and maintenance periods at the purification works. Together with this, there will be ample water to be distributed to the residents while the purification works will experience down time that is necessary in order to conduct the necessary maintenance.

b) Refurbishment of Filtration System
   The constantly changing quality of water that comes from the Vaal River has an enormous effect on the water that is consumed by the community. The standards that need to be adhered to requires the methods and systems to be upgraded. With the planned upgrading at the purification works, the efficiency of plant is expected to increase by 15-20%. This will have an instrumental effect on the costs involved in purifying water and also on the delivery of water to residents.

c) Gogga Sewer Pump Station and Outfall Sewer Main- Refurbishment
Upgrading and Refurbishment of Gogga Pump Station
   The pump station is one of the most problematic areas in the network. The pump station is being used more than it can handle and is in serious need of upgrading. In relation to proposed plans, the current station is not capable of serving these areas. The upgrading of this station will be able to cater for new nodal developments.

Outfall Sewer line form Gogga Pump Station to Homevale Treatment Works
   The outfall sewer line is also problematic and is currently being used to its maximum potential. Development that currently links the outfall line to future, Homevale Treatment line, does not warrant this service to be upgraded and refurbished. The outfall line consists of a section of rising main and a gravity line, which in total is approximately 6.5km high.
d) Cartersglen Bulk Sewer Network

New Pump Station and Collector Sewer System

There are currently two pump stations that serve the surrounding areas, these pumps are old and need to be refurbished. With the proposed plans around this precinct, the nodal infrastructure needs to be upgraded. The planning involved the replacement of the two existing pump stations, with a new pump station and a main outfall sewer line that connects to the Gogga pump station and the outfall sewer line. This pump station and outfall sewer line will be used to cater for the existing area and future developments that are proposed in Cartersglen, Hillcrest and MacDougal precincts.

Electricity and Energy

Within the Sol Plaatje Municipality area, both the municipality and Eskom act as supplying authorities. The Kimberley, Galeshewe, Platfontein and Riverton are supplied by the municipality, while Magersfontein, Camelot and Ritchie are supplied by Eskom.

NERSA conducted a License Audit and raised various issues of non-compliance. The following projects are deemed critical.

- Replacement of 66KV and 11KV at Herlear
- Further upgrade of substations Southridge, Hadison Park and Galeshewe

Since the previous IDP was approved in 2012, several key projects listed as priorities have been completed. These projects include:

- The installation of a second 80 MVA transformer at Eskom’s Homestead Distribution Centre. This resulted in a firm 80 MVA supply.
- The upgrade of the 132 kV line that supplies the Homestead Distribution Centre to enable the line to provide more capacity.
- The replacement of 2 x 20 MVA transformers at Ashburnham Substation with 2 x 30 MVA transformers. This project was part of the projects listed to unlock development.
- Installation of 1 x 30 MVA transformer at South Ridge Substation.
- Midlands substation was converted into a full 66/11 kV substation with 2 x 20 MVA transformers.

Apart from the above IDP priorities, the 2 x 60 MVA transformers at Eskom’s Kimberley Distribution Station were also upgraded to 2 x 80 MVA. This resulted in a firm 80 MVA supply of which 60 MVA is available for Kimberley.

Bulk Supply

The city of Kimberley (including Galeshewe) is currently supplied by Eskom at two Distribution Centres (Homestead and Herlear) at 66 kV. At Homestead, 2 x 80 MVA 132/66 kV transformers are present providing a firm 80 MVA supply to the city. Herlear also has 2 x 80 MVA 132/66 kV transformers providing a firm 80 MVA supply. With Herlear and Homestead combined, a firm 200 MVA supply onto
the 66 kV network exist (taking into consideration the 20 MVA load supplied from Kimberley Distribution Station that falls outside the municipality’s supply area). Table 1 provides a breakdown as described above.

The Notified Maximum Demand from Eskom for the city is 112 MVA and the highest maximum demand registered was 103 MVA in July 2016. The process is underway to increase this to 140 MVA. It is therefore clear that at the 132 kV to 66 kV level, Kimberley and Galeshewe have sufficient supply capacity from Eskom.

### Eskom Point of Supply

<table>
<thead>
<tr>
<th>Substation</th>
<th>Transformer Capacity</th>
<th>No of TRFs</th>
<th>Installed Capacity</th>
<th>Firm Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homestead</td>
<td>80 MVA</td>
<td>2</td>
<td>160 MVA</td>
<td>80 MVA</td>
</tr>
<tr>
<td>Kimberley Distribution Station (KDS)</td>
<td>80 MVA</td>
<td>2</td>
<td>160 MVA</td>
<td>60 MVA*</td>
</tr>
<tr>
<td>Kimberley + Galeshewe Total</td>
<td></td>
<td></td>
<td></td>
<td>200 MVA*</td>
</tr>
</tbody>
</table>

*Note that KDS also supplies load outside of Sol Plaatje supply area of 20 MVA.*

### Municipal 66 kV Substations

<table>
<thead>
<tr>
<th>Substation</th>
<th>Transformer Capacity</th>
<th>No of TRFs</th>
<th>Installed Capacity</th>
<th>Firm Supply Capacity</th>
<th>Registered Maximum Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>HA Morris</td>
<td>20 MVA</td>
<td>2</td>
<td>40 MVA</td>
<td>20 MVA</td>
<td>13,5 MVA</td>
</tr>
<tr>
<td>Galeshewe</td>
<td>20 MVA</td>
<td>2</td>
<td>40 MVA</td>
<td>20 MVA</td>
<td>21 MVA</td>
</tr>
<tr>
<td>Carters Glen</td>
<td>14 MVA</td>
<td>1</td>
<td>14 MVA</td>
<td>-</td>
<td>5 MVA</td>
</tr>
<tr>
<td>Ashburnham</td>
<td>30 MVA</td>
<td>2</td>
<td>60 MVA</td>
<td>30 MVA</td>
<td>21,2 MVA</td>
</tr>
<tr>
<td>Hadison Park</td>
<td>20 MVA</td>
<td>2</td>
<td>40 MVA</td>
<td>20 MVA</td>
<td>24 MVA</td>
</tr>
<tr>
<td>Hall Street</td>
<td>30 MVA</td>
<td>2</td>
<td>60 MVA</td>
<td>30 MVA</td>
<td>12,54 MVA</td>
</tr>
<tr>
<td>Herlear</td>
<td>30 MVA</td>
<td>2</td>
<td>60 MVA</td>
<td>30 MVA</td>
<td>21,25 MVA</td>
</tr>
<tr>
<td>South Ridge</td>
<td>30 MVA</td>
<td>1</td>
<td>44 MVA</td>
<td>14 MVA</td>
<td>13,45 MVA</td>
</tr>
<tr>
<td>McDougal</td>
<td>20 MVA</td>
<td>1</td>
<td>20 MVA</td>
<td>-</td>
<td>1 MVA</td>
</tr>
<tr>
<td>Midlands</td>
<td>20 MVA</td>
<td>2</td>
<td>40 MVA</td>
<td>20 MVA</td>
<td>15 MVA</td>
</tr>
</tbody>
</table>

From the above table, it is clear that a number of substations have exceeded their capacity during the coldest months. It is also important that the Firm Supply Capacity should be used when determining available capacity (or overloading) on a substation. This method ensures that the risk of losing a
transformer is addressed and that those clients in the substation area continue to be supplied with power by the remaining transformer. It is also clear that no firm supply exists at Carters Glen and McDougal substations. South Ridge has a mismatch and the firm supply is only 14 MVA.

Attending to power quality, distribution losses and meter replacements will be a continuous focus to improve services.

Solid Waste Management

Waste Generation Rates

The estimated waste generation value in the Municipality is taken at 0.74kg per capita per day. The population growth rate between 2001 and 2011 is 2.04% and the current population figure extrapolated from the 2011 Census data is estimated at 279 992 with a total waste generation figure of 75 626 tons per annum for the municipal area. Refer to below table for the calculations of these values.

Waste Service Delivery and Disposal

The correct type and numbers of vehicles which is required for delivery of waste management services is a major contributing factor for the Municipality to ensure effective and efficient waste service delivery.

There are a total number of 33 vehicles at the Waste Depot of the Municipality. It was found that only, 23 (69%) of these vehicles were operational, while the remainder of the vehicles were faulty. The table below provides details of the specific vehicles that the Municipality uses for its daily operational waste management requirements. From the information detailed in Table 2, it is evident that the vehicles required for waste service delivery are not performing optimally as many of the vehicles require service and maintenance.

The General Waste generated within the municipal area is currently being collected by the Municipality on a daily basis, from where the waste is transported directly to the Kimberley Landfill Site for disposal.

Kimberley Landfill Site is a licensed facility (16/2/7B200/C48/Z1/265) and is operated and managed by the Municipality. The landfill lies to the west of the town of Kimberley at 28°44'11.0" S; Longitude 24°44'20.4" E. The landfill is classified as a G:M:B-site (medium waste disposal facility site with insignificant leachate potential). The current lifespan of this facility is 20 years.

Illegal dumping of waste at the unlicensed Ritchie landfill is a major area of concern. The Municipality confirms frequent clean-up of the illegal dumping area in Ritchie.
The above map is an illustration of the waste disposal locality

The assessment of the Provincial Department of Environment and Nature Conservation revealed that the:

- Ritchie waste dumping site was not permitted and a Basic Assessment was in progress;
- Riverton waste dumping site was not permitted and Basic Assessment & Specialist Studies were in progress;

The review of the Integrated Waste Management Programme to be undertaken will ensure that the above are taken into account.
Social and Community Facilities

Community services consist of public administration, education, healthcare, social work and other community services. In terms of the community facilities, the municipality should own and develop the following:

- Play parks and other open spaces
- Cleaning and greening
- Community halls
- Health Services (Hospitals, Clinics, etc)
- Emergency services (paramedics, fire, police etc)
- Libraries
- Cemeteries
- Multi-purpose Service Centres

Some community services above are not the responsibility of the Municipality and are delivered on an agency basis for the provincial government – such as primary health care and libraries. In these cases it is important for the Municipality to regularly liaise with the relevant provincial department to ensure that these services are adequately financed and that it not be an added financial burden for the Municipality. It is also important that the Municipality’s plans for the provision of new services inform provincial programme for the development of these services. Five-year plans for the development of new community services such as parks for recreation, cemetery services etc., must be prepared that will also include the upgrade and maintenance of these services. According to a list of ward prioritise for the 2017 year, most wards are in need of new of upgraded community facilities. The reason for this could be the inadequacy in provisioning of these critical services and should be prioritised as part of the development of new townships in the municipality.

Community facilities are also an important infrastructure not considering the fact that it provides employment. The need for active spaces where communities can gather and discuss issues or social halls where deliberations on future plans can be made are needed.

Cemeteries are also a very important factor and need to be considered early in the expansion period of a town/city. The provision of these community facilities is crucial to the sustainability of socio-economic conditions of the urban space. Below is a detailed list of facilities being run or governed by the municipality in some way.

Parks and gardens: the area covered in the SPM is 83 ha of parks and gardens and vandalism is a major challenge that should be overcome in order to carry out maintenance properly in the future.

Sport grounds and facilities are made up of:

- 11 informal grounds which need to be formalised in conjunction with clubs and sport codes using these facilities.
- The SPM owns and manages 2 Stadia – one is in partnership with SAFA.
- 1 Astro turf which is an artificial ground that demands a high level of maintenance and usually has a cost implication for the usage of this facility (under normal circumstances).
- 4 swimming pools which can be considered a good community node due to the weather in the SPM.

**Municipal Facilities:**

- 10 community Halls used for community purposes as well as private usage where a charge can be attached.
- 10 cemeteries – limited space for burials and should be in accordance with the mortality rate of the SPM. Along with this, religious groups have different methods of burial and this should also be considered which might give rise to the need for a crematorium.
- 6 clinics – grant has fallen away which can be critical to the sustainability of these facilities. Upon conducting site visits to the Galeshewe day clinic, it was ascertained that there are certain medical supplies which are needed and are not available due to a lack of funding.
- 4 Resorts – grant has fallen away which means that options of partnerships or increased marketing of the facilities need to take place in order to raise funds to bring the resort to a good standard that is appealing.
- 10 Libraries – agency agreement with province where the facilities are left in the responsibility of the municipality.

Traffic Services are also attended to by the municipality.

**Emergency Services include:**
- 4 fire engines
- 2 satellites
- Training centre
- Ambulance and police – provincial services

**Disaster Management**

The Disaster Management Act (Act No. 57 of 2002) emphasizes four main objectives, to be executed by all municipalities, namely:

- The compilation of a Disaster Management Framework (DMF).
- The execution of comprehensive disaster hazard, vulnerability and risk assessment.
- The compilation of disaster management plans.
- Establishment of a Disaster Management Centre

These four objectives aim to help formulate and implement appropriate disaster risk reduction strategies. The Disaster Management Plan guides all role-players on how to proactively manage disasters, respond to disasters and recover from disasters.
Governance of the City

Following the local government elections in August 2016, parties contesting elections emerged with the following results.

<table>
<thead>
<tr>
<th>PARTY</th>
<th>MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANC</td>
<td>38</td>
</tr>
<tr>
<td>DA</td>
<td>19</td>
</tr>
<tr>
<td>EFF</td>
<td>5</td>
</tr>
<tr>
<td>VF+</td>
<td>1</td>
</tr>
<tr>
<td>COPE</td>
<td>1</td>
</tr>
<tr>
<td>IND</td>
<td>1</td>
</tr>
</tbody>
</table>

A total of 65 councillors have the collective responsibility to govern the municipality.

The Councillors

<table>
<thead>
<tr>
<th>NO</th>
<th>Cllr Surname</th>
<th>Cllr Name</th>
<th>POLIT. AFFIL.</th>
<th>PR / WARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Badenhorst (Ms.)</td>
<td>Eleanor Linzi</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>2</td>
<td>Beylefeld (Ms.)</td>
<td>Maria Johanna</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>3</td>
<td>Bishop (Ms.)</td>
<td>Patrice Dipuo</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>4</td>
<td>Boqo (Ms.)</td>
<td>Anna Nomvula</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>5</td>
<td>Boshoff</td>
<td>Wynand Johannes</td>
<td>VF+</td>
<td>PR</td>
</tr>
<tr>
<td>6</td>
<td>Buda (Ms.)</td>
<td>Hester Unondumiso</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>7</td>
<td>Chinkuli (Ms.)</td>
<td>Dimakatso Susan</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>8</td>
<td>Doyle (Ms.)</td>
<td>Maria Sandra</td>
<td>EFF</td>
<td>PR</td>
</tr>
<tr>
<td>9</td>
<td>Duba (Ms.)</td>
<td>Lorato Florence</td>
<td>EFF</td>
<td>PR</td>
</tr>
<tr>
<td>10</td>
<td>Fourie</td>
<td>Ockert Cornelius</td>
<td>DA</td>
<td>Ward 25</td>
</tr>
<tr>
<td>11</td>
<td>Francis (Ms.)</td>
<td>Bernadette Petunia</td>
<td>DA</td>
<td>Ward 1</td>
</tr>
<tr>
<td>12</td>
<td>Gilbert</td>
<td>Boikanyo Pius</td>
<td>ANC</td>
<td>Ward 19</td>
</tr>
<tr>
<td>13</td>
<td>Gomba</td>
<td>Jozi Themba</td>
<td>ANC</td>
<td>Ward 10</td>
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<tr>
<td>14</td>
<td>Griqua</td>
<td>Shaine Hendry</td>
<td>DA</td>
<td>Ward 28</td>
</tr>
<tr>
<td>15</td>
<td>Hammer</td>
<td>Norman</td>
<td>IND</td>
<td>Ward 27</td>
</tr>
<tr>
<td>16</td>
<td>Johnson (Ms.)</td>
<td>Elizabeth</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>17</td>
<td>Keetile</td>
<td>Winter Manga</td>
<td>ANC</td>
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<tr>
<td>18</td>
<td>Keme</td>
<td>Bothata John</td>
<td>ANC</td>
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<td>19</td>
<td>Kika</td>
<td>Surech Nager</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>20</td>
<td>Kock</td>
<td>Gaopalelwe Paul</td>
<td>ANC</td>
<td>Ward 30</td>
</tr>
<tr>
<td>NO</td>
<td>Cllr Surname</td>
<td>Cllr Name</td>
<td>POLIT. AFFIL.</td>
<td>PR / WARD</td>
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<tr>
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</tr>
<tr>
<td>21</td>
<td>Kruger (Ms.)</td>
<td>Felicity</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>22</td>
<td>Kwagile (Ms.)</td>
<td>Pulane Prudence</td>
<td>ANC</td>
<td>Ward 7</td>
</tr>
<tr>
<td>23</td>
<td>Lekhatlanya (Ms.)</td>
<td>Mmaserame Jeanette</td>
<td>ANC</td>
<td>Ward 32</td>
</tr>
<tr>
<td>24</td>
<td>Lewis</td>
<td>Clifford Benedict</td>
<td>DA</td>
<td>Ward 3</td>
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<tr>
<td>25</td>
<td>Liebenberg (Ms.)</td>
<td>Reinette</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>26</td>
<td>Louw (Ms.)</td>
<td>Mariam</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>27</td>
<td>Ludick (Ms.)</td>
<td>Rosie Annie</td>
<td>COPE</td>
<td>PR</td>
</tr>
<tr>
<td>28</td>
<td>Maditse</td>
<td>Norman David</td>
<td>DA</td>
<td>Ward 22</td>
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<tr>
<td>29</td>
<td>Makhamba</td>
<td>Bonsile John</td>
<td>ANC</td>
<td>Ward 26</td>
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<tr>
<td>30</td>
<td>Matika</td>
<td>Octavious Mangaliso</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>31</td>
<td>Matshekisho (Ms.)</td>
<td>Ornica Emma</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>32</td>
<td>Meintjies (Ms.)</td>
<td>Mariena</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>33</td>
<td>Meleng</td>
<td>Lehlohonolo Patrick</td>
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<td>PR</td>
</tr>
<tr>
<td>34</td>
<td>Miller</td>
<td>Herbert Bazil</td>
<td>EFF</td>
<td>PR</td>
</tr>
<tr>
<td>35</td>
<td>Mohapi</td>
<td>Petrus Motseki</td>
<td>ANC</td>
<td>Ward 5</td>
</tr>
<tr>
<td>36</td>
<td>Mokae</td>
<td>Ohentse Jeremiah</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>37</td>
<td>Mokgalagadi (Ms.)</td>
<td>Magdeline</td>
<td>ANC</td>
<td>Ward 12</td>
</tr>
<tr>
<td>38</td>
<td>Monyamane (Ms.)</td>
<td>Gladys Keikantseang</td>
<td>ANC</td>
<td>Ward 9</td>
</tr>
<tr>
<td>39</td>
<td>Morwe</td>
<td>Ronney Tsholohelo</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>40</td>
<td>Moshweu</td>
<td>Michael Mpho</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>41</td>
<td>Mpampi</td>
<td>Samson</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>42</td>
<td>Mpangiso</td>
<td>Ipeleng Millicent</td>
<td>EFF</td>
<td>PR</td>
</tr>
<tr>
<td>43</td>
<td>Mpanza</td>
<td>Thokozile Hapiness</td>
<td>ANC</td>
<td>Ward 4</td>
</tr>
<tr>
<td>44</td>
<td>Ngoma</td>
<td>Tshabalala Charles</td>
<td>ANC</td>
<td>Ward 8</td>
</tr>
<tr>
<td>45</td>
<td>Niemann (Ms.)</td>
<td>Elizabeth</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>46</td>
<td>Pearce (Ms.)</td>
<td>Carol-Ann</td>
<td>DA</td>
<td>Ward 20</td>
</tr>
<tr>
<td>47</td>
<td>Petoro</td>
<td>Gaolaolwe Ishmael</td>
<td>ANC</td>
<td>Ward 17</td>
</tr>
<tr>
<td>48</td>
<td>Phiri</td>
<td>Kamogelo Christopher</td>
<td>DA</td>
<td>PR</td>
</tr>
<tr>
<td>49</td>
<td>Pieterse</td>
<td>Leopold Heinrich Sarel</td>
<td>DA</td>
<td>Ward 14</td>
</tr>
<tr>
<td>50</td>
<td>Plaatjie</td>
<td>Obakeng Benjamin</td>
<td>ANC</td>
<td>PR</td>
</tr>
<tr>
<td>51</td>
<td>Qonga (Ms.)</td>
<td>Yvonne Tshebeletso</td>
<td>ANC</td>
<td>Ward 11</td>
</tr>
<tr>
<td>52</td>
<td>Sebego (Ms.)</td>
<td>Kgomotso Mary</td>
<td>ANC</td>
<td>Ward 33</td>
</tr>
</tbody>
</table>
The local government electoral system has both party proportional representation and ward representation. Elected ward councillors represent the interests of all citizens resident in a ward. A measure of the reversal of apartheid and the institutionalised separate development of the past is the integration of society, where regardless of race group leaders are able to represent the interests of all sections of society and act in the interests of public good.

### Representation of Population Groups in Council

![Graph showing representation of population groups in council](image)

- **White**
- **Indian**
- **Coloured**
- **African**

**Source:** Stats SA, Quantec, SPM Workplace Skills Plan
Another indicator change in the post apartheid society is the leadership of women. The representation of women in decision making positions is reflected in the gender breakdown of council.

**Comparision of Gender Distribution in Society and Council**

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sol Plaatje Population</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td>Brekdown of Councillors Post 2016 Elections</td>
<td>55%</td>
<td>45%</td>
</tr>
</tbody>
</table>

*Source: Stats SA, Quanteq, SPM Workplace Skills Plan*

Although the proportion of men in council is slightly above the proportion of men in society, it is assumed that male leaders would have a gender sensitive approach and all councillors will work to improving the status of women in society. Much more work will have to be done to encourage the girl child in the municipality to achieve gender equity.

The age distribution of Councillors is reflected below:

**Comparision of Age Groupings in Society and Council**

<table>
<thead>
<tr>
<th>Age Grouping</th>
<th>Sol Plaatje Population</th>
<th>Breakdown of Councillors post 2016 Elections</th>
</tr>
</thead>
<tbody>
<tr>
<td>under 35</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>35 to 55</td>
<td>60%</td>
<td>35%</td>
</tr>
<tr>
<td>above 55</td>
<td>10%</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Source: Stats SA, Quanteq, SPM Workplace Skills Plan*

Role of Council, comprising of the councillors noted in the table above, is to govern the affairs of the local community as set out the in the Municipal Structure Act 117 of 1998 and the Municipal Systems Act 32 of 2000. Council exercises the municipality’s executive and legislative authority without
improper interference and has the responsibility to institute and defend lawsuits as well as attend to the financial affairs of the municipality by carrying out the following responsibilities:

- Charging fees for services
- Imposing surcharges on fees, rates on property, other taxes, levies and duties
- Exercise its executive and legislative authority and use its resources in the interests of the local community
- Provide democratic and accountable government (without favour or prejudice)
- To institute and defend lawsuits
- Encourage the participation of the local community
- Strive to ensure municipal services are provided to the community in a financially and environmentally sustainable manner
- Consult the community about:
  - Level, quality, range & impact of services
  - Options for service delivery
- Give community equitable access to services
- Promote and undertake development
- Promote gender equality in exercising authority
- Promote safe and healthy environment
- Contribute with organs of state to uphold fundamental rights
- To do what is reasonably necessary to affect performance and the exercise of duties
- Appoint the Municipal Manager and Executive Directors according to Section 56 of the Municipal Systems Act 32 of 2000

The Council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

### Legislators - Highest Educational Levels

<table>
<thead>
<tr>
<th>Highest Educational Level</th>
<th>Legislators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters NQF9</td>
<td></td>
</tr>
<tr>
<td>Bachelors Degree NQF 7</td>
<td></td>
</tr>
<tr>
<td>Higher cert NQF5</td>
<td></td>
</tr>
<tr>
<td>Grade 11 NQF3</td>
<td></td>
</tr>
<tr>
<td>Grade 9</td>
<td></td>
</tr>
</tbody>
</table>

Source SPM Workplace Skills Plan

The education levels of councillors reflect the overall pattern of education levels for the area.
Wards

Post the local government elections the number of wards that make up the municipality increased from 31 to 33. The set up of ward committees is not yet in place and will be finalised during 2017.

Council’s legislative component will increase by 330 once the ward committee are set up and operational.

Structure of Council

Committees

Based on Section 53 of the Municipal Systems Act 32 of 2000 and the Municipal Structures Act 117 of 1998 Council business have been delegated standing committees noted below:

In terms of section 59 of the Municipal Systems Act, Council delegates the following powers, functions and duties to the Rules Committee, including the power to sub-delegate:

**Rules of Order:** To develop Rules of Order and amendments thereto, and recommend the same to Council, in relation to the functioning of committees and Council.

**Attendance at Meetings:** To require any councillor(s) and/or official(s) to appear before the committee to assist the committee in the performance of its functions.

**Delegations Register:** To develop, review and amend the Delegations Register for recommendation to Council for approval.
In terms of Section 59 of the Systems Act, Council hereby delegates the following powers, functions and duties to the Section 80 Committees including the power to sub-delegate:

- To develop policy and recommend same to the Executive Mayor who in turn tables this to Council for approval.

- To develop draft bylaws and recommend same to the Executive Mayor who in turn tables this to Council for approval.

- To develop draft business plans and recommend to the Executive Mayor.
• To comment and make recommendations to the Executive Mayor in regard to the draft IDP and budget, who in turn tables this to Council for approval.

• To make recommendations in regard to the setting or revision of tariffs, levies, taxes and duties to the Executive Mayor who in turn tables this to Council for approval.

• To ensure public participation in the development of policy, legislation, IDP’s and budget.

• To monitor the implementation of Council’s IDP, budget, business plans, strategic objectives, policies and programmes and report herein to the Executive Mayor.

• To assess the performance of service delivery generally within the functional area of the respective committee (outcomes monitoring) and report to the Executive Mayor.

• To determine the best way, including partnerships and other approaches, to deliver on Council’s strategies, programmes and services to the maximum benefit of the city and to recommend the same to the Executive Mayor.

• To identify the needs of the municipality as far as it relates to the functional area of the committee and to recommend the same to the Executive Mayor.

• To review and evaluate those needs referred to above in order of priority and recommend the same to the Executive Mayor.

• To ensure that regard is given to stakeholder views and report on the input/outcome of stakeholder consultation/participation processes to the Executive Mayor.

• To recommend appropriate comments on National and Provincial draft legislation, regulations, policy frameworks, etc that affects the committee and to submit such recommendation to the Executive Mayor and Legal Advisor.

• To require councillor(s) and/or official(s) to appear before the committee to assist the committee in the performance of its functions.

**Petitions and Public Participation**

Speaker office will be attending to setting up a process on petitions. Petitions will be processed through the section 79 committee noted above.

The executive mayor has regular public meetings – “Council meets the people” – town hall gatherings wherein service delivery issues are discussed and complaints are attended to.

These meetings were aimed at encouraging public participation and commenced in November 2016.

Noted hereunder are the dates, venues and targeted communities.
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Venue</th>
<th>Target Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/11/2016</td>
<td>17H00</td>
<td>Catholic Church</td>
<td>Pescodia &amp; Roodepan</td>
</tr>
<tr>
<td>02/11/2016</td>
<td>17H00</td>
<td>Boitumelo School;</td>
<td>Phutanang &amp; Transit Camp</td>
</tr>
<tr>
<td>03/11/2016</td>
<td>17H00</td>
<td>City Hall</td>
<td>Herlear, Beacnsfield, Belgravia &amp; Ernestville</td>
</tr>
<tr>
<td>04/11/2016</td>
<td>17H00</td>
<td>Xun/Khwasa High School</td>
<td>Plaatfontein</td>
</tr>
<tr>
<td>07/11/2016</td>
<td>17H00</td>
<td>Swedish Hall (Homelite)</td>
<td>Homevale, Homelite &amp; Extension</td>
</tr>
<tr>
<td>08/11/2016</td>
<td>17H00</td>
<td>Swedish Hall</td>
<td>Floors, Colville and Homestead</td>
</tr>
<tr>
<td>09/11/2016</td>
<td>17H00</td>
<td>Recreation Hall</td>
<td>New Town, Kwa Nobantu</td>
</tr>
<tr>
<td>10/11/2016</td>
<td>17H00</td>
<td>RC Elliot Hall</td>
<td>No:5, Ipopeng, Vergenoeg and Bloemanda</td>
</tr>
<tr>
<td>11/11/2016</td>
<td>17H00</td>
<td>Open space opp crèche</td>
<td>Leratong Park</td>
</tr>
<tr>
<td>15/11/2016</td>
<td>17H00</td>
<td>Vuyolwethu School</td>
<td>Tlhaeng, Ipeleng, 2000 and Soul City</td>
</tr>
<tr>
<td>16/11/2016</td>
<td>17H00</td>
<td>Catholic Church</td>
<td>Riverton</td>
</tr>
<tr>
<td>17/11/2016</td>
<td>17H00</td>
<td>Jimmy Summers</td>
<td>Verwoord park, Diamond park, Riviera, Catersglen, Rhodesdene</td>
</tr>
<tr>
<td>22/11/2016</td>
<td>17H00</td>
<td>Bantu Hall</td>
<td>Greater no: 2 Chris Hani Park, Tambo Square &amp; Barkly Road</td>
</tr>
<tr>
<td>23/11/2016</td>
<td>17H00</td>
<td>Motswedimosa Hall</td>
<td>Motswedimosa &amp; Rietvale</td>
</tr>
<tr>
<td>28/11/2016</td>
<td>17H00</td>
<td>Greenpoint School</td>
<td>Greenpoint</td>
</tr>
<tr>
<td>29/11/2016</td>
<td>17H00</td>
<td>Hoffepark</td>
<td>Monument Height, Southridge &amp; Royldene</td>
</tr>
<tr>
<td>30/11/2016</td>
<td>17H00</td>
<td>De Beers Stadium</td>
<td>Kimberley North &amp; De Beers</td>
</tr>
<tr>
<td>1/12/2016</td>
<td>17H00</td>
<td>Civic Centre (square park)</td>
<td>Utility and Mogul park</td>
</tr>
<tr>
<td>5/12/2016</td>
<td>17H00</td>
<td>Vooruitsig Hall</td>
<td>Eltoro park, Hillcrest, Huiwelsig, Hadison park</td>
</tr>
</tbody>
</table>
There are a total of 2701 approved posts. Not all the posts are filled. There is a vacancy rate of estimated to be a third of the approved posts.

There are five departments in the municipality. A total of 1914 municipal employees are spread into different functional areas in the 5 departments of the municipality as depicted above.

**Workforce By Work Category**

- Elementary: 41%
- Machines Operators and Drivers: 5%
- Community and Personal Service: 2%
- Clerical and Admin: 24%
- Sales and Service: 9%
- Technicians: 10%
- Professionals: 4%
- Managers: 5%
From the distribution of employees by work category, it is observed that the professional, technical and community service categories add up to 16% of the workforce, while the clerical and administration category has 24%. For a development state to carry out its functions effectively, the number of staff that actively engage and interface with stakeholders, the wards and communities has to be increased. Furthermore, if information and communication technology is effectively used, it is possible to reduce the number of staff required to carry out clerical and administrative functions.

**Age Distribution of Workforce**

![Age Distribution of Workforce Graph](image)

Source SPM Workplace Skills Plan

From the graph above, there will be natural attrition in the elementary category of the workforce. The clerical and administrative category of workers has a fair proportion under 35 years who could be retained to conduct the kind of work required of the developmental state.

**Employment Equity**

The graph below reveals the current equity position of the workforce demonstrating compliance with the Employment Equity Act in terms of race.
The spread of women workers in the technical environment appears to be low. This is more likely to be a reflection of the choices of careers of the girl child in society.
Skills breakdown and skilling

The graph below reveals the skills base in the municipality.

Spread of Workforce by Highest Education level and Work Category

Source SPM Workplace Skills Plan

57% of the municipal employees have below matric, while 39% have matric, a higher certificate or a diploma. This makes up 96% of the workforce.

It is for this reason that an ongoing skilling programme is in place, funded by the Local Government Sector Education Training Authority.

A total of 813 employees were trained during January to December in 2016.

Local Labour Forum

The Local Labour forum is made of the trade unions and the employer. The Sol Plaatje Municipality Local Labour Forum has 12 members from each party. Based on the membership to trade unions, SAMWU has 10 members and IMATU has 2 members. The Employer is represented by 4 Councillors and 8 managers. A harmonious labour relationship has been established.
Financial Status

The following reveals the picture of the financial status of Sol Plaatje municipality as at October 2016.

- Investments = R 247 916 000
- Total Debtors Book = R1 762 558 000
- Average collection rate in October 2016 was 72%

Financial Performance

During the 2012 to 2017 period substantial improvements were made. The result of this work is demonstrated in the audit outcome noted in the table below and the subsequent points.

Audit outcomes

<table>
<thead>
<tr>
<th>Year</th>
<th>Result of Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Unqualified - Emphasis of Matter items</td>
</tr>
<tr>
<td>2015</td>
<td>Unqualified - Emphasis of Matter items</td>
</tr>
<tr>
<td>2014</td>
<td>Qualified</td>
</tr>
<tr>
<td>2013</td>
<td>Qualified</td>
</tr>
<tr>
<td>2012</td>
<td>Qualified</td>
</tr>
</tbody>
</table>

Cash Balance at the end of June 2015 was at R 275 457 274. This positive balance is a good rating on financial performance. The figure is about 25 percent higher than similar municipalities. The cash balance refers to the money in the bank that can be easily accessed. There should be sufficient cash on hand from month to month to pay salaries, suppliers etc.

Cash Coverage however was not as good as at the end of June 2015. It was estimated that the municipality had just 2.2 months of operating expenses to pay off with the cash available. This was about 1.5 times the coverage for similar municipalities. Cash coverage measures the length of time, in months, that a municipality could manage to pay for its day-to-day expenses using just its cash reserves. So, if a municipality had to rely on its cash reserves to pay all short-term bills, how long could it last? Ideally, a municipality should have at least three months’ of cash cover. The better position to be in is to have 3 months or more cash coverage.

Spending of Operating Budget at the end of June 2015 was recorded as 11.2% underspent. This is the difference between budgeted operating expenditure and what was actually spent. The figure for Sol Plaatje municipality is about 1.5 times the underspending or overspending for similar municipalities. The national average is recorded at 7.2%. This area indeed has room for improvement. This indicator is about how much more a municipality spent on its operating expenses, than was planned and budgeted for. It is important that a municipality controls its day-to-day expenses in order to avoid cash shortages. If a municipality significantly overspends its operating budget this is a sign of poor operating controls or something more sinister. Overspending by up to 5 percent is usually condoned; overspending in excess of 15 percent is a sign of high risk.
Spending of Capital Budget at the end of June 2015 was at 20.91% underspent. This is the difference between budgeted capital expenditure and what was actually spent. This figure is a little higher than similar municipalities and would require a serious and focussed intervention targeted at under or over spending being capped at 5%. Capital spending includes spending on infrastructure projects like new water pipes or building a library. Underspending on a capital budget can lead to an under-delivery of basic services. This indicator looks at the percentage by which actual spending falls short of the budget for capital expenses. Persistent underspending may be due to under-resourced municipalities which cannot manage large projects on time. Municipalities should aim to spend at least 95 percent of their capital budgets. Failure to spend even 85 percent is a clear warning sign.

Spending on Repairs and Maintenance at the end June 2015 was at 5.27%. This indicator is about spending on Repairs and Maintenance as a percentage of Property, Plant and Equipment. Sol Plaatje figure is more than double the spending for similar municipalities. Infrastructure must be maintained so that service delivery is not affected. This indicator looks at how much money was budgeted for repairs and maintenance, as a percentage of total fixed assets (property, plant and equipment). For every R10 spent on building/replacing infrastructure, R0.80 should be spent every year on repairs and maintenance. This translates into a Repairs and Maintenance budget that should be 8 percent of the value of property, plant and equipment.

Fruitless and Wasteful Expenditure for the year ended June 2014 was 0.74%. Unauthorised expenditure means any spending that was not budgeted for or that is unrelated to the municipal department’s function. An example is using municipal funds to pay for unbudgeted projects. Irregular expenditure is spending that goes against the relevant legislation, municipal policies or by-laws. An example is awarding a contract that did not go through tender procedures. Fruitless and wasteful expenditure concerns spending which was made in vain and would have been avoided had reasonable care been exercised. An example of such expenditure would include paying a deposit for a venue and not using it and losing the deposit.

Current Ratio of the municipality is 6.7. This is more than double the ratio for similar municipalities. The current ratio compares the value of a municipality’s short-term assets (cash, bank deposits, etc) compared with its short-term liabilities (creditors, loans due and so on). The higher the ratio, the better! The normal range of the current ratio is 1.5 to 2 (the municipality has assets more than 1.5 to 2 times its current debts). Anything less than that and the municipality may struggle to keep up with its payments.

Liquidity Ratio of the municipality is 1.39, more than double the ratio for similar municipalities. Liquidity ratios show the ability of a municipality to pay its current liabilities (monies it owes immediately such as rent and salaries) as they become due, and their long-term liabilities (such as loans) as they become current. These ratios also show the level of cash the municipality has and / or the ability it has to turn other assets into cash to pay off liabilities and other current obligations.

Current Debtors Collection Rate is 52.79% - first quarter 2016-17. The percentage of new revenue (generated within the financial year) that a municipality actually collects. Nationally the average rate is 78.8%.
The Sol Plaatje municipality sources approximately 84% of its revenue from money generated locally, from residents paying for water and electricity, rates, licenses and fines, and from interest and investments. The remaining 16% comes from the equitable share of taxes and grants from national government.

The Real Economy Bulletin Provincial Review of 2016 noted the following:

- Municipal expenditure per person in the Northern Cape came to R5 500 in 2015/2016, compared to R5 900 nationally.
- Sol Plaatje – the only secondary city in the province, with 20% of the population, raised 36% of all municipal rates and tariffs in the province.
- It only received 10% of current and 8% of capital transfers and subsidies, mostly from the national government.
- Sol Plaatje spent R7 000 per person compared to R5 100 per person in the other municipalities in the Northern Cape.
IDP priorities for 2012 to 2017 and achievements:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Achievement</th>
</tr>
</thead>
</table>
| Bulk infrastructure upgrades                 | Bulk delivery exceeded expectation  
Water - renewed pumps at reservoirs, water quality was improved, zone metering & pressure relief was instituted to improve flow of water reticulation  
Waste water Treatment works - 3 new or upgraded facilities; new pipeline was put in and problematic lines were upgraded  
Electricity - 5 sub stations were upgraded; 1 new substation was instituted  
Roads - about 80 km road resurfaced |
| Core focus – projects that unlock economy    | Economy focus included improving infrastructure this created confidence and about R3bn of investments were harnessed. Recent Private Sector and Other Investments were:  
Biscuit, Wheat and Pasta Factory in Magersfontein;  
The Sol Plaatje University;  
Agricultural Incubator at Riverton with Fabcos;  
Agreements were signed with:  
The South African Manufacturing Demonstration Technology Centre;  
Seda Automotive Incubator to develop SMMEs in manufacturing and automotive industry;  
Central University of Technology and Northern Cape FET College to develop skills required in the market. |
<p>| Focus on informal settlements upgrade        | See table below                                                                                                                        |
| Institutional and financial viability        | Improved audit outcomes, improved planning, Local Labour Forum is functional, labour stability, absorbed contract workers in legal manner |
| Financial Governance                         | <strong>Improved finances &amp; reserves:</strong>                                                                                                        |</p>
<table>
<thead>
<tr>
<th>Priority</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Revenue base: 97% residential, public sector and commerce is 3%&lt;br&gt;• Opex spend: 97%&lt;br&gt;• Capex 86.8% (improved from lows 52%)&lt;br&gt;• Quality of Financial Management: Unqualified&lt;br&gt;• Pre-determined objectives: unqualified&lt;br&gt;• Healthy Reserves: fully cash backed</td>
<td>Ratios: &lt;br&gt;• Repairs &amp; Maintenance – 7% (IDEAL 8-10)&lt;br&gt;• Liquidity Ratio: Strong at 4.7 (norm 2)&lt;br&gt;• Cost Coverage Ratio - 2 (norm is 3)</td>
</tr>
<tr>
<td>Support establishment of university</td>
<td>University a reality</td>
</tr>
<tr>
<td>Improved governance processes/model</td>
<td>• 2 moratoria lifted;&lt;br&gt;• Stability in overall governance &amp; leadership, absence of unhealthy tensions&lt;br&gt;• Functioning of council and committees is optimal&lt;br&gt;• Audit opinion on finances &amp; perform ‘unqualified’&lt;br&gt;• No claims of tender violations&lt;br&gt;• National Treasury considers SPM amongst better performing (eg budget funded, reliable and credible)&lt;br&gt;• SPM is amongst more financially viable municipalities in RSA&lt;br&gt;• General compliance on decision making processes and technical compliance matters is high in all sectors such as SCM, Financial Management, HRM, Town Planning, contracts management, safety procedures, conditional grants etc&lt;br&gt;• Reporting requirements strictly adhered to - $71 reports to NT, Executive Mayor&lt;br&gt;• Timeous tabling of Budget, IDP, SDBIP, AFS&lt;br&gt;• Improved time frames-land use applications&lt;br&gt;• Health and safety compliance</td>
</tr>
<tr>
<td>Specific operational matters – such as fleet</td>
<td>Renewed fleet: 28 specialized; 73 operational vehicles</td>
</tr>
</tbody>
</table>
## Summary of access to basic services and housing 2012-2017

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New Houses (subsidised)</td>
<td>7 846</td>
<td>2550</td>
<td></td>
<td>5296</td>
<td>11 693</td>
</tr>
<tr>
<td>New Erven Planned and Surveyed</td>
<td>7 846</td>
<td>5228</td>
<td></td>
<td>2618</td>
<td>11693</td>
</tr>
<tr>
<td>Houses connected to water</td>
<td>8 743</td>
<td>3736</td>
<td>500</td>
<td>4507</td>
<td>10 846</td>
</tr>
<tr>
<td>Houses connected to sanitation</td>
<td>9 343</td>
<td>4767</td>
<td>500</td>
<td>4076</td>
<td>10 415</td>
</tr>
<tr>
<td>Houses connected to electricity</td>
<td>9 127</td>
<td>4385</td>
<td>520</td>
<td>4222</td>
<td>12 094</td>
</tr>
<tr>
<td>Houses provided with waste removal</td>
<td>9 490</td>
<td>2 600</td>
<td>700</td>
<td>6 190</td>
<td>12 406</td>
</tr>
<tr>
<td>Roads Paving all</td>
<td>297 km</td>
<td>32km</td>
<td>5</td>
<td>260 km</td>
<td></td>
</tr>
<tr>
<td>Roads resurface all</td>
<td>337 km</td>
<td>80km</td>
<td></td>
<td>257km</td>
<td></td>
</tr>
</tbody>
</table>
Projects Delivered 2004-2016

### NON WARD SPECIFIC PROJECTS

**IDP:** During the reporting period Council adopted annual IDP Reviews with the legally required time frames. The Municipality has also received a Vuna Award for the best IDP in the NC Province in 2008/9. Since then all IDP Reviews were done on time and according to legal requirements. The present Council adopted its 5-year term IDP on 28 May 2012 with the first Review of this IDP on 29 May 2013, 2nd Review on 28 August 2014, 3rd Review on 27 May 2015, 4th Review on 30 March 2016.

**Performance Management System (PMS):** The Municipality adopted its Integrated Performance Management Policy in 2004 and was reviewed in 2010. Since the SPM has a fully integrated PMS on organizational level as well as individual level up to middle management (Managers reporting to Executive Directors). Three mid-year and two annual assessments for the MM and Managers reporting directly to the MM have been conducted as well as a mid-year assessment for the 2012/13 financial year for middle managers. An annual assessment for FY 2012/13 and a mid-year for FY 2013/14 were conducted for MM and Managers reporting directly to the MM as well as a mid-year assessment for FY 2013/14 for middle managers. An annual assessment for FY 2013/14 and a Mid-year for FY 2014/15 were conducted for MM and Managers reporting directly to the MM. An annual assessment for FY 2014/15 and a Mid-year for FY 2015/16 were conducted for MM and Managers reporting directly to the MM.

### KEY PERFORMANCE AREA LOCAL ECONOMIC DEVELOPMENT

Various other planning documents were prepared for the CBD during this reporting period, the most important are:

1. **Kimberley CBD Upgrade Framework (Nov 09)**
2. **Renewal/Revival of CBD (Feb 10)**

**CBD Projects:** The following projects were implemented in the CBD during the reporting period: Erection of devils fork on road islands in Bultfontein/Lennox Rd for pedestrian safety, Landscape Public Spaces, Paving and Tree Planting, Xmas Lighting. An amount of R3,000,000 has also been budgeted for the 2013/14 financial year for the revitalization of the CBD.

**Inner City Revitalization Project:** Upgrading of tram route, entrance routes, tourism centre and erection of additional signage and repair work on market wall

**Big Hole Precinct Plan:** Precinct plan and land use Guidelines, key issues identification

**LED Strategy Review:** Two Reviews was completed and adopted by Council, the latest review was adopted in 2010 and aligned with the Spatial Development Framework (SDF).

**SDF:** Council adopted a SDF in 2004 which was reviewed in 2008.
LUMS: The LUMS, which consolidated the three Town Planning Schemes in SPM, has been implemented since July 2012.

Learnership with Theta: 56 Learners were trained at various work places

Rezoning and Subdivision applications submitted to Council: The moratorium on development was lifted in 2010 and applications are processed normally


Informal Trade Facilities Motswedimosa, Ritchie: Launched in 2013.

Light Industrial Park: Construction of light industrial hives for emerging local businesses. DEA granted permission to develop site. Consultants to be appointed in FY 2014/15. This project was withdrawn through Bid Committees due to insufficient funding to implement the entire project. Note that the status on this project will remain the same throughout the 2014/15 FY.

Inner City Revitalisation Programme: Landscaping of Quinn Rd, Station Forecourt, Bultfontein Rd, Du Toitspan Rd and Main Rd islands, Tram Way; Paving of Station Precinct; Painting of City Hall; Benches & pot plants for SMME Village; Adopt a Pavement – Eskom (Bins replaced in front of Eskom Building & replanting of flower beds); Fencing and landscaping at Rhodes Memorial; Maintenance of Honoured Dead Memorial

KEY PERFORMANCE AREA INFRASTRUCTURE DEVELOPMENT AND SUSTAINABLE SERVICE DELIVERY

COMMUNITY FACILITIES:

The following Community facilities received attention during the reporting period:

Rehabilitation of Galeshewe Cemetery: Ablutions facilities, provision of 30 taps, grave makings, planting of trees

New Cemetery: The identification and planning of the New Cemetery is completed and the actual development is in progress. FY 2014/15: Infrastructure to cemetery, roads, s/w and administration building have been completed.

Galeshewe Satellite Fire Station- Extension engine bay

Ritchie satellite Fire Station - Engine bay

Main Fire Station - Replacement of engine bay doors/motors

Ritchie Cemetery: Fence, Office Block & Ablution

De Beers Stadium - Upgrade
Upgrading of swimming pools – all the municipal swimming pools were upgraded

Galeshewe Sport Node (Artificial Turf)

Artificial Turf, King George Park, Ph 2: Site clearance, excavation and casting of concrete foundation completed for Clubhouse. Project to continue in FY 2014/15. Electrical connection of the Clubhouse to the main reticulation system, was completed.

Artificial Turf, King George Park, Ph 3: Construction of steel pavilion, Lyma Consulting Engineers are the appointed professional service providers. The tender DEV/GURP03 is re-advertised for the second time on closing date 25th of May, two bids were received and both were non-responsive. Await final decision of Bid Adjudication Committee.


Development of New Cemetery: Construction of Infrastructure (roads, storm water & admin block) Project to continue in FY 2014/15. FY 2015/16: Provision of infrastructure completed, roll-over project for FY 2016/17

Upgrade of Landfill Site: Project still in process and to continue in FY 2014/15. The project is at Bid Specification stage. There has been no new employment. New employment will be introduced once construction starts. Only specialist work has been done thus far on the project, project to continue in FY 2015/16.


Refurbishment/Maintenance of municipal rental stock: All flats that make up the Municipality Rental Stock

Upgrade of Carters Glen Sewer Pump Station: Project to commence in FY 2015/16.

FY 2015/16: Feasibility study completed.

Upgrade of community halls RC Elliott, Recreation, Social Centre and Ritchie Motswedimosa (installation of air cons): No funding received from Coghsta for FY 2015/16

Upgrade of Craven Stalls: No funding received from Coghsta for FY 2015/16

Ritchie incubator paving and landscaping: No funding received from Coghsta for FY 2015/16

Riverton Resort Paving of Entrance Road: Completed

Upgrade of Indian Centre Local Taxi Rank: No funding received from Coghsta

Upgrading of Ablution Block, De Beers Stadium – Completed.

Upgrading of Tommy Morebudi Park: Ph 1 (Fencing completed, awaiting on delivery of outdoor gym equipment) Ph 2 to be rolled over to FY 2016/17

WATER AND SANITATION:
1. **Kamfersdam Water Reduction:** A Feasibility Study was concluded on the reduction of water inflow into the Kamfersdam and the actual project was completed in June 2013 by constructing a diversion pipeline. During FY 2013/14 project was completed to reduce water levels to prevent 2 railway lines from flooding.

2. **Homevale WWTW:** The Homevale WWTW was refurbished in 2010 to work according to its capacity and is presently being extended by 15 ML capacity per day. During FY 2013/14 it can be reported that the progress on work is still not on an acceptable level. E & M work has progressed as far as possible and now dependent on progress with Civil contract. Project constantly falling behind time. Site agents for main as well as sub-contractor have resigned. Project to continue in FY 2014/15.

   **FY 2014/15:** Progress with final finishing on Civil Construction is slow. Completion is now expected to be at end of July 2015. Electrical & Mechanical contractor on site. Mechanical De-watering E & M Contract has been awarded and final design completed and civil plans ready to issue. Civil work has been approved and scheduled to start first week in July 2015. Manufacturing and procurement of Mechanical equipment for de-watering in progress. **FY 2015/16:** Project entails of 3 main contracts and progress is as follows: Main civil works 99% completed, Supplementary Civil works dewatering 80% completed, Main Electrical and Mechanical work 96% completed, Dewatering Electrical and Mechanical work 68% completed and Additional works 25% completed. Roll over project for FY 2016/17.

3. **Beaconsfield WWTW:** This WWTW was upgraded in 2012. In FY 2013/14 all retention work was completed.

4. **Ritchie WWTW:** The upgrading of the Ritchie WWTW was completed in June 2013. FY 2013/14 Plant running well and project is under retention.

5. **Refurbishment: Riverton Water Purification Plant/Newton Reservoir:** This project, to ensure sustainable water supply to Kimberley commenced in and will be completed by Sep 13. In FY 2013/14 new clamp-on bulk meters were installed.

6. **Non-Revenue Water Minimization:** This project was completed in 2012 in order to curb the high water losses in Kimberley. The recommendations of this study will now be implemented – the first which has recently commenced will deal with the pressure zones in Kimberley to curb water pipelines bursting. During FY 13/14: The locating of existing services and confirmation of sizes are taking much longer than expected and will be a costly exercise. A proper design will however not be possible without the info and the success of the program is largely dependent on the design. To be completed by end June 2014 where after final planning and installation will be proceeded with in FY 14/15.

   **FY 2014/15:** Locating and verification of services completed. Consulting Engineer has re-modelled, re-designed and has issued new working drawings to the contractor at end of January 2015. Actual construction work has started during November 2014 in isolated areas like Cassandra and Roodepan.

   **FY 2015/16:** Retention work completed for Ph1. Balance of work to be done in Ph 2 during FY 2016/17

7. **Refurbishment/Repairs to Kby Bulk Water Supply:** To guarantee uninterrupted water supply to Kby – Contractor was appointed, materials sourced and preparation work in progress. Project to continue in FY 2014/15. Contractor has re-established on site at the end of April 2015. Materials on site and preparation work started. A 2-day shut-down was planned for weekend 11-12 July 2015 to install valves at critical points.
In process to source additional funding required to complete first phase in total. **FY 2015/16 - Ph 1 completed.**

8. **Replacement of water meters:** 252 defected water meters were replaced, project to continue in FY 2014/15. **FY 2014/15:** Total of 1213 meters have been replaced under Phase 3 and 2 000 under Phase 4

**FY 2015/16:** 2500 meters were replaced in Ph 4, appointment for consultant for ph 5 outstanding, roll-over project for FY 2016/17

9. **Riverton Water Purification Plant (High Lift Pumps):** To ensure sufficient bulk water supply to city (Plans for pump station 90% completed, project to continue in FY 2014/15. **FY 2014/15 - Financial Offers closed on 8/12/2014. Financial Report received from engineer. Additional Risk analysis has been done. Conditional award has been made by Bid Adjudication Committee. Draft Tender Document for new pump station has been received. To be taken to Bid Specification Committee before advertising. **FY 2015/16:** Appointment for service provider completed and orders placed for 4 pumps. Construction work to commence in FY 2016/17

10. **Ritchie Bulk Supply** Provision of water and sanitation for 640 erven

11. **Kaghiso Retention Dam** - Maintenance on retention dam completed.

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**ELECTRICITY**

1. **Electricity Supply to New Mental Hospital:** 66 KV line Installed; 20MVA transformer procured and installed. 66 and 11 KV panels built

2. **Replacement of old Electricity equipment:** The following equipment was replaced during this period - old metering and distribution kiosks, hazardous Magnifix switchgear, old Plessey (pre-paid) meters, old Protection Relays, ageing LV(400V) underground cables, Injection Equipment at 4 s/s, old 11kV circuit, breakers/ring and recently a bulk electricity meter replacement programme has commenced. During FY 2013/14 a total of 4 300 meters were replaced.

3. **Additional Bulk Electricity Supply from Escom (80MVA):** During 2010 additional electricity was acquired from Eskom to increase the electricity supply for future development. In FY 2013/14 the Kimberley Distribution Substation and Homestead Substation electricity supply were increased.

4. **Refurbishment and Upgrading of Substations:** The following substations have been upgraded or are in the process of being upgraded to ensure sustainable electricity supply and to be able to handle the bigger capacity:
   - Ashburnham
   - Silson Rd
   - Ageing mini sub stations
   - Midlands and HA Morris
   - Hall Str
5. **Electricity Demand Side Management:** During 2012 a process was started to save electricity by refitting street lights with energy saving bulbs. During FY 2013/14 LED fittings were installed in Cecil Sussman, Carrington Rd, parts of CBD, main and partly completed roads in Roodepan.

6. **Upgrading of Electrical Cabling network:** Replacement of 11kV at Jacaranda substation.

7. **Polyphase Bulk Electrical Meter Replacement:** Roll-over project FY 12/13 – During FY 13/14 200 CYLP meters were replaced with LPU electronic meters. Replacement of Old Plessey meters in Soul City and Ritchie.

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**ROADS AND STORMWATER**

**Patching & Resealing of Roads:** An amount of R39 358 716 has been spent on fixing roads during the reporting period. An additional amount of R35 000 000 has been budgeted for the 2013/14 period for this process. During FY 2013/14 the following roads were completed. Resurfacing - Dingaan Str, Stadium Rd, Welgevonden, Montshiwa, Lennox, Long and Hercules Str. Patching and Base Repair - Hercules, Montshiwa and Begonia Street.

**FY 2014/15:** Phase 2 of the project started in July 2014 and focuses on the rehabilitation of main arterial roads.

**FY 2015/16:** Work commenced in April 2016 to be completed in FY 2016/17

**Street Scraping of activity corridors/secondary public transport links:** No funding received from Coghsta.

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**KEY PERFORMANCE AREA MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

**Refurbishment Of City Hall:** The following was completed at the City Hall: New Safe; Partitioning for four offices and installed Air-conditioning facilities; New Carpets; Blinds and electrical fittings

**Upgrade Wiring-Municipal Civic Building:** Upgraded the electrical network of the Civic Centre municipal building

**Disaster Management Plan:** Detailed Disaster Risk Management Plan

**Development of an Econo-monitor:** A tool to measure economic impact within the municipal area

**Asset Verification Project:** 22 500 assets were bar-coded and signed off.

**Procurement of a Financial System:** e-Venus Financial System was procured

**Fleet Replacement Programme:** During this reporting period the municipality’s fleet was replaced to the amount of R63 552 439 which included various specialized vehicles.
During FY 2013/14 the following units were procured and balance of funding was used for the installation of tracking devices in water tanker and 3 light commercial vehicles. Backhoe Loader (Waterworks), 2 Refuse compactors (Cleansing), 2 ride-on mowers (Parks), 2 1t LCV (Parks), 1 x 500 kg LCV (Payroll), 1 x 500 kg LCV (Town Planning) 2x Aerial Platform Vehicles (Dec.13); 1x Luxury Sedan (Jan.14)

**FY 2014/15**: Panel van, backhoe loader, 2 Refuse compactors, 3 load luggers, 4 x 4L LCV, vacuum truck, 1 grab truck, 2 x 1 t LCV, 1 Sedan. All vehicles were delivered

**FY 2015/16**: Sewage truck delivered

**Replacement programme : IT Hardware and Software**: Apart from replacing old computers and laptops the following IT projects were also implemented to ensure a stable IT environment in the municipality:

- Fibre Optic Cable was installed between all the municipality buildings to facilitate POC VOIP network
- Establishment IT disaster command centre (Metlife Building)
- Replacement programme : IT Hardware
- Replace failed 10KVA UPS in server room
- Establishment of a Microsoft groupware e-mail
- Mail Server Upgrade
- Virtualization of e-Venus server
- Upgrade Production SAN
- GIS Hardware Replacement and New Software
- Intrusion Detection and Management Software
- HD Aerial Photographs for GIS to enhance accuracy of charged property rates and subsequent revenue stream
- Tools of trade for councilors (tablets, mobile computers and printers)

**FY 2014/15** : Replace work stations, procure and install Scoa Storage, replace backup VM ware host & replace core server

**FY 2015/16** : Project completed, replace old work stations, upgrade server memory, Upgrade Wi-Fi network for Civic Centre, improve back up infrastructure

**Procurement of generator for Civic Building** to ensure business continuity during power failures/load shedding

**Security of Plants and Infrastructure - Provision of security services to safe guard municipal infrastructure facilities** - project to be completed in FY 2015/16.
| FY 2015/16 - Security equipment installed in FY 15/16, project completed. |
| Implementation of Electronic Content Management System: Implement a share point electronic content management system for SPM – project to continue in FY 2015/16 |
| FY 2015/16: Intranet went live on 1 July 2016, project completed. |
| Alterations to Homevale Laboratory: Purchase orders were issued, awaits delivery, roll-over project FY 2016/17 |
| Security of Plants and Infrastructure: Security equipment installed |
| Riverton Pump Station Building: Project specifications approved and bid advertised. Roll-over project for FY 2016/17 |
The IDP Process

Process followed in the development of the 2017 to 2022 IDP

Introduction

The municipality is compelled by legislation to engage communities in the development of its IDP. During this process, the terms of reference for public participation were developed and were informed by various legislative framework, previous experience and much guided by the executive leadership of the organisation.

The concept of community participation in this context to include the identification of specific legislative prescripts that guide community and stakeholder participation during Integrated Development Planning (IDP). Stakeholders who were consulted and processes undertaken during the development of this IDP for 2017/18 financial year are also stated herein.

Understanding the concept “participation”

Often the term participation is modified with adjectives, resulting in terms such as community participation, citizen participation, people’s participation, public participation and popular participation. The Oxford English Dictionary defines participation as “to have a share in” or “to take part in,” thereby emphasising the rights of individuals and the choices that they make in order to participate.

Participation can also be seen as means to educate citizens and to increase their competence. It is a vehicle for influencing decisions that affect the lives of citizens and an avenue for transferring political power. However, it can also be a method to ensure dissent or a mechanism for ensuring the receptivity, sensitivity, and even accountability of social services to the consumers.

Davids et al. (2005) argue that there are three levels of public participation and these include participation through informing the participants, consulting participants and empowering participants.

Public participation in the South African context (local government – IDP) The post-apartheid legislative framework in South Africa emphasises the importance of public participation as an essential tool for democratic consolidation. This is articulated in the number of legislations, particularly as it relates to Integrated Development Planning (IDP). Those include, amongst others the White paper on Reconstruction and Development (1994), the Constitution of the Republic of South Africa (1996), the White Paper on Local Government (1998), the Municipal Systems Act (2000) and many others.
The Constitution: Public participation in decision-making is encouraged in the 1996 Constitution as it stipulates in sections 195(1)(e): “people’s needs must be responded to and the public must be encouraged to participate in policy making”. The Constitution further asserts that the function of local government is to encourage the involvement of communities and community organizations in local government (section 152). Section 195(e) states that in terms of the basic values and principles governing public administration, people’s needs must be responded to and the public must be encouraged to participate in policy-making.

White Paper on Local Government (1998): This document proposed a new mandate to local governments termed as “developmental local government”. The local governments’ approach to fulfil this mandate is “to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives”.

Local Government: Municipal Structures Act, 1998 (Act 117 of 1998): It requires municipalities to consult with civil society in meeting the needs of local communities. Local Government: Municipal Systems Act, 2000 (Act 32 of 2000): It instructed municipalities to “establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality” (MSA of 2000, Act 32 of 2000, section 17.2). According to this act: “A municipality must develop a culture of municipal government that complements formal representative government with a system of participatory governance, and it must for this purpose - encourage and create conditions for the local community to participate in the affairs of the municipality” and “contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality and (ii) councillors and staff to foster community participation” (MSA, 32 of 2000: section 16.1).

From November 2016 intense work on the developmental agenda of the municipality for the next five years began and was finalised on the 10th of March 2017. After the consolidation of internal IDP Inputs, the Executive Mayor engaged the public in soliciting their input as anticipated in terms of the law.

The municipal performance and the outcomes as achieved to date served as the point of departure at community meetings. The Chairperson of IDP, Budget and Performance Management Committee of Council facilitated all the meetings, with the Executive Mayor leading presentations and responses to the community. These engagements afforded the municipality an opportunity to understand whether the proposals from internal stakeholders and professionals were addressing issues as raised by the
community to determine their acceptability and to develop a repository of community needs that needed to be responded to in the final IDP document.

**The Municipality’s approach to public participation**

The process that has been followed in the development of this IDP document has been informed by the legislative requirements, both the Municipal Systems Act 32 of 200 as amended and the Municipal Finance Management Act 56 of 2003. Furthermore, the process as followed aimed at achieving the following:

*Internally*

- Analysis of current infrastructure capacity and capabilities
- Analysis of required infrastructure to provide basic services and the necessary expansion to service new and planned growth
- Organisational capacity to meet the service demand
- Interdepartmental relationship necessary to implement the IDP
- Financial capacity of the municipality to fund the operations and the planned growth under the current estimated economic conditions
- Governance arrangements
- Priorities, programmes and new initiatives
- Development of projects and conceptualisation

*Externally*

- Ward priorities to ensure eradication of backlogs and unavailability of services
- Ward needs and demand management
- Infrastructure availability for service provision
- Economic conditions to project financial capability of the organisation

The planning process as can be seen above, did not only focus internally, but also looked at individual wards to understand the needs and the demand that will arise once the need is planned and delivered. Programmes had been identified with their measurement outcomes and these will be concluded through the performance plan of the organisation for the next 5 years.

As part of the development of the IDP Document, the municipality engaged with all relevant stakeholders to solicit their inputs to this plan for the period 1 July 2017 to 30 June 2022. Though the
document covers the 5-year period, it shall be reviewed on an annual basis to ensure that relevant community and ward needs are planned for at each MTREF.

**Approval of the IDP and Budget Process Plan**

At its first Council meeting after the inauguration of the new council, the IDP and Budget Process Plan was approved on the 31 August 2016.

It was pre-empted that due to the fact that the IDP underway is for the new term of office of councillors, it is important to consult prior to the tabling and this process will involve communities and stakeholder’s consultations with regard to service delivery within their respective areas; such consultations formed (amongst others) the basis for the preparation and consolidation and subsequent tabling of the draft IDP in March 2017.

After the tabling of the draft IDP and Budget, the post-tabling public participation resumed as well. This is the legislated consultation which took place after the tabling of the draft plans during April and May 2017, it served to solicit inputs and comments from communities and stakeholders before the IDP and budget could finally be submitted to Council for consideration and approval during May. A detailed account of the consultation activities as undertaken is outlined in the subsequent paragraphs.

**Setting the strategic agenda**

The Executive Mayor convened a meeting with management to discuss IDP Issues and the setting of political mandate for the term of office of the new Council. From this meeting, it became clear that issues that are being raised by the public through protests and other demonstrations need to find expression in the IDP. It was further agreed that the IDP of the past focused more on bulk infrastructure upgrades and that time has come to focus on reticulation infrastructure, as well as informal settlements upgrade.

**Mayor meets the people programme**

As part of introducing the new Councillors and the Mayoral Committee members for different portfolios, ward needs were raised at these Imbizos. A report was consolidated by the office of the Executive Mayor and was forwarded to the Municipal Manager and his team for a detailed action plan. Some of the issues related to current service delivery agenda of the municipality, whilst other had to be taken up and planned for in the new IDP.

**Management Plenary Session**

Between September 2016 and February 2017, different directorates led by the Executive Directors held sessions to discuss their plans for the next five years. The intention of these sessions was to:
• To engage on the Spatial Development Framework as reviewed
• To review the strategic vision of the municipality as informed by the SDF
• To develop an understanding of current development trends that may influence the future of the municipality. The trends that were analysed included economic, political, environmental and social issues
• To develop proposals and action plans/projects for 2017 – 2022 IDP period
• To align individual plans of directorates and consolidate these into a single plan
• To review the current governance model and agree on the way forward
• To plan for the engagements with Councillors and the public in general

It is at these sessions that various TASK Teams were also established to ensure integrated planning.

**Intergovernmental Engagements**

Each Senior Manager engaged their provincial counterparts with the purpose and intent to understand their plans for the period 2017 to 2019 as per their Departmental Strategic Objectives. This platform assists all parties to understand priorities and plans in a coordinated manner, where there is dependency, that the plans and envisaged deliverables are interlinked and consistent.

These meetings took place during October 2016 to March 2017.

The municipality also participated in the District IDP Sessions during the same period.

**Mid-year review and adjustment budget**

The second quarter Performance Report (MFMA Section 52(d) as well as the Mid-year performance report (MFMA Section 72) was submitted to the Executive Mayor and to Council on the 25th of January 2017.

The adjustment budget together with the adjusted SDBIP 2016/17 were submitted to the Council in February 2017. These confirmed the advances made in implementing the 2015/16 IDP Review during the first half of the financial year as well as deliverables for the 2016/17 financial year. This information was used to establish the baseline during the 2017–2022 planning cycle.

**IDP Public Participation**

After the consolidation of internal IDP Inputs, the Executive Mayor engaged the public in soliciting their input as anticipated in terms of the law.

The municipal performance and the outcomes as achieved to date as per the current IDP serves as the point of departure at these community meetings. The Chairperson of IDP, Budget and Performance Management Committee of Council facilitated all the meetings, with the Executive Mayor leading
presentations and responses to the community. These engagements afforded the municipality an opportunity to understand first, whether the proposals from internal stakeholders and professionals were in a way addressing issues as raised by the community to determine their acceptability and second to develop a repository of community needs that needed to be responded to in the final IDP document.

This document later contains a summary of these community needs per ward/area and has been finalised to respond to the emerging needs of the people of the city.

**The Executive Mayor, the Mayoral Committee and Council**

The Executive Mayor has the responsibility to exercise political oversight with regards to the formulation of the IDP and the Budget of the Municipality. The IDP, Budget and Performance Management Committee Chairperson, appointed in terms of Section 80 of MSA assists the mayor in exercising his responsibilities.

The Mayoral Committee comprises all Chairperson of various council committee and through collective decision making, and after having consulted with the Mayoral Committee, the Executive Mayor recommends the tabling of IDP and Budget to Council. The consultation with the committee started in August 2016 for the purpose of facilitating the approval of the 2017/18 IDP process plan which was subsequently approved by Council.

The Executive Mayor convened the Mayoral Imbizo’s during November and December of 2016 financial year to discuss matters concerning the service delivery issues as well as matters that must inform the IDP 2017/2022, amongst others.

This was in consideration of the fact that 2016/17 is a year between two council terms (the current council ending their term and the council to be elected in the new term) and that this council should ensure that there is an IDP and budget in place by the beginning of the new financial year, i.e. July 2017.

The above resolution was in line with National Treasury MFMA Circular No.78: Municipal Budget Circular for the 2016/17 MTREF.

The Imbizo’s discussions centered on introducing new Ward Councilors and the Mayoral Committee Members to the public as well as understand service levels in each ward and areas needing immediate attention as well as services that must be planned for in the new IDP.
Budget Steering Committee (BSC)

The Budget Steering Committee assisted this IDP development process by continuously assessing service delivery and the City’s financial status. The first meeting of the Budget Steering Committee was held post elections in August 2016 and the various departments presented their IDP proposals as well as budget proposals for the 2017/18 IDP and MTREF. The second meeting was to make an assessment of all the submissions against Council priorities for 2017/18.

Financial allocation was in line with the priorities of the Council and the current economic climate. The recommendations at the Budget Steering Committee were presented to the Executive Management and thereafter to the Mayoral Committee to inform planning and budget in 2017/2018.

Councillors and ward communities

The above structures continued to serve as a link between the community and Council. During the pre-tabling of the IDP document, the establishment of the ward committees were still underway which meant that this period also went ahead in the absence of respective ward committees. However, ward councillors as the elected ward representatives remained critical points of entry at ward level particularly on matters relating to IDP. They were consulted consistently and the results of these consultations are outlined below in the section dealing with March to May 2017 outreach meetings.

National Treasury visits

As a non-delegated secondary city, the municipality was visited by National Treasury on what is referred to as Mid-Term Performance and Service Delivery Visit on the 30th and 31st of January 2017. The second is the “benchmark exercise” which is held between April and May of each year after the tabling of the draft IDP and budget, this visit took place on the 18th of May 2017.

The recommendations that arose from these interactions are responded to throughout this IDP and the MTREF.

Pre-tabling and Post-tabling Public Participation Meetings

Council conducted public meetings to solicit inputs of all stakeholders from various communities and invited all stakeholders to participate in these meetings, as well as through the IDP Representative Forum. After having received the inputs, the draft IDP was consolidated and tabled to Council on the 29th of March 2017.
The schedule for pre-tabling meetings:

<table>
<thead>
<tr>
<th>Date</th>
<th>Forum / Ward</th>
<th>Venue</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.03.2017</td>
<td>4, 5, 6, 7, 9, 10, 11</td>
<td>RC Elliot Hall</td>
<td>17h30</td>
</tr>
<tr>
<td>16.03.2017</td>
<td>20, 21</td>
<td>De Beers Athletic Stadium</td>
<td>17h30</td>
</tr>
<tr>
<td>17.03.2017</td>
<td>26, 27</td>
<td>Ritchie Motswedimosa Hall</td>
<td>17h30</td>
</tr>
<tr>
<td>20.03.2017</td>
<td>15, 16, 17, 31, 32</td>
<td>Voyulwethu High School</td>
<td>17h30</td>
</tr>
<tr>
<td>22.03.2017</td>
<td>19, 18, 12, 13, 33</td>
<td>Recreational Hall</td>
<td>17h30</td>
</tr>
</tbody>
</table>

Agenda:
1. Opening and Welcome (Councilor Morwe; Chairperson of IDP)
2. Mayoral address (Executive Mayor; O M Matika)
3. Presentation: Status Quo IDP 2012 to 2017 (Municipal Manager)
4. Public inputs IDP 2017 to 2022

Interested parties, local community and stakeholders are invited and urged to submit representations, comments and inputs regarding the draft IDP for 2017/18 to 2021/2022. Written submissions must be handed in at the Civic Centre (Budget Office), faxed to 053 8331 005 / 053 8314 658 or e-mailed to:

zlmahloko@solplaatje.org.za (CFO), lmarais@solplaatje.org.za (IDP)
After the tabling of the budget and IDP, a round of post tabling meetings were held. See below for the published dates and venues. It should be noted that due to the political environment at the time, these meetings were not well attended.

### Open Ward Meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Forum / Ward</th>
<th>Venue</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>02/05/2017</td>
<td>All areas including Monument Heights, Roylede, Southridge, Haison Park</td>
<td>Horseshoe Motel</td>
<td>17:00</td>
</tr>
<tr>
<td>03/05/2017</td>
<td>Platfontein Ritchie Riverton and Langleg</td>
<td>Platfontein Combine School Motswedimba Hall Riverton Hall</td>
<td>17:00</td>
</tr>
<tr>
<td>04/05/2017</td>
<td>Galeshewe</td>
<td>Bantu Hall</td>
<td>17:00</td>
</tr>
<tr>
<td>07/05/2017</td>
<td>IDP/ Representative Forum</td>
<td>City Hall</td>
<td>14:00</td>
</tr>
<tr>
<td>08/05/2017</td>
<td>Kimberley, CBD and all other areas close to the Central Business District including Beaufort and Greenpoint.</td>
<td>City Hall</td>
<td>17:00</td>
</tr>
<tr>
<td>09/05/2017</td>
<td>Roodepan – including Colville, Floors, Homevale, Homelitt, Homestead and all surrounding areas</td>
<td>Roodepan Catholic Hall</td>
<td>17:00</td>
</tr>
<tr>
<td>10/05/2017</td>
<td>Galeshewe</td>
<td>Galeshewe Recreational Hall</td>
<td>17:00</td>
</tr>
</tbody>
</table>

Technical Task Teams

Task Teams were established to shape the discussions on the IDP and attend to subsequent implementation. Members of the Task Teams noted below were present at a departmental workshop held on 17 February 2017.

#### I. Space-economic Task Team

This Task Team should assess the existing “Space-economic Development Strategy” of SPM as formalised in the 2013/14 – 2016/17 IDP. This assessment should include the relevance of this strategy in the present national space-economy and the alignment with national and provincial development strategies including the LGTAS and Outcome 9.
The Task Team should also ensure that there is alignment between the different sector plans (e.g. LED Strategy, Spatial Development Strategy, Integrated Human Settlement Plan, Disaster Management Plan, and Integrated Environmental Management Plan etc.).

The Task Team should also review and update the present spatial and socio-economic information for the Municipality and to do an analysis of these data that will serve as the planning baseline information. These analyses will include:

- Spatial description of municipality including environmental issues
- Present Population and population growth – at ward level
- Household information – as well as service backlogs
- Economic data (e.g. employment, unemployment, GDP growth per economic sector etc.)

As such, the following staff is assigned to this TASK Team:

1. Mr N. Modiba – Chief Town Planner
2. Ms L. Van Gensen – CBD Manager
3. Mr P. Sithole – LED Manager
4. Mr K. Williams – Environmental Management
5. Mr T. Pretorius – Emergency Services
6. Mr M. Mudau – GIS
7. Ms C. Jenneke – BTO
8. Ms J. Samuels – SCM
9. Mr H. Harding
10. Ms A. Marais - BTO

II. Housing and Infrastructure Task Team

This Task Team should specifically assess and review the Integrated Human Settlement Plan – taking into consideration a Long-Term Infrastructure Investment Framework.

The key focus will be to align the Spatial plans and the infrastructure plans.

Members of the Task Team are:

1. Mr S. Mothelesi – Manager Housing Administration
2. Ms F. Phathedi – Principal Town Planner
3. Mr T. Raseobi – CE Roads and Stormwater
4. Mr M. Selesho – CE Water and Sanitation
5. Mr R. Coertzer – CE Electrical Engineering
6. Mr W. Swiegers – Water and Sanitation
7. Mr R. Brooker – SCM
8. Ms C. Henderson – BTO
9. Mr A. Samson
10. Mr K. Samolapo
11. Ms B Booth
III. Community and Social Development Task Team

This Task Team will mainly focus on the provision of community facilities and to prepare plans to address Community and social facilities

Apart from looking at the physical services this Task Team should also address cross-cutting issues such as HIV/Aids/TB programmes, poverty alleviation strategies and other sustainability issues.

The following staff will be part of the Task Team:

1. Head: Parks and Recreation
2. Head: Resorts
3. Head: Community Halls
4. Head: Cemeteries
5. Head: Environmental Health
6. Head: Biodiversity
7. Mr P. Verkoper
8. Mr F. Aysen
9. Mr T Khweshiwe
10. Mr P. Pretorius
11. Mr L. Marekwa

IV. Financial Task Team

This Task Team should specifically look at a long-term financial plan for the Municipality that will be a core component of the IDP.

The Financial Plan should define sound financial management and expenditure control as well as means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It should further address:

- Revenue raising strategies
- Asset management strategies
- Financial management strategies
- Capital financing strategies
- Strategies that will enhance cost-effectiveness
- Operational financing strategies

The following staff will form the Task Team:

1. Adv A. Klopper
2. Mr E. Baise
3. Mr J. Wagner
4. Mr F. Barnard
5. Mr J. Mopharing
6. Ms B. Engelbrecht
7. Ms D. Mooketsi
8. Mr S. Mkhize
9. Mr Z. Zughdi
10. Mr Mogamat
11. Mr Pro (Fleet Management)
12. Mr Marwane
13. Mr N. Zwane
14. Mr N. van der Merwe (Housing)
15. Mr Z. Mguza (GURP)

V. Governance Task Team

This Task Team should look at two issues as part of corporate governance, namely:

Institutional Development, which will include the following as part of an Institutional Plan:

- Review core business of the Municipality
- Finalise and adopt a revised macro and micro-organisational structure (organogram)
- Assess skills gap
- Preparing a prioritised management and staff deployment, redeployment, and appointment plan
- Review systems, processes and procedures for improved institutional performance (including implementation of an MIS Strategy)
- Strategies addressing behaviour, attitudes and values of staff;
- Improve management processes for increased accountability.

The following staff will form the Task Team:

1. Mr T. Phuthi
2. Mr P. De Villiers
3. Mr P. van der Walt
4. Ms M. van Zyl
5. Ms V. Monyobo
6. Mr S. Matsie
7. Mr S. Setlogelo
8. Mr B. Anthony
9. Mr Anthony (Security Manager)
10. Mr V. Pitso
11. Ms J. Modutle

Summary of the Key Outcomes of the 17th February 2017 Departmental Workshop:

1. All participants saw the need to work in an integrated manner and were keen to work on urgent matters immediately. The relevance of the IDP was reinforced regardless of the department one was located in.

2. The Planning Department and Infrastructure Departments committed to aligning spatial planning and infrastructure planning.
Spatial plans must assist to determine where development will occur and what capacities on infrastructure, community facilities and social facilities need to be developed to cater for all households. Master plans on Spatial make up and Integrated Infrastructure must be developed to guide development.

Services on water, sewer, electricity and refuse removal must achieve **universal coverage to all households** and be billed for to improve the revenue base.

3. The need to **stimulate the economy** was highlighted, attracting manufacturing to create jobs and the including informal economic activity into a township economy. The local economy must leverage off the newly created university in the city.

4. **Communication** and Social dialogue with **stakeholders** was emphasised and the use of ward committees to reach out to residents was highlighted and the need to conduct **robust IGR work with the province** was identified.

5. Research and Monitoring & Evaluation were identified as gaps in the functional arrangements and the need for a **Growth and Development Strategy** to give direction in the longer term was noted.

**Mayoral Workshop**

On 24 February 2017, the Sol Plaatje Municipality arranged an IDP Workshop with the mayoral committee to discuss the formulation of the IDP 2017 to 2022 at the Protea Big Hole in Kimberley. The theme for the session was entitled: **TOWARDS A NEW VISION/ VISION 2022**

The Mayoral committee set out the vision for 2017 to 2022 and agreed to Strategic Objectives to guide the realisation of the vision
IDP Representative Forum

On 3 March 2017, the IDP Representative Forum for the term 2017 to 2022 was constituted.

The stakeholders present made the following inputs:

i) IDP Representative Forum

  - Status with regards to the ward committees establishment: it was reported that the process is unfolding within the municipality. Condonement was obtained from MEC for Local Government as well.
  
  - It was further clarified that Ward Committees are a stakeholder in the IDP Representative Forum, and not individually.
  
  - The IDP Representative Forum is in force for a five year term, linked to the term of office of the new council.

ii) Alignment with other strategy documents

  - It was confirmed that in the development of the IDP, linkage is made to the AU 2063 Vision, the NDP 2030, the Provincial Development Plan, District Development Plans, as well as other documents such as the Integrated Spatial Planning Framework, the provincial and district spatial development frameworks are considered throughout the process.
  
  - The Forum’s plea of seamless integration with these documents was noted.
  
  - COGHSTA highlighted the importance of alignment planning with the Back to Basics document as well.

iii) Local Economic Development Issues

  - Empowerment strategies of the municipality were alluded to and reference was made to the latest PPPFA Amendment Act of January 2017, effective from 1 April 2017. It was encouraged that EME’s and SQE’s must now come forward and ensure that they are registered on CSD of NT.
  
  - The prequalification clause of the Act speaks to empowerments of various designated groups and more on this will be shared during the LED Summit being planned.
  
  - The LED Strategy is in place and serve as a basis in the IDP for all indicators that must be achieved during the 5 year term.
  
  - Rolling out of FET Colleges seeing that Youth needs skills to be able to secure jobs. This was noted and shall be referred to the relevant department as Education was not represented.
  
  - The Forum suggested that as much as the municipality is doing well with EPWP and employment of unskilled work force, it must not lose sight that professionals can be employed through this grant to get exposure in the working environment win line with their skills and qualifications.
• For tourism promotion, the forum proposed a zoo within the CBD as well as the Resort. Feasibility studies shall be conducted in this regard.

• Job creation – the forum proposed establishment of call centre in Kimberley for job opportunities for the youth.

iv) Roads maintenance related issues:

• Public liability – there is no policy in place dealing with public liability for damage, inconvenience or loss of property as a result of use of public infrastructure in the control of the municipality, it was acknowledged that potholes are indeed a problem, and part of the scope of work of the Roads and Stormwater Engineering, this is one of their core functions.

• It was proposed that the municipality must consider latest technologies, methods and approaches that are quick to address the issues, long lasting and can withstand the climate conditions of the city. This was seen as one way too fast-track the closing up of potholes.

v) Water meters

• The forum alluded to loss of income as a result of leakages reported and not attended to within reasonable timeframes. It was confirmed by the municipality that there is budget allocated for replacement of meters, perhaps the challenge are more operational than inability to attend to the reported faults and leakages. The call centre was reported as one means to report and track progress.

vi) Municipal Services

• Solid Waste Management – the municipality noted the concern of littering and dumping, and that an Integrated Waste Management Plan must be developed to clearly strategize around this issue, and how the successfulness of the strategy will be measured.

• Rooster system for maintenance was recommended, and this is in place already. There are teams that work in various sections to ensure that service delivery failures are attended to throughout.

• Vandalism of sporting facilities was raised as a concern, and this is due to the absence of caretakers assigned to these places, after huge investment had been made. The municipality was advised to look at a plan for Facilities Management and avoid refurbishment costs. This also spoke to the community ownership with regards to this.

• It was further reported that the Newton Reservoir Maintenance Project was completed as per the initial scope of the project. The Municipality noted the concerns of leaks within the complex itself.

• Cleaning of the city and sewer overflow causing unbearable stenches within the community. This matter was noted and that more structured planning for maintenance must be prioritised.

vii) General
• The Maloof Cup issue was raised and it was decided that this does not fall under the purview of the municipality

• Upgrade and cleaning of main entrances – the forum suggested that this must be looked into as the sights are not representing us well for passers by and tourists.

• Upgrade/expansion of License and Testing Centre to accommodate learners that will be sent by schools, seeing that this is made part of high-school curriculum.

• The dangers that are posed by the Sloot in Donkerhoek, the forum proposed covering of the sloot to avoid loss of life and property.

• Entrance roads to Galeshewe – these are not well looked after, and the forum proposed that Parks Section of the municipality must incorporate these as part of parks and maintain these entrances.
Public Participation Meetings

Public inputs received at the various public meetings have been categorised to assist the departments and other spheres to deliver on the needs expressed residents of Sol Plaatje.

<table>
<thead>
<tr>
<th>Issue Raised during Public Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water</strong></td>
</tr>
<tr>
<td>• Pipe bursts</td>
</tr>
<tr>
<td>• Pipe replacement plan</td>
</tr>
<tr>
<td><strong>Sanitation</strong></td>
</tr>
<tr>
<td>• Pit toilets, dispute on toilets as one toilet serve four families</td>
</tr>
<tr>
<td><strong>Waste Removal</strong></td>
</tr>
<tr>
<td>• Refuse collection services</td>
</tr>
<tr>
<td>• Landfill site issues and safety</td>
</tr>
<tr>
<td>• Rondesvlei, overgrown vegetation</td>
</tr>
<tr>
<td>• Do not litter boards</td>
</tr>
<tr>
<td>• Recycling</td>
</tr>
<tr>
<td>• Littering</td>
</tr>
<tr>
<td><strong>Electricity</strong></td>
</tr>
<tr>
<td>• Electrification at Ward 29</td>
</tr>
<tr>
<td>• Street lighting which poses danger at night as you can’t see the person following you</td>
</tr>
<tr>
<td>• Electricity tariffs is most expensive</td>
</tr>
<tr>
<td><strong>Roads and Stormwater</strong></td>
</tr>
<tr>
<td>• Finch street is full of potholes</td>
</tr>
<tr>
<td>• Study street, Stormwater</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
</tr>
<tr>
<td>• Upgrade of Municipal Flats and fencing Ward 1</td>
</tr>
<tr>
<td>• Old age persons staying at flats, perhaps consider relocating them to an RDP house</td>
</tr>
<tr>
<td>• Financing for house, problem with being declined, filling of forms etc</td>
</tr>
<tr>
<td><strong>Safety</strong></td>
</tr>
<tr>
<td>• Safety issues to be looked at especially safety of children as the Roodepan Flats are open and easily accessible</td>
</tr>
<tr>
<td>• Naborn: (Azalia Street) drug problems in the area</td>
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<td>• propose demolition of unused property in the area</td>
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<td>Issue Raised during Public Meetings</td>
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<td><strong>Facilities</strong></td>
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<tr>
<td>- Sports and recreation facilities in Roodepan to keep youth out of streets</td>
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<td>- Multi-purpose hall, or even a hall is a biggest problem</td>
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<td><strong>Transport</strong></td>
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<td>- Taxi industry regulation (taxi and bus stop lay byes)</td>
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<td>- BRT System</td>
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<td>- People with disabilities (taxi industry)</td>
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<td>- Transport links, public facilities</td>
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<td>- Oversupply of taxis</td>
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<tr>
<td>- Traffic offences require traffic law enforcement</td>
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<tr>
<td>- Accessibility to built environment, pedestrianisation, bicycle lanes</td>
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<tr>
<td><strong>The Economy</strong></td>
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<tr>
<td>- More investment is made in Galeshewe and not in Roodepan</td>
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<td>- Brand Kimberley Project (improvements to make Kimberley, live stay)</td>
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<td>- Economic diversification</td>
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<td>- Youth in Business Township Economic Development</td>
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<td>- Shared development</td>
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<td>- Illegal trading alongside N12</td>
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<td>- Bed factory, no outlet, beneficiation</td>
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<tr>
<td>- City’s socio-economic status</td>
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<td>- New technology (opportunities for factories)</td>
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<td>- Skills development</td>
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<td>- Use of water spots for tourism</td>
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<tr>
<td><strong>Improve Local Govt management</strong></td>
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<td>- New development application, processing of applications</td>
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<td>- Traffic diversion plan</td>
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<td>Matter outside the competence of Local Govt</td>
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<tr>
<td>City look</td>
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<td>Turnaround time during service delivery breakdown</td>
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<td>Communication with the community at large</td>
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<td>Service centre issue</td>
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<tr>
<td>Trade regulations (foreign nationals)</td>
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<td>International bodies</td>
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<tr>
<td>Taxation of foreign nationals businesses</td>
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2017/2018 Ward Priorities

5 of the 33 wards have not submitted ward priorities. Efforts to include these wards in the review of the IDP will be made. The ward priorities received have been allocated to capital, maintenance and operating budgets.

<table>
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<tr>
<th>Ward</th>
<th>Clr</th>
<th>Roads and Storm water</th>
<th>Housing</th>
<th>Community Services</th>
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<tbody>
<tr>
<td>1</td>
<td></td>
<td>Upgrade municipal flats</td>
<td>Community hall</td>
<td>Upgrade Sida Park</td>
<td>&quot;High mast lights Begonia shanties&quot;</td>
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<td>2</td>
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<td>Gravel roads, Weaver, Seeduif, Parakiet and Finch street</td>
<td>Extension of current clinic or building of another clinic as 4 wards visits clinic on daily basis</td>
<td>Upgrading of park in Albatross Str being used as a dumping site</td>
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<td>3</td>
<td>CB Lewis</td>
<td>Resurface all tar roads in ward 3. Pave all roads in Homevalley, pave all roads in Homevale Ext, 16, 20, 21, 22, 24. Pave all gravel roads in Homelite, Bream drive, Garrick, Whiting Close, Barracuda, Anchovy, Salmon, Mackeral, Gold Fish, Base Close, Hak Close, Porpoise, Pilchard, Sardine and other streets in Homelite and upgrade all stormwater drains in Homevalley, Homelite, Homevale Extension</td>
<td>Repair all houses in Homevalley, Homevale Ext. Build a paypoint and one stop centre, Build all houses in all open spaces, build youth centre, build houses in open spaces next to Lerato Park, replace all asbestos roofs</td>
<td>Build in door sport facility, multi-purpose recreation ahl, recycle projects in wards, regular removal of dumps, rubble, etc pavements, open areas, parks, build playground and stadium, build car wash</td>
<td>Upgrade of parks and build public swimming pool Recreational park next to Roodepan roads and Homevalley e4xt. Upgrade soccer field Homevalley, 11th Str, 18th Str, Sandshark Str playgrounds, Baracuda in open space Build park in Homevalley and Homevalley Put up hockey fields Volley Ball pitch erect, Gym Park</td>
<td>High mast lights Sardine, 21, 20th Stt, and between Homevalley and Roodepan Rd</td>
<td>Repair toilets in Homevale extension extension Repair sanitation in Homelite, Homevalle, Homevalley</td>
<td>Survey of 350 sites for informal housing Rezoning and subdivision empty erven Fully surveyed serviced erven for development and serving for housing formal and high income group due to influx of industrial workers for next year onwards thus boosting the municipality's revenue</td>
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<td>4</td>
<td>TH Mpanza</td>
<td>Thhomeleleng Str, potholes, Ramora, Botsang, Magashula, Witdam Paving in Peme, Botsang, Ramora, Otto, Street no name between Malefane till Manong Street, including Homestead Streets Cleaning of retention dam between Peme and 4949 Botsang Str., 5659, 5656 Peme Str, 5212 Itumeleng, 5314, Moraladi Str, flooded houses to be uplifted</td>
<td>Sickbay at old age home in Sechoaroeng Str Community Hall open space in Botsang Str</td>
<td>2 Parks Mphela and Tholo Str</td>
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<td>Toilets in following str Sehulero, Seleke, Ramora, Peme, Moraladi, Buiteman, Boikanyo, Sechoaroeng Water &amp; Sanitation Ramora and Witdam shacks</td>
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<td>Botsang Str, Cleaning of sloot between Peme &amp; Botsang (snakes entering households)</td>
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<td>M Mohapi</td>
<td>Ramora &amp; Blikkies dorp sloot, gully to be closed and s/w pipes to be</td>
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<td>installedThemba Sloot, gully to be closed and s/w pipes to be</td>
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<td>installedPaving/tar of following streets: Mathibe, Maphuta, Kgabebe, Mutla,</td>
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<td>Masebe, Tshipo, Legaga, Maiteko, Moeledi, Tlou, Kgalalelo, Tsholofelo, Mochudi,</td>
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<td>Lekuku, Thlabanelo, Tau Speed bumps in Thutlo, Stamper, Deke,</td>
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<td>Audit to be conducted to establish damage done to slab housesInfill &amp; Old</td>
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<td>cracked Vergenoeg houses6116, 6118, 6107, 6112 Maphuta Str, 6002 Seleki Str, 6566,</td>
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<td>6573, 6913 Deke Str, 7031, 7032 Mathibe Str, 7033, 7056, 7057 Stamper Str</td>
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<td>D T Setlholo</td>
<td>Need for a community hall for public gatherings site next to</td>
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<td>boikhutsong community creche</td>
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<td>Recreational facility in Mathibe Str, Thutlo Str park to be</td>
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<td>High Mast light Seleki Strin fron of Tikke Bar at Erf 4004 to eliminate high</td>
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<td>Sewerage overflowing in Maphuta Str constantly giving problems</td>
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| 7    | PP Kwagile  | "Maputle, Mojanaga, Kgopisho, Melesi, Gaborone, Malebe Str, whole of Solly Legodi, Ubuntu/Danston, Moremi Str, Street no name connecting Adam Namakolo and Ramatshela Str, short street connecting Adam Namakolo and Amakhuzane Str, Potholes in Seleke, Ramatshela, Magoda, Solly Legodi cracked houses, disaster houses throughout wardSolly Legodi 1 house without electricity since the day it was built" | Solly Legodi cracked houses, disaster houses throughout wardSolly Legodi 1 house without electricity since the day it was built | Cleaning of Ramatshela Cemetery  
Provision of more bulk refuse bins and no dumping signs                                                                                                                                                                                                 | Five April Park (Bambanani Park)  
no caretaker, park in bad state | No toilets at Riemvasmaak  
7 houses in Solly Legodi that still needs to be build still uses bucket system  
Sewer manholes to be lifted in Solly Legodi and Ubuntu/Danston | New Area Riemvasmaak  
still informal settlement no development only taps |

Goitsemang, Seleki and Moheta Str

Goitsemang, Seleki and Moheta Str
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<td>8</td>
<td></td>
<td>Madalane and Adam Namakolo Str</td>
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<td>Pedestrian walkway from Schmidtsdrift Rd to Freedom Rd</td>
<td>Maintenance of poorly constructed RDP houses with dangerous building problems in Donkerhoek</td>
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<td>Upgrade of parks in Armstrong Rd and Donkerhoek Gurp Park</td>
<td>High mast lights parallel to Swanson Rd between West End Hospital and Riviera</td>
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<td>Cleaning of s/w canal in Silson, Armstrong and Freedom Rd</td>
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<td>Resurfacing of Limpopo and Swanson Rd and patching of potholes</td>
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<td>Paving of roads in John Daka, Donkerhoek and 7de Laan</td>
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<td>9</td>
<td>G Monyamane</td>
<td>Paving of roads, Boitumelo, Mosamo, Chou, Slolani, Mokonyama, Hlongwane, Lilian Mantsane, Jenkis Mothibedi, Maokeng Str</td>
<td></td>
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<td>Fencing and greening (grass) for parks, Real Madrid soccer ground</td>
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<td>10</td>
<td>JT Gomba</td>
<td>Paving Upgrade, Phetolo, Moretele, Tladi, Sekate, Tlhapi, Bothhale Unit 1 Str between Sechoareng and Modise Str no name about 45 m length Unit 2 Erection of speed bumps: Phajane, Modise, Ditake, Nkgare, Street no name between Phajane shops, Tetlanyou Secondary school, Mongale, Moagi, Letlhaku, Molema Unit 3, Gwewe, Fish Crescent, Siwisa, Simino, Madibane, Leqwabe and Sontlaba Str Unit 2, Obakeng Str Unit 1 Potholes to be fixed: Unit 2 consist of Sontlaba up until Fish Cres, and Unit 3 consist of Phajane up until Modise and Ditake Str</td>
<td>Upgrade of Tommy Morebudi Sports facility</td>
<td>Solar Geysers to be installed Installation of high mast light at area of Dingaan Str and Pick 'n Pay Centre, substation between Siwisa and Dingaan Str to be closed by council</td>
<td>Installation of running water for Tshwaragano houses</td>
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<td>11</td>
<td>Y Qonga</td>
<td>Paving at Thokoza, Badumed, c/o Letsatsi T-junction, c/on Bekhuzulu Post office side, curve Matanzima, Masakhane and Stranger Nkosi Paving of all streets in Arena Area</td>
<td>Agisang (Katima Molelo) residents extension of 2 rooms and asbestos15862 Elizabeth Manko Str, roof leagae and door broken, 15905 Mojakwe Str, door between kitchen and sitting room is loose, Roof leakage problem; 15860 Elizabeth Manko Str, toilet leakage, and roof leakage; 15837 Elizabeth Manko Str, roof, geyser and door needs replacementsGeysers are cracking roofsRemoval of asbestosGreater Vergenoeg houses are cracked Arena Residents want houses to be renovated, new toilets.</td>
<td>Job for youth Playground at Stranger Nkosi open spaceCleaning of graveyard</td>
<td>Cleaning of parksUpgrading of Agisanang Park</td>
<td>15895 Mojakwe Str, meter box leakage</td>
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<td>12</td>
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<td>Unit 1 - Paving of roads (Mashilo, Magonare, vicinity at Peme Office and car wash) Unit 2 Paving Tyala Drive &amp; Jabula RDP houses, road signs, chromodeck signs (speeds bumps, reflectors paint each street 3 ) Khotso Str, Naledi Str, Chevron Rod sign between Khotso and Naledi, Tyala Drive, Redirile School speed bump and Bongani Str 4 way James Mandeu Dula Str to Jabula Street = C (Chromodeck Road sign; Jabula Str to Tyala-Phutane Str Unit 3 - Tyala- Kekane Str same Unit 4 - Hulana str all internal streets Phakedi Str Unit 5 - Hulana Str internal streets to Montshiwa Rd, Street name signs for all units in Chromodech Road Unit 4 &amp; 5 S/w slope at Phakedi, Phillip Mphiwa to be cleaned up and restructured with tunnels for flow and safety of families</td>
<td>Unit 4 - Dilapidated house in Philip Mphiwa nest to Faima Church should be renovated for Ward 12 consultation house causes rapes and robberies</td>
<td>Unit 1 - Magonare big tree church side open area for small park for relaxation and gathering purposes Unit 2 - Building of libraryNext to African Church in Kwnobanthu Unit 4 &amp; 5 Cutting of trees which causes a lot of rapes and robbery at Phillip Mphiwa down Phakedi Str Develop food garden for the (jojo) community and create jobs at open space next to Salvation Creche at Nkoane Str</td>
<td>Unit 4 &amp; 5 Upgrading of park in Philip Mphiwa down to Phakedi Str</td>
<td>Maintenance needed at all units</td>
<td>Construction of brick toilets in Tyala Drive, Mocumi Str</td>
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<td>13</td>
<td>M R Wapad</td>
<td>Methodist Str (next to St James Church), Methodis Str (in White City next to Methodist Church), Maji Str, Zone 2, China Square, Sesedi Str, Santa Santa, Sechoareng Str (behind Cashbuild), Potholes Zone 2</td>
<td>Refill of 2 houses in zone 2, Reed Str</td>
<td>Social centre park needs to be cleaned and revamped</td>
<td>Galeshewe Stadium needs to be paved in the front entrance</td>
<td>Zone 2, electricity boxes needs to be transferred from shacks into the houses</td>
<td>Zone 2, at back of Shoprite (hot spot) Zone 2 next to little Lite</td>
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<td>17</td>
<td>I Peloro</td>
<td>Unit 1 Club 2000 (Road in Peace/Khutsanong to be fixed, potholes to be patched, no s/w intakes in Tidimalo, Kakaretso, Peace, Khutsanong)</td>
<td>Unit 1 Club 2000 (cracked houses, roofs) Unit 2 (cracked houses and leaking roofs to be repaired) Unit 3 (cracked and leaking roofs to be repaired) Kagisio (36 cracked houses built by Mulan Construction to be rectified, other cracked houses and leaking roofs to be repaired)</td>
<td>Unit 1, Club 2000 (Trees to be cutted in Peace Str and cleaning of ground)</td>
<td>Unit 1 Club 2000 (3 street lights in every str, Khutsanang, Kakaretso/Tidimalo/Peace when high mast is off street lights must serve as back up)</td>
<td>Unit 2 (Zink toilets Convention, Julia, Chabaga, Patric Mothelesi, Molete, Mothanche, Matshidiso, Vanani, Mac Sebao Str)</td>
<td>Unit 2 (Zink toilets to be built with bricks, Khutsanong, Tidimalo, Kakaretso, Peace, Convention, Julia, Chabaga, Patric Mothelesi, Molete, Mothanche, Matshidiso, Vanani, Mac Sebao)</td>
<td>Unit 1, 2, 3 (Zink toilets to be built with bricks, Khutsanong, Tidimalo, Kakaretso, Peace, Convention, Julia, Chabaga, Patric Mothelesi, Molete, Mothanche, Matshidiso, Vanani, Mac Sebao)</td>
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<td>Urban Planning</td>
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<td>Molaolwa, Gloria Mathebula, Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes) John Mampe II (Patching of Albert Lethuli, short street in John Mampe II, Kagiso, Phakamile Mabija, Manne Dipico, Lathi Mabilo to be paved, no s/w intakes in John Daka 2) Ipeleng (No s/w intakes Chris Marais, Masisi, Man Zana, potholes to be patched)</td>
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<td></td>
<td>toilets at King Senare) Kagiso (Zink toilets to be built with bricks Gala Moetheo, Morris Lenyibi, Rebecca Motlhwaeng, Bunny Mamba, Captain Matsie, George Molaolwa, Gloria Mathebula, Tebogo Maseng)</td>
<td></td>
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<tr>
<td>Ward</td>
<td>Clr</td>
<td>Roads and Storm water</td>
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<tr>
<td>18</td>
<td></td>
<td>S/w system in whole ward (focus also in Nxumalo as system is in back of yards) More speed bumps to be erected</td>
<td>Renovation of Heritage Houses (mud houses) Block brick houses in Greater No 2 and some houses in Nxumalo cracking because of poor workmanship Registration of Greater No 2 for the title deeds Infill houses</td>
<td>Development of small village - LED (Mayibuye Precinct - Robert Sobukwe office) Unemployment and lack of skills program for young people Lack of library in this cluster ward</td>
<td>Cutting of big trees in yard</td>
<td>Service and upgrade of electricity transformers</td>
<td></td>
<td>Over population double packing of families</td>
</tr>
<tr>
<td>19</td>
<td>BP Gilbert</td>
<td>Paving</td>
<td>Upgrading Kammerkies (72 houses) asbestos roofs incl leaking roofs, fixing of falling mud houses, cracked/sub-standard houses SAKA</td>
<td>Revamp of old age home</td>
<td>Upgrading of parks</td>
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<tr>
<td>20</td>
<td></td>
<td>Cleaning of s/w drains, patching of potholes, maintenance of street names, marking of street lines</td>
<td>Upgrading of flats (Tiffany, Newton and Holland Courts) painting, electrical upgrade, fixing of windows, etc</td>
<td>Regular removal of dumped rubble in public spaces CBD, thorough cleaning in West End,</td>
<td>Fixing of street lights in CBD</td>
<td>Replacement of recurring burst pipes</td>
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<tr>
<td>Ward</td>
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<td>21</td>
<td></td>
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<td></td>
<td>Utility and New Park</td>
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<tr>
<td>22</td>
<td>N Maditse</td>
<td>Paving of streets</td>
<td>Renovation of cracked houses</td>
<td>Elektra Park - no service delivery</td>
<td>Upgrading of sports ground</td>
<td>Shortage of high mast lights</td>
<td>Toilets informal settlements 4 areas</td>
<td>Land for new cemetery</td>
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<td></td>
<td></td>
<td>Incomplete ditch construction of proper channel for s/w behind Thompson Informal settlement</td>
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<td>Maintenance of roads in Southridge and cleaning of s/w drains (Landbou Rd, Britten Close, Smart and Beddome Str - serious need)</td>
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<tr>
<td></td>
<td></td>
<td>Elektra Park (Paving of streets)</td>
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<td></td>
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<tr>
<td>23</td>
<td></td>
<td>Taxi parking bays, move taxi's to industrial area</td>
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<td>24</td>
<td></td>
<td>Upgrading of sewerage pump station - New Hillcrest and Carters Glen</td>
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<tr>
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<tr>
<td>25</td>
<td>R Liebenberg</td>
<td>Upgrading of flats, Krisant, Hercules, Jonker, and Eureka Courts</td>
<td>Provision of bulk refuse bins at municipal flats Bulk refuse bins at Diamond Park</td>
<td>Highmast lights Diamond Park</td>
<td>Replace main water line in Dalham Rd, Broadway from Carrington Rd up to Old Cape Town Rd Replace waterline in Central Rd from Carrington Rd up to Old Free State Rd</td>
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<tr>
<td>26</td>
<td>BJ Makhamba</td>
<td>Construction of V-drains: Shuping, Mokotoi, Moremi, Ratanang, Zeppe Str Paving : Motswedeng, Moremi, Shupping, Zeppe, Ratanang, Matlhaku Zone, Pakes Dikgetsi Str Maintenance and upgrading of streets Paving sidewalk from Ritchie to Modderive</td>
<td>770 houses to be built (Motswedeng, Mandela Square, Matlhaku Zone) Rebuilding of Old Phelindaba houses in 3 phases Repairing rooftops of Ikageng houses Revamp community hall, pave and lights outside, 100 chairs, 8 tables. Stone guard doors and replace old door</td>
<td>Stadium and swimming pool Allocate budget for 4 high mast lights, Motswedeng, Matlhaku Zone, Mandela Square (2) Install rezoning valves to all units. Upgrading of oxidation points plan for 30 years in advance</td>
<td></td>
<td>Install rezoning valves to all units. Upgrading of oxidation points plan for 30 years in advance</td>
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<tr>
<td>27</td>
<td>N Hammer</td>
<td>Paving of Seeduif, John Humphres, Van Riebeeck, Venus Str. Speed bumps for Opperman, Van Riebeeck, Stokroos, Pelikaan Str. S/w drains to river (DWA) infrastructure for surrounding areas</td>
<td>Moving of app 30 in Suiderkruijs &amp; Kleindam Str (fountain flooding), Houses to be developed for Rietvale, Houses for app 1000 houses.</td>
<td>Cleaning of illegal dumping sites. Purchese of refuse removal truck, Upgrading and maintenance of community hall (Paving and parking area)</td>
<td>Soccer and netball pitch develop, 3 Parks for Rietvale, Swimming Pool</td>
<td>High mast lights for erven 105226, 105229, 105230, 105233 Electricity for Riemvasmaak house, 5 high mast lights</td>
<td>Basic services for water &amp; sanitation</td>
<td>Surveying 220 informal structures, 750 erven including complimenting facilities such as business, creche, government office, etc</td>
</tr>
<tr>
<td>28</td>
<td>JP Morwe</td>
<td>S/w drainage at all areas in Colville, Floors, Beaconsfield and RDP houses (Colville)</td>
<td>Paving of streets : Beta, Gamma, Agatha, Cecelia and other half part of Epsilon</td>
<td>Building of community hall (500 people)</td>
<td></td>
<td>Electricituation of Omega Str informal settlement</td>
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<tr>
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<tr>
<td>30</td>
<td>GP Kock</td>
<td>Jacksonville (paving of streets)</td>
<td>Lerato Park houses</td>
<td>Lerato Park shacks (sequence and services) Community Hall, Clinic Jacksonville (Indigents, clinic)</td>
<td>Park in Lerato Park and Jacksonville</td>
<td>Streetlights in Jacksonville</td>
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<td>31</td>
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<tr>
<td>32</td>
<td>M Lekhatanya</td>
<td>Paving of Frank Chikane Str, Ellen Khuzwayo, and Gerald Sekoto Str</td>
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<td></td>
<td>All old houses to be electrified</td>
<td>Zinc toilets to be replaced in Phutanang</td>
<td>Upgrade toilets from sack to flush in Platfontein</td>
</tr>
<tr>
<td>33</td>
<td>K M Sebego</td>
<td>Paving of Kgatlane, Legodi and George Joseph Str Uplifting of paving in Chris Hani Park (last street facing Waterloo Str Street names)</td>
<td>Development of Meriting shacks and Vuyolwethu shacks next to Tshirele Gro High School</td>
<td></td>
<td></td>
<td>3 High mast lights in Waterloo area</td>
<td>Development of Waterloo area</td>
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</tbody>
</table>
Conclusion on ward priorities

Based on the above summary there is a recurring need to address the poor condition of the roads in the Sol Plaatje area. This need is reflected in the IDP priorities for the next five years and as such, a total of just over R300 million has been included in the capital budget for roads and storm water projects.

Another critical issue reflected above, is the need for adequate housing and access to basic services (electricity, water, sanitation and refuse removal). Again this has been recognised and addressed through the priorities and projects identified for the next five years. The capital plan included in this document clearly mirrors this need.

The request for additional/enhanced community services and facilities has been noted and also included in the overall capital plan. It should be noted that not all of the needs identified by the different wards can be funded. As such, prioritisation has to be done.
STRATEGIC CHOICES FOR THE FUTURE

The strategic choices developed by Sol Plaatje leaders were premised on the following:

1. A commitment to enhance the capacity of the local state to deliver and improve access to municipal services, to develop and strengthen local economies by facilitating the creation of jobs and promoting job placements, especially for the youth; and to build spatially integrated communities.
2. A pledge to develop good governance processes and to continually improve public participation processes and be accountable.

The Future is a new deal for the municipality

In this future we all want a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs
- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements
SWOT Analysis

**Strengths:**

- Location - Land availability can enable a Connector Role
- Capital City Province, seat of district,
- Facilities: High court, Prison, Mental Hospital, Casino, Fresh produce market
- Weather great – warm attractive to Tourists
- University for skilling and further education
- Less crime than big centers in SA

**Internal strengths:** Financial Management, Institutional Stability, Institutional memory

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td><strong>Reconfigure the Spatial Form:</strong></td>
<td>Team work can be improved</td>
</tr>
<tr>
<td>Conduct IGR</td>
<td>Poor marketing and communications</td>
</tr>
<tr>
<td>Develop Master plans</td>
<td>Aging Infrastructure</td>
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<tr>
<td>To bring about Densification</td>
<td>Enforcement of by laws can be more effective</td>
</tr>
<tr>
<td>Attract Investments and Incentives</td>
<td>Low revenue base due to poverty</td>
</tr>
<tr>
<td>And Raise revenue</td>
<td>Implementation strategies and plans is not fast enough</td>
</tr>
<tr>
<td><strong>Better Life for all</strong></td>
<td>Delays in approval of plans</td>
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<tr>
<td>Influence Skills Development</td>
<td>No pride in keeping city clean and tidy</td>
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<tr>
<td>Create a Green economy</td>
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<tr>
<td>Facilitate Job creation</td>
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</table>

Weakness can be overcome

We can use our strengths to exploit opportunities

**There are Threats:** Heat, drought, water scarcity, invasion of vacant land, structural unemployment, we do not have control over the price of land
Mission

The following will guide the municipality over the five year term:

• Togetherness: there is no separation between Sol Plaatje municipality and community, we are intertwined

• Certainty: there is a clear plan of reaching out to every community in Sol Plaatje municipal area

• Availability: the services are available at different levels, everywhere

• Responsive: we will be innovative and embrace technology as means of communication

• Appreciative: we are best placed in Sol Plaatje, and we choose to be here

• Relentlessness: we work, we serve, we do our best

• Legacy: we create heritage through legacy

• Ethical work: we will work in an ethical manner to be efficient, effective and ensure value for money

• Respect: we are family
Vision, Strategic Objectives

Vision

“Towards a leading and modern city”

Strategic Objectives to realise the vision – linked to NDP and IUDF

Spatial Transformation:

- To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

Inclusive Growth:

- To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.

Service Provision:

- To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:
  
  - transformed spatial structure
  - economic growth objectives
  - universal access to basic services,
  - differentiated service requirements of households and human settlements and economic activity

Governance:

- To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

- To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.
Match between KPA’s and Strategic Objectives

KPA’s

- Good Governance and Public Participation
- Sound and Sustainable Financial Management
- Institutional Development and Capacity Building

Strategic Objective Governance:

- To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration
- To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency

KPA

Access to Basic Services and Infrastructure Development

Strategic Objective: Service Provision

- To ensure people have access to social and economic services, opportunities and choices.
- To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:
  - transformed spatial structure
  - economic growth objectives
  - universal access to basic services,
  - differentiated service requirements of households and human settlements as well as economic activity
KPA

Local Economic Development

• **Strategic Objective: Spatial Transformation:**
  
  – To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

• **Strategic Objective: Inclusive Growth:**
  
  – To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs
Strategic Objectives, Strategies and the 5 Year Implementation Plan

The strategic objectives and strategies were crafted using an approach developed by SpatialiZe that takes the Integrated Urban Development Framework goals, the integration called for in the IDP guidelines and the National Development Plan outcomes and posits them against the realities of the area. A compendium of research and analysis methods and tools such as demographics and economic data, interviews, assessments and facilitated workshops are used to arrive at strategic actions to be taken.

Vision: “Towards a leading and modern city”

Spatial Transformation: To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities.

Problem Statement: The spatial make up requires reorganisation to unlock the value of land and hidden economic opportunities, to effect a reversal of segregation and the building of inclusion, to end informality and to drive competitiveness of the City to make it a modern post apartheid city.

Envisaged Outcomes:
- Adequate housing and overcoming poor planning and informal settlement
- Unlocking the value of mining degraded land
- Integration of race and social classes, and spatial justice
- Overcome sprawl and make more efficient use of space and land, and mix of land uses
- Open up more investment, economic growth and job opportunities
- Better capability to provide infrastructure more effectively and efficiently
- Better spatial governance and revenue enhancement

<table>
<thead>
<tr>
<th>Strategic Objective Spatial Transformation:</th>
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<tbody>
<tr>
<td>To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities</td>
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<table>
<thead>
<tr>
<th>Strategies</th>
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<tbody>
<tr>
<td>1.City Centre</td>
<td>Create an activity spine with a number of mixed use land uses that will extend upon the corridor emerging from the Kimberly CBD</td>
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<tr>
<td>2.New urban nodes</td>
<td>Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City.</td>
</tr>
<tr>
<td>3.Galeshewe to become a post apartheid town</td>
<td>Undertake upgrading, formalisation and institute better spatial governance so that majority of people are able to carry out income generating activity and live work and play in an integrated human settlement</td>
</tr>
<tr>
<td>4.Economic nodes</td>
<td>Massively expand agricultural production and agro-processing by developing an agro-export corridor, unlock the value of degraded mining land and heritage and tourist attractions.</td>
</tr>
</tbody>
</table>
Inclusive Growth: To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.

Problem Statement: Economic growth has not managed to increase over the years following the decline in mining and the contraction in manufacturing. This has led to high unemployment levels. As a consequence significant portion of the household are dependent on social grants to survive.

Envisaged Outcomes:

- Unemployment, poverty and inequality significantly reduced
- Dependency solely on social grants reduced through income generating projects for households
- Stronger and more inclusive local economy with greater opportunities for small businesses
- Improved rates base and higher revenue generation for the City
- Greater infrastructure investment capacity and improved quality of life of residents

<table>
<thead>
<tr>
<th>Strategic Objective Inclusive Growth:</th>
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<tbody>
<tr>
<td>To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs</td>
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<thead>
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<tbody>
<tr>
<td><strong>1. Economic Sectors</strong></td>
</tr>
<tr>
<td><strong>2. Land Development</strong></td>
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<tr>
<td><strong>3. Skills Development and Income Generation</strong></td>
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<tr>
<td><strong>4. Place Marketing</strong></td>
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</tbody>
</table>
Service Provision: To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:

- transformed spatial structure
- economic growth objectives
- universal access to basic services,
- differentiated service requirements of households and human settlements and economic activity

Problem Statement: The current backlog in service delivery is a result of demand outstripping supply. The in-migration has led to sprawl and no connections to households for services. The infrastructure is aging fast and is in need to renewal.

Envisaged Outcomes:

- A productive and equitable City with high and affordable levels of mobility
- High levels of private investment and economic growth
- Good quality of life for residents, visitors and investors
- Long term adequacy of infrastructure and universal service provision capability
- Sustainable municipal revenue and life-cycle infrastructure management
- Safe, healthy and productive communities

Strategic Objective Service Provision:
To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure, economic growth objectives universal access to basic services, differentiated service requirements of households and human settlements and economic activity

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<tr>
<td><strong>1 Basic Services</strong></td>
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<td><strong>2 Community Services</strong></td>
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<tr>
<td><strong>3. Social Services</strong></td>
</tr>
<tr>
<td><strong>4. Production</strong></td>
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</tbody>
</table>
Governance:

- To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.
- To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

Problem Statement: There is a serious gap in engagements with sectors of society and the communities. This leads to government being alienated from the people. There is a lack of communication both external and internal and between the spheres of government.

Envisaged Outcomes:

- Spatial transformation, economic growth and sustainable service provision
- Robust relations with stakeholders, business sector and communities
- Strong and growing rates base and municipal revenues
- Fit for purpose municipal administration and highly operationally efficient organisation
- Model city ranking with good quality of life

<table>
<thead>
<tr>
<th>Strategic Objective Governance:</th>
<th>To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.</th>
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<td>To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.</td>
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<table>
<thead>
<tr>
<th>Strategies</th>
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<tbody>
<tr>
<td>1 Spatial Governance</td>
<td>Regulate the entire City space according to a common spatial development vision and single land use management system</td>
</tr>
</tbody>
</table>
| 2 Financial Governance            | Revenue enhancement and operational efficiency  
|                                   | Grow the rates base and grow revenue collection; and undertake municipal functions in a cost effective manner |
| 3 IGR and Stakeholder Relations   | Improve IGR and stakeholder relations targeted towards developing integrated human settlements and local economic growth |
| 4 Ward Committees                 | Focus on outreach and meaningful involvement of the wards in improving the quality of life |
## Strategic Implementation Plan

<table>
<thead>
<tr>
<th>Years</th>
<th>Key deliverables on Strategic Objective Spatial Transformation</th>
<th>Key deliverables on Strategic Objective Inclusive Growth</th>
<th>Key deliverables on Strategic Objective Service Provision</th>
<th>Key deliverables on Strategic Objective Governance</th>
</tr>
</thead>
</table>
| **Year 1 2017-2018** | 1. Spatial Master Plan  
2. Reviewed SDF approved  
3. Audit of vacant land  
4. Mapping of all social and community facilities based on the Red Book  
5. Strategy to unlock the value of degraded mining land | 1. Strategy to develop the local economy taking all economic sectors and income generating projects at household level into account  
2. Develop the Brand Strategy  
3. Place marketing plan  
4. Investment promotion plan  
5. Catalytic Project on Integrated Human Settlements | 1. Integrated Infrastructure Master Plan  
2. Infrastructure Investment Plan  
3. Strategy to achieve universal coverage on service provision | 1. Spatial governance Strategy  
2. Urban Management strategy  
3. Set up and running of ward committees  
4. IGR strategy  
5. Stakeholder Management Strategy |
| **Year 2 2018-2019** | Strategy to develop Galeshewe into a vibrant urban node – a post apartheid town  
1. Forum with Business to develop the economy and create jobs  
2. Programme to attract investment and tourist implemented  
3. Skills centre and SMME support implemented | 1. Bulk infrastructure to new urban nodes and economic nodes  
2. EPWP programme for road maintenance implemented  
3. Recycling programmes and greening programmes implemented | 1 Improve the capacity of the organisation to deliver with more technical and professional staff  
2. Robust IGR programme implemented  
3 Stakeholder management implemented |
| Year 3 2019-2020 | Formalisation of informal areas across the city | 1. Agro processing and beneficiation fully implemented  
2. SMMe’s linked fully to tourism value chain | Improved services to Galeshewe | Revenue enhanced with an improved rate base |
| Year 4 2020 -2021 | Assess the compact city progress | 1. Land approvals linked to investments to grow the economy  
2. SMME’s suppliers to prison and mental hospital facilitated | Universal coverage achieved | Ward based planning implemented |
| Year 5 2021 -2012 | Review the SDF for next 5 years | Distribution centre for building materials for Human Settlement Programme fully operational | All community services operated on std and norms for sustainable human settlements | 5 year report produced  
IDP process for next 5 years put in place |
# Capital Budget Request for Strategic Projects

**Funding Status**

- ✓ = Funding Sourced and included in the Capital Budget; X = not funded

<table>
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<tr>
<th>PROJECT DESCRIPTION</th>
<th>ESTIMATED TOTAL COST</th>
<th>FUNDING SOURCE</th>
<th>2017/18</th>
<th>2018/19</th>
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**Notes:**
- Not Funded: Projects not funded as of the given year.
- Funded and Included in Capital Budget: Projects funded and included in the capital budget.
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<th>PROJECT DESCRIPTION</th>
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**TOTAL FUNDED CAPITAL BUDGET**

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**Funded and included in capital budget**

|                          | 232 095 602          | 181 940 547   | 180 552 826 | 600 000     | 4 400 000   | 8 000 000   |
Conclusion

The listing above has a total Capital Investment Estimate of close to R4 billion, of which close to R2 billion is required for the three year budget period. Funding has been secured for just under 51% of the amount allocated for Capital project for the 2017/18 financial year. However, over the three year budget period only a third of the funding needed to cover capital projects has been secured.

It must be noted that when the Integrated Infrastructure Master Plan is done, it is likely to have additional gaps identified to ensure universal coverage to basic services. Furthermore, the alignment of the spatial and infrastructure planning will have an impact on prioritisation, consolidation of projects and private investments into the area.

Funding for the unfunded projects will have to be sourced over the medium term. These will be added to the Budget on an annual basis.
Guide to Understanding Technical Terms - Glossary and Key Definitions

Planning terminology

Node

Nodes are geographic points where economic or social resources/activities are concentrated for the benefit of community. Nodes facilitate cost effective economic and community development efforts by pulling people, resources and certain land uses together within a close distance.

Corridor

A linear or ‘ribbon’ system of urban organization: various parts of cities that are linked through transportation and economic developments. Urban corridors have the potential to spark business and change.

Strategic spatial planning

As a system, spatial planning refers to the methods and approaches used by the public and private sector to influence the distribution of people and activities in spaces of various scales.

Space economy

This refers to the geographic location of economic activities.

Recreational space

Recreational spaces in cities can described as any space that allows one to relax and take their mind of things. Active recreational spaces can come in the form of outdoor gyms and spaces that stimulate one physically. Passive recreation can be described as spaces where people can read a book, observes the environment, interact and just relax.

Local governance

Local governance is a form of public administration which exists as the lowest tier of administration within a given boundary or municipality.

Land Use management

This can be described as the efficient organization and management of various land uses that are present in the city.

Mixed Land Use

This refers to a type of development that blends residential, commercial, cultural, and industrial land uses. These functions are physically and functionally integrated. Mixed use developments can come in the form of a single building, a city block or an entire neighbourhood.

Public realm
The public realm can be defined as any publicly owned streets, pathways, parks and publicly owned open spaces. The quality of our public realm is vital if we are to be successful in creating environments that people want to live and work in.

**Conservation Areas**

A conservation area is an area that is designated to be preserved and enhanced. Conservation areas often hold historical, architectural and natural significance and importance.

**Spatial Justice**

Spatial justice links together social justice and space. The organization of space is a crucial dimension of human society and reflects social facts and also influences social relations.

**Urban Sprawl**

Urban sprawl can be described as the uncontrolled and disproportionate expansion of an urban area into the surrounding countryside, forming low-density, poorly planned patterns of development.

**Central Business District**

A central business district (CBD) is the business and commercial centre of a city. A city's CBD is usually characterized by a concentration of retail and office buildings.

**Land Locked Spaces**

This concept can be described a private owners of land that are not willing to develop their properties into productive land uses that will positively contribute to the character of the municipality. In the case of Sol Plaatje, the municipality owns only 3% of the land.

**Dilapidated Sites**

This refers to areas that have been neglected for a long period of time. Spaces of this nature create negative perceptions for investment purposes.

**Rural areas**

Rural areas can be defined as geographic locations that are on the peripheries of towns and cities. Rural areas lack basic infrastructure services that are present in towns and cities.

**Corridors**

A linear ‘ribbon’ system of urban organization: cities of various sizes linked through transportation and economic axes, often running between major cities. Urban corridors spark business and change the nature and function of individual towns and cities, promoting regional economic growth but also often reinforcing urban primacy and unbalanced regional development.

**Non-motorised transport**
Non-motorised Transportation is also known as active transportation and human powered transportation that includes walking and bicycling, and alternatives such as small-wheeled transport - cycle rickshaws, skates, skateboards, push scooters and hand carts.

**Gentrification**

Gentrification can be described is a process of renovation and revival of deteriorated urban neighbourhoods by means of influx of more affluent residents, which results in increased property values and the displacing of lower-income families.

**Secondary Cities**

A secondary city is an urban area that generally has a population of between 100,000 and 500,000. Secondary cities are often unknown outside of their national and regional context. It is envisaged that cities of the global south will undergo massive expansions in the next few decades.

**Moratorium**

A moratorium is a delay or suspension of an activity or a law.
Engineering Terminology - Electrical

Abbreviation of electrical terms

IMP - Integrated Master Plan

kVA - Kilovolt Ampere

kV - Kilovolt

LED - Light Emitting Diode

MVA - Megavolt Ampere

NERSA - National Energy Regulator of South Africa

NRS - National Rationalisation of Standards

SCADA - Supervisory Control and Data Acquisition

Capacity

Potential loads that electrical equipment and/or network can transfer.

Deloading

Reconfiguring the electrical network to shift connected customers (and thereby load) from one supply to another.

Design Lifetime

It is period of time during which the item is expected by its designers to work within its specified parameters. This period is influenced by maintenance and the environment in which the item is used.

Firm Supply

Firm Supply is the ability of a supply (substation) to continue supplying customers after a single component (transformer) failure without having to reconfigure the network. The remaining transformer will take over the load from the failed unit and will allow it to be replaced. With no firm supply, the connected customers will be left without power. Where a mismatch in components exists, the firm supply shall be taken as the smaller capacity installed.

Network Refurbishment

The replacement of equipment due to end of design lifetime being reached

Quality of Supply
Quality of Supply is the ability of the power supplied by the supply authority (Eskom or the municipality) to the end user to meet certain criteria. These criteria directly affect the normal operation of the electricity dependent processes of customers. These criteria are addressed in the NRS 048 document.

Ring Network

This configuration system will start at a substation and connect several other substations essentially forming a ring. The conductor will return to the same substation. This system is more expensive than a radial type (single conductor), but is more reliable and ensures continuity of service.

Surveyed

This is a formal process by which a land surveyor will take a piece of land and establish boundaries of stands and ownership. This will then be registered with the Surveyor General and stand numbers allocated. This work ties in with the town planning and land uses. The stands will then be pegged to indicate their boundaries on site.
Transport Engineering Terminology

Abbreviations of transport engineering terms

ACSA – Airports Company South Africa
CITP – Comprehensive Integrated Transport Plan
DITP – District Integrated Transport Plan
DOT – National Department of Transport
ITP – Integrated Transport Plan
LITP – Local Integrated Transport Plan
NMT – Non-Motorised Transport
OLS – Operating License Strategy
PMS – Pavement Management System
PTIS – Public Transport Infrastructure and Systems
RMP – Road Master Plan
SPTN – Strategic Public Transport Network
TR – Transport Registry

Comprehensive Integrated Transport Plan (CITP)

An ITP (see ITP for definition) compiled strictly in accordance with the National Land Transport Act, 2009 (Act No. 5 of 2009), Minimum Requirements for the Preparation of Integrated Transport Plans, published in Government Gazette No. 38256, November 2014. Schedule 1 municipalities are required to prepare CITPs.

District Integrated Transport Plan (DITP)

An ITP (see ITP for definition) compiled for an area consisting of several jurisdictions, such as a district municipality.

Integrated Transport Plan (ITP)

A tool / plan for the comprehensive analysis of existing and future transport system requirements of all transport modes within an area.

Local Integrated Transport Plan (LITP)

An ITP (see ITP for definition) compiled for a confined / limited area such as a local municipality.
Non-Motorised Transport (NMT)

All modes of transport which is human powered, such as, but not limited to, pedestrians and cycling

Operating License Strategy (OLS)

A strategy / tool for the evaluation of public transport operating license requests from contracted and non/contracted services, to allow officials to recommend / reject requests in an informed manner.

Pavement Management System (PMS)

A planning tool used to aid pavement management decisions within an area. A PMS models future pavement condition and deterioration due to traffic and weather and proposes maintenance in terms with the predicted pavement condition.

Pedestrianization

The conversion of an existing road / area, or portion thereof, into an exclusive NMT use area.

Public Transport Rationalization Plan

A plan / tool for the restructuring of subsidised public transport within an area, aimed at eliminating inefficiencies on subsidised systems and ensuring a more cost effective public transport system.

Road Master Plan (RMP)

A plan presenting the current and future road network within an area, classifying each road in terms of the road’s role / purpose (i.e. mobility versus accessibility) in the area. A RMP considers a long term view of the area, in terms of the area’s future spatial plans and ensures that the area’s road network will function well from both an accessibility and mobility perspective.

Strategic Public Transport Network (SPTN)

A plan presenting the current and future public transport network and infrastructure within an area on a strategic level

Transport Register (TR)

A registry of all transport infrastructure and services within an area
**Waste Engineering Terminology**

**Building and demolition wastes**

Waste, excluding hazardous waste, produced during the construction, alteration, repair or demolition of any structure, and includes rubble, earth, rock and wood displaced during that construction, alteration, repair or demolition.

**Disposal**

The burial, deposit, discharge, abandoning, dumping, placing or release of any waste into, or onto, any land

**Domestic waste**

Waste excluding hazardous waste, that emanates from premises that are used wholly or mainly for residential, educational, health care, sport or recreational purposes.

**Environment**

The surroundings within which humans live and that consist of:

i. The land, water and atmosphere of the earth;
ii. Micro-organisms, plant and animal life;
iii. Any part or combination of (i) and (ii) and the interrelationships among and between them; and
iv. The physical, chemical, aesthetic and cultural properties and conditions of the foregoing that influence human health and wellbeing.

**General waste**

Is waste that does not pose an immediate hazard or threat to health or to the environment and includes-

i. Domestic waste;
ii. Building and demolition waste;
iii. Business waste;
iv. Inert waste; or
v. Any waste classified as non-hazardous waste in terms of the regulations made under section 69, and includes non-hazardous substances, materials or objects within business, domestic, inert, building and demolition wastes as outlined below.

**Hazardous waste**

Any waste that contains organic or inorganic elements or compounds that may, owing to the inherent physical, chemical or toxicological characteristics of that waste, have a detrimental impact on health and the environment and includes hazardous substances, materials or objects within business waste, residue deposits and residue stockpiles.
Leachate

The liquid by-product of organic decomposition of land filled waste or any liquid that comes in contact with solid waste in a sanitary waste disposal site.

Minimisation

When used in relation to waste, means the avoidance to the amount and toxicity of waste that is generated and, in the event where waste is generated, the reduction of the amount and toxicity of waste that is disposed of.

Pollution

“Water pollution means the direct or indirect alteration of the physical, chemical or biological properties of a water resource so as to make it –

(a) Less fit for any beneficial purpose for which it may reasonably be expected to be used; or

(b) Harmful or potentially harmful – (a) to the welfare, health or safety of human beings;

(b) to any aquatic or non-aquatic organisms;

(c) to the resource quality; or

(d) to property”.

Recovery

The controlled extraction or retrieval of any substance, material or object from waste

Recycle

A process where waste is reclaimed for further use, which process involves the separation of waste from a waste stream for further use and the processing of that separated material as a product or raw material.

Re-use

To utilise articles from the waste stream again for a similar or different purpose without changing the form or properties of the articles

Sorting

Is the authorised separation of solid waste materials for the purpose of recycling or disposal, either at the source of generation or at a solid waste management facility

Waste

Waste includes:

(a) any substance, material or object, that is unwanted, rejected, abandoned, discarded or disposed of, or that is intended or required to be discarded or disposed of, by the holder of
that substance, material or object, whether or not such substance, material or object can be re-used, recycled or recovered and includes all wastes as defined in Schedule 3 to NEM:WA; or

(b) any other substance, material or object that is not included in Schedule 3 that may be defined as a waste by the Minister by notice in the Gazette, but any waste or portion of waste, referred to in paragraphs (a) and (b), ceases to be a waste.

i. once an application for its re-use, recycling or recovery has been approved or, after such approval, once it is, or has been re-used, recycled or recovered;

ii. Where approval is not required, once a waste is, or has been re-used, recycled or recovered;

iii. Where the Minister has, in terms of section 74, exempted any waste or a portion of waste generated by a particular process from the definition of waste; or

iv. Where the Minister has, in the prescribed manner, excluded any waste stream or a portion of a waste stream from the definition of waste.

**Waste Disposal Facility**

Any site or premise used for the accumulation of waste with the purpose of disposing of that waste at that site or on that premise.

**Waste Management License**

A licence issued in terms of section 49 of NEM:WA.

**Waste management services**

Waste collection, treatment, recycling and disposal services.

**Waste transfer facility** A facility that is used to accumulate and temporarily store waste before it is transported to a recycling, treatment or waste disposal facility. Waste transfer sites are distinguished from waste reception facilities in that waste transfer sites are intended for the collection of land generated waste at a central point for removal and disposal by a waste management contractor.
**Glossary**

AFS - Annual Financial Statement  
ASDF - Alternative Service Delivery Framework  
AsgiSA - Accelerated and Shared Growth Initiative, South Africa  
ASSA - Actuarial Society of Southern Africa  
BTO - Budget and Treasury Office  
CAPEX - Capital Expenditure  
CAPS - Capital Budget  
CDW - Community Development Worker  
CFO - Chief Financial Officer  
CoGHSTA - Co-operative Governance, Human Settlements and Traditional Affairs  
CRR - Capital Replacement Reserve  
CoGTA - Department of Co-operative Governance and Traditional Affairs  
DGDS - District Growth and Development Strategies  
DM - District Municipality  
DMF - Disaster Management Framework  
DMP - Disaster Management Plan  
DMS - Demand Side Management  
DoE - Department of Energy  
DST - Department of Science and Technology  
DTI - Department of Trade and Industry  
DWA - Department of Water Affairs  
EAP - Economically active population  
EE - Employment Equity  
EMT - Executive Management Team  
EPWP - Extended Public Works Programme  
HR - Human Resources
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<td>Joint Initiative on Priority Skills Acquisition</td>
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<td>KIDJA</td>
<td>Kimberley International Diamond and Jewellery Academy</td>
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<td>KPA</td>
<td>Key Performance Areas</td>
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<td>KPI</td>
<td>Key Performance Indicators</td>
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<td>LED</td>
<td>Local Economic Development</td>
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<td>LGTAS</td>
<td>Local Government Turnaround Strategy</td>
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<td>LLF</td>
<td>Local Labour Forum</td>
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<td>LM</td>
<td>Local Municipality</td>
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<td>LUMS</td>
<td>Land Use Management System</td>
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<td>Manco</td>
<td>Management Committee</td>
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<td>Mayco</td>
<td>Mayoral Committee</td>
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<td>MFMA</td>
<td>Municipal Finance Management Act</td>
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</table>
MIG - Municipal Infrastructure Grant
MIIF - Municipal Infrastructure Investment Framework
MM - Municipal Manager
MPA - Market Potential Analysis
MPAC - Municipal Public Accounts Committee
MPA - Mining Qualifications Authority
MSA - Municipal Systems Act
MTREF - Medium-term Revenue and Expenditure Framework
NC PSDF - Northern Cape Provincial Spatial Development Framework
NCPGDS - Northern Cape Provincial Growth and Development Strategy
NDHS - National Department of Human Settlements
NDP - National Development Plan
NDPG - Neighbourhood Development Partnership Grant
NPC - National Planning Commission
NRW - Non Revenue Water
NSDP - National Spatial Development Perspective
NT - National Treasury
NUSP - National Upgrading Support Programme
OAG - Office of the Accounting General
OPCAR - Operation Clean Audit Report
OPEX - Operating Expenditure
OPS - Operating Budget
PAC - Performance Audit Committee
PDI - Previously Disadvantaged Individual
PGDS - Provincial Growth and Development Strategies
PIP - Public Investment Plan
PMS - Performance Management System
PPP - Public Private Participation
PSDS - Provincial Spatial Development Strategy
PT - Provincial Treasury
SADC - Southern African Development Community
SCM - Supply Chain Management
SDBIP - Service Delivery Budget and Implementation Plan
SDF - Spatial Development Framework
SEZ - Special Economic Zones
SKA - Square Kilometre Array
SMME - Small and Medium Enterprises
SOE - State-owned Enterprises
SPM - Sol Plaatje Municipality
SPLM - Sol Plaatje Local Municipality
SPV - Special purpose vehicle
SSEC - SKA Science and Engineering Committee
StatsSA - Statistics South Africa
STEM - Science, technology, engineering and mathematics
UDZ - Urban Development Zone
UISP - Universal In-System Programmer
WBP - Ward-based Planning System
WSDP - Water Services Development Plan
WWTW - Waste Water Treatment Works