

# BLOUBERG MUNICIPALITY



## FINAL REVIEWED IDP/BUDGET 2022/2023-2027

### VISION

A participatory municipality that turns prevailing challenges into opportunities for growth and development through optimal utilization of available resources.

### MISSION

To ensure delivery of quality services through community participation and creation of an enabling environment for economic growth and job creation

## TABLE OF CONTENTS

PAGE NO	CONTENTS
02 -03	TABLE OF CONTENT
03 -04	LIST OF ACCRONYMS AND ABBREVIATIONS
05	MUNICIPAL VISION, MISSION, MOTTO AND VALUES
06 – 07	FOREWORD BY THE MAYOR
08-12	EXECUTIVE SUMMARY
13-24	THE PLANNING PROCESS
25	MUNICIPAL POWERS AND FUNCTIONS
26	MUNICIPAL PRIORITIES
27-28	GOVERNMENT STRATEGIC PRIORITIES
29-32	INSTITUTIONAL ARRANGEMENT
33-35	THE 2021/2022 MEC IDP ASSESSMENT REPORT
36	SONA AND SOPA HIGHLIGHTS
37-40	SITUATIONAL ANALYSIS
41	DEMOGRAPHIC PROFILE
42-43	POPULATION DISTRIBUTION AND TRENDS
44-49	STATISTICAL INFORMATION
49-56	EMPLOYEMENT PROFILE
57	UNEMPLOYEMENT PROFILE
58 -59	POVERTY LEVELS
59-60	EDUCATIONAL LEVELS
60 - 61	PEOPLE WITH DISABILITIES
62 - 63	KPA.01:SPATIAL ANALYSIS
63 -66	HIERACHY OF SETTLEMENTS
67	SPATIAL CHALLENGES
67 -69	LAND CLAIMS
70 - 73	OPPORTUNITIES
73	SPATIAL INTERVENTIONS
73 -75	ENVIRONMENTAL ANALYSIS
76	AIR QUALITY ANALYSIS
76	SOIL TYPES
77	SOCIAL ANALYSIS
78	HEALTH ANALYSIS
79-83	HIV/AIDS STATUS
83-84	HOUSING PROVISION
84-87	EDUCATION ANALYSIS
88-90	SAFETY AND SECURITY
91	PUBLIC AMENITIES
92	POST OFFICE AND TELECOMMUNICATION
93-94	SPORTS AND RECREATION
95-98	KPA.02.BASIC SERVICES DELIVERY( ENERGY AND ELECTRICITY)
99-102	ROADS AND STORM WATER
102-105	PUBLIC TRANSPORT
106-108	WASTE MANAGEMENT
108-109	WATER SUPPLY
110	SANITATION PROVISION

111-113	KPA 03 FINANCIAL VIABILITY AND MANAGEMENT
114-117	KPA.04. GOOD GOVERNANCE AND PUBLIC PARTICIPATION
117-119	KPA.05. MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
119-129	KPA.06. LOCAL ECONOMIC DEVELOPMENT
130	CHAPTER 4:STRATEGIES PHASE
131	SPATIAL PLANNING STRATEGIES
131-135	BASIC SERVICE DELIVERY
136	LOCAL ECONOMIC DEVELOPMENT
137	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
137-138	FINANCIAL VIABILITY AND MANAGEMENT
139	MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
140-205	PROJECT PHASE( MUNICIPAL INFRASTRUCTURE )
206-207	VENETIA MINE PROJECTS
208-211	ESKOM ELECTRICITY PROJECTS
212-214	CAPRICORN DISTRICT MUNICIPALITY PROJECTS
215-222	CHAPTER 6:INTERGRATION PHASE
222	CHAPTER 7:APPROVAL PHASE
223-238	PROPOSED TARIFF STRUCTURE
239-240	DRAFT BUDGET 2022/23-2024/25

#### ABBREVIATIONS

#### INTERPRETATION

AFS	Annual Financial Statements
ARV	Anti-Retroviral
ASGISA	Accelerated and Shared Growth Initiative
BLM	Blouberg Local Municipality
BRICS	Brazil, Russia, China and South Africa
CBOs	Community Based Organizations
CDM	Capricorn District Municipality
CoGTA	Department of Cooperative Governance and Traditional Affairs
CWP	Community Works Program me
DFA	Development Facilitation Act
DLGH	Department of Local Government & Housing
DoE	Department of Energy
DoHS	Department of Human Settlement
ECD	Early Childhood Development
EPWP	Expanded Public Works Program me
FBE	Free Basic Electricity
FBW	Free Basic Water
IDP	Integrated Development Plan
LDOs	Land Development Objectives

LED	Local Economic Development
LDP	Limpopo Development Plan
LUMS	Land Use Management Scheme
MSCOA	Municipal Standard Chart of Accounts
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MPCC	Multi-Purpose Community Centre
MTAS	Municipal Turn Around Strategy
NGOs	Non-Governmental Organizations
NEMA	National Environmental Management Act, 107 of 1998
NSDP	National Spatial Development Perspective
PIA	Project Implementing Agent
POA	Per Owner's Approval
RRR	Re-use, Reduce and Recycle
SDF	Spatial Development Framework
SETAs	Sector Education and Training Authority
SMMEs	Small, Micro and Medium Enterprises
OTP	Office of the Premier
COGHSTA	Cooperative Governance Human Settlements and Traditional Affairs
SASSA	South African Social Security Agency
DECOG	Department of Cooperative Governance
BNG	Breaking New Ground
DORA	Division of Revenue Act
NDP	National Development Plan
FET	Further Education and Training
CDM	Capricorn District Municipality
SPLUMA	Spatial Planning and Land Use Management Act
WWTW	Waste Water Treatment Works
OPEX	Operational Expenditure
WSP	Workplace Skills Plan
PMS	Performance Management System

## **MUNICIPAL VISION**

A participatory municipality that turns the prevailing challenges into opportunities for growth and development through optimal utilization of available resources.

## **MUNICIPAL MISSION**

To ensure delivery of quality services through community participation and the creation of an enabling environment for economic growth and job creation

## **MUNICIPAL MOTTO**

Kodumela moepa thutse which translates” Perseverance is the mother of success”

## **MUNICIPAL VALUES**

Transparency, Diligence, Honesty and Reliability



1.

#### **FOREWORD BY THE HONORABLE MAYOR: CLLR THAMAGA M.N**

The fifth local government elections held on the 01 November 2021 ushered in the new political administration for the Blouberg municipality. Once again, the African National Congress emerged victorious as she won all the twenty-two wards in the municipality and gunning thirty-three seats in the council. Credit should be given to them as the voters reaffirmed their confidence in them. The local government did also brought about the surprise package in the newly formed political party, the ABC managed to get a seat in the council reducing the Democratic Alliance to just one seat.

The Economic Freedom Fighters once more became the second largest party in the council with seven seats, while the Congress of the People unseat the Democratic Alliance gunning two seats that in the previous council they got. The shape of the Executive committee changed in that the Economic Freedom Fighters and Congress of the People got a seat each in the Executive Committee.

The constitution of the executive committee also was changed in that the portfolio committees were reduced to five as the Special focus portfolio was dissolved and the issues dealt within were moved to the Community Services portfolio. The new council also established the section 29 committees. (MPAC, LLF, RISK and Remuneration Committees)

The African National Congress chaired all this council committees.

The new council elected councilor Thamaga M.N as the Mayor. Councilor Pheedi M.S has been appointed the Capricorn District Representative and ultimately the Speaker in the district council .Councilor Boloka M.P became the new council Speaker while councilor Rangata M.J was appointed the chief whip replacing councilor Choshi M.M who is the councilor in the Capricorn District municipality.

The 2021 local government elections were held under Covid 19 Alert level 03 regulations despite the failed attempt to have them postponed by other formations .The overall percentage turnout was very low as the country continues to experience voter apathy particularly among the young people. Despite the apathy, the IEC was able to deliver free and fair elections.

The new council in its first sitting had the responsibility to adopt the Integrated Development Plan of the predecessor council with amendments or without the amendments in terms of Municipal Systems Act Section 25 of 2000. The new council opted to adopt the IDP and Budget of the predecessor council without amendments. The municipality lost the Accounting officer Mr. Machaba M.J and Senior Manager for Economic Development and Planning department Ms. Mapholi H.C who resigned to pursue their carriers' elsewhere. Subsequent to that council appointed Mr. Ramothwala R.J, senior manager: Corporate Services department to act on the position of Municipal Manager and Mr. Masama M.J, the manager responsible for Integrated Development Planning to act on the position of senior manager Economic Development and planning department.

The new council started with high speed as programs were lined up to meet various stakeholders within the boundaries of the municipality. One that key program was the Meet and Greet wherein meetings with stakeholders were held with the executive committee and the Political Management Team.

The first meeting was convened with all the tribal authorities where the Mayor even presented them with Christmas gifts. The other stakeholders in the program were mining companies and business.

The Mayor committed council to work with and support the traditional leaders, mining companies and business to improve the lives of the people and to grow the economy of the municipality.

The commitment shall see the municipality tackling the triple challenges of poverty, unemployment and inequality. Forging strong partnerships with all stakeholders shall enable council to improve the lives of our communities.

The Easter holidays brought with it good rainfalls which in the main caused disaster amongst our people, Houses were blown away which left people without shelter and the road network was destroyed in the process. The areas hard hit are those that are situated along and at the foot of the mountains ranges. The disaster management of the municipality should be strengthened and capacitated to can be able to respond to the disaster incidents. The council need to put budget aside to fully establish the unit. From the disasters experienced, it is evident that our road network requires to be upgraded from gravel to tar and that bridges need to be constructed in most areas.

The new council need to replace the plant and equipment that is aged to better manage the challenge of roads maintenance.

The other challenge is with regard to the waste management in the municipality. The challenge of waste generation has exercebated to an unprecedented level. This pose the serious health and environmental hazard to the people of the municipality and animals. The issue of recycling needs to be seriously considered and supported as the means of reducing littering in the municipality. The landfill site and the transfer station in Alldays and Taaibosch needs to be operationalized.

To provide the service efficiently council needs to procure new plant and machinery as the current ones are very old and warned out. Tractors and trailers should be an option if we want reliable and strong equipment.

The tourism opportunities in the municipality is one area that has been overlooked but with potential to grow the economy and create jobs. The idea should be to develop and improve the infrastructure such as road infrastructure and communication network in the tourist's attraction sites. Partnership with the private and government sectors should be forged to enhance the tourism potential of the municipality.

A re kodumeleng go epa thutse ka gore ga go lehumo leo le tswago kgauswi.

**COUNCILLOR THAMAGA M.N**  
**MAYOR**



## **1. OVERVIEW AND EXECUTIVE SUMMARY**

We are in the fifth administration of the local councils ushered in by the 2021 local government elections. The elections were conducted under Covid -19 pandemic regulations when the country was on Alert level 03 of the disaster management Act. As the municipality, we played the key role in ensuring that IEC conducts those elections and delivers the free and fair results.

The period prior to the inauguration of the council the administration component remained hands on to ensure that services are delivered to the people of Blouberg without interruptions. The transition was not easy because the Accounting Officer Mr. Machaba Junias and the Senior Manager of the Economic Development and Planning department resigned, Mr. Ramothwala R.J the Senior Manager of Corporate Services department and Mr. Masama M.J, the manager responsible for Integrated Development Planning were appointed to act in those positions respectively.

The new council was workshopped after its inauguration mainly on the Standing Rules of Order and IDP/Budget. Council had to consider adopting the IDP and Budget of the predecessor council in terms of the Municipal Systems Act 25 of 2000 with or without amendments.

The first council meeting was convened on the 06 December 2021 to consider the adoption of the IDP/Budget and it was adopted without amendments.

The executive committee and the PMT held the strategic planning session in Landmark Hotel to deal with the IDP Status Quo Analysis and Strategies phases of the IDP review of 2022-2023-27. The January 2022 council meeting, which adopted the Draft Annual report for public consultation, followed by the AUDITOR- GENERAL of SOUTH AFRICA presenting the 2020/2021 audit report. The municipal Audit Committee also tabled the audit report for the half-year period. The Audit report is not a public document until the Auditor-General table it before council meeting. Council continued to implement the IDP/Budget 2021/22 and we reflect on the progress achieved guided by the

Mid-year performance report and the summary of achievements over the past five years of the previous council. The reflection is done in line with the local government six strategic Agenda. (1. KPAS- Spatial Planning and Rational, 2. Basic Service Delivery 3. Local Economic Development and Planning. 4. Financial Viability and Management, 5. Municipal Transformation and Organizational Development, 6. Good Governance and Public Participation.)

## **KPA 1: SPATIAL RATIONALE**

The objective is to promote orderly development and sustainable livelihood by implementing sound spatial principles and land use management. To achieve optimum organization and use of land resources in order to meet the social environment and economic needs of the present and future generations.

For the period under view, the municipality was engaged in the legal battles with both Senwabarwana and Alldays communities on the land invasions issues.

We have since reviewed the SDF and the following spatial vision was adopted to drive the municipality's spatial development imperatives:

Vision: "Spatial transformation for inclusive sustainable development". This vision covers the following elements, which also bear consistency with the IDP vision:

1. Sustainable development (development must be undertaken in cognizance of all the elements of sustainability),
2. Inclusive/ inclusivity (spatial development must be undertaken in partnership with local communities and key stakeholders and partners), and
3. Transformation of the current fragmented spatial arrangements (requires a radical shift from the planning interventions, which maintains the status quo).

The service provider was appointed for the development of the land use scheme to implement wall-to-wall land use management scheme. The project is at completion stage and awaits council approval in April 2022. The land use scheme is aligned to SPLUMA.

The township establishment projects in Senwabarwana Extension 08, 09, and 10 are at completion stage and waiting serve at the district tribunal sitting in the month of May 2022.

The Alldays Extension 02 township establishment project is also at completion stage but has some delays at the office of the Surveyor- General as this application was lodged with the office and not the tribunal. The Tenure upgrading project is also at completion stage and shall be finalized before the end of June 2022.

An application for the transfer of all the government land parcels in the municipality where there is a potential for both residential and business development has been and to the departments of Rural Development Land Reform together with Department of Public Works.

The catakship for the Bochum Extension 143 and Bochem 145 has been granted to the municipality and we are waiting for the transfer of the said properties. For the financial year under review, council was able to dispose of the 500 sites in Alldays Extension 03 and the sale of the sites in Alldays Extension 02 is ongoing with less than thirty left. All the business sites have been sold out.

Again, council has approved the sale of the properties in Bochum Extension 08, 09 and 10. There is a challenge in extension 09 as one portion of the extension has been invaded and we were forced to split the project into two and only uninvaded portion shall be sold.

Council shall continue to implement the township establishment projects within the municipality focusing on land tenure upgrading, development of the precinct plans and township establishment.

Council should budget for the purchase of the land parcels available from private owners particularly in the areas with potential. Such areas are in Tolwe and Alldays.

## **KPA 2: BASIC SERVICES DELIVERY**

The year under view saw the communities embarking in the protest marches against the municipality. The protest marches were more on the poor conditions of roads that are mostly provincial and district roads. Indeed the condition of roads is poor both gravel and tarred ones. There are lot of potholes that cause most of the accidents while gravel roads are in a very bad condition particularly due to the heavy down pours in the country. The challenge we are facing is with regard to the shortage of plant and equipment for the maintenance of the roads. However, with the limited resources at our disposal, we managed to implement some of the maintenance projects planned.

The heavy rains exposed the municipality's ability to deal with road maintenance, as most of the infrastructure was flooded. The areas hard hit are those that are situated at the foot of the mountains and along the streams. The situation was aggravated by lack of plant and machinery to respond to the crisis. The municipality should budget for the purchase of plant and machinery in the next financial year to deal with the challenge of road maintenance. The municipality need new graders and excavators to deal with road conditions.

The graveling program of the access roads and internal streets was continued with through the disaster grant allocated to the municipality. Three projects are currently being implemented at Mokhumela, Inveraam and Lebakong villages. The lesson that we learned from these program is that it is not sustainable or that there is poor workmanship from the contractors. All the projects have been swept away during the rainfall. The only solution to the challenges is to upgrade our road network from gravel to tar. Council need to enter into the memorandum of understanding with RAL to enable the us to implement road-upgrading projects because when communities embark on protest marches they come to the municipality.

The capital projects that the municipality is implementing in the current financial year include the Senwabarwana Sports Complex, Witten Internal Street and storm water, Pinkie-Sebotse sports complex, Mokhumela Access road gravelling, Labakong and Inveraam access roads gravelling. We hope to complete these projects by the end of the current financial year. For the current financial year, there was no electrification project, as the municipality was not allocated the INEP grant. Council need to increase the budget for maintenance of internal streets and access roads. There is a general challenge of maintenance especially in the Senwabarwana Township.

Littering is another challenge in Senwabarwana and Alldays in the main. In the next financial year council need to purchase the machinery to help alleviate the challenge. More litter is generated in these towns because of the population concentration and the magnitude of the business activities in them.

## **KPA 3: LOCAL ECONOMIC DEVELOPMENT**

In terms of the constitution of the Republic of South Africa Act 108 of 1996, one of the objectives of the local government is to promote social and economic development. The Blouberg Municipality is not immune to this constitutional mandate and therefore the municipality must ensure there are economic spinoffs to uplift the standard of living of the residents. As an approach towards economic development, which allows and encourages the communities to work together to achieve sustainable economic growth and development it therefore brings economic benefits and improved quality of life for all residents in a municipal local area. The Municipality developed the Blouberg Growth and Development, which seeks to attract investors to grow the economy that could create more job opportunities and alleviate poverty in all forms. The economy of the municipality is growing by 1% annually and the contribution to the district economy is only 5% annually.

There are new graphite mining prospects in Ga-kibi area by Cuchron LTD (PTY) that would bring the much-needed relief to the communities. The local communities will benefit in terms of the mining charter provision and as the economy would grow. The Waterberg JV mining house also received the mining license and would soon start with the operation. Local communities and SMMEs would benefit from such activities. The impediment for the mining operation to start is the impending disputes by the local communities and groupings lodging litigations against the mining company.

We need to take advantage of the mining prospects within the municipality to bring about the much-needed relief to the people and to reduce poverty and unemployment.

The Sylvania Platinum and Ironveld mining companies have the potential to grow the economy of the municipality and to create the much-needed jobs to the locals. The Sylvania platinum are on the verge of receiving their mining license. Recently the Domanotime mining company have applied for the prospecting rights around Alldays and if successful, they will receive the mining license.

These activities prove that Blouberg is rich in mineral resources and soon the tide of poverty would be turned. The council would soon convene the LED and mining summit to deliberate extensively on how mining and other businesses would grow the economy of the municipality and reduce unemployment.

Council continue to forge partnership with private sector to capacitate our SMMEs and to source funding. The AWOME program continues to add value to capacitate the women entrepreneurs in the municipality. To date more than two hundred women have been trained in the business skills. The certificates have been issued to the graduates of the program.

The municipality received the cash injection from Bingo-Galaxy through our partnership to upgrade the tourism center and to further construct the hawkers' stalls. The partnership would go a long way in promoting tourism industry and enhance its potential in the municipality.

The much-awaited construction of Blouberg mall phase one will commence after the application lodged to dispute some elements within the process was withdrawn. The process of finalizing the zoning of erf 300 would soon be finalized and submitted to the district tribunal for decision.

#### **KPA 4: FINANCIAL VIABILITY AND MANAGEMENT**

The financial viability and management is a critical key area whereby the local spheres of government had to put more weight into. The financial viability and management is the backbone of each municipality in terms of determining the sustainability of the local government. The municipality must strive for transparency, accountability, sound financial management and be able to sustain itself as per the MFMA Act 56 of 2003. The Blouberg local municipality is predominantly rural in nature and it is difficult to generate adequate revenue, because the majority of the people are indigents.

. To this end, the municipality had to develop the financial recovery plan to improve on debts collection.

The municipality has thus far established the revenue management committee to help the

Institution in coming up with mechanisms on how to recover debts and further helps to improve

Revenue collection. The major challenge is that the municipality has a limited revenue base and

The income levels is very low as unemployment rate is ever rising. The outbreak of the Covid 19

Pandemic made matters worse as most businesses closed down that came with much layoffs.

The municipal sources of revenue, which are Sale of Electricity, Sporadic sale of sites, Property rates, Traffic services, and Waste removal and Pound services are not doing well. The municipal fiscus is shrinking thereby reducing the chances of sustainability. The council should develop the strategies to generate as soon as possible.

#### **KPA 5: GOOD GEVERNANCE AND PUBLIC PARTICIPATION**

- To sustain public participation and promote good governance.
- To improve the audit outcomes in the municipality.
- The municipality has sustained its audit report as we continue to receive UNQUALIFIED Audit report.
- The audit action plan was developed to address all the issues in the audit report.
- The council committees have been established and the process establishment of the ward committees is about to be concluded in all wards despite the many disputes lodged.
- We shall also strive to improve our audit performance by addressing the issues on the action plan.
- There was only one matter of emphasis raised in the audit report.

#### **KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

To ensure the institutional structures are functional and properly supported to respond to the transformational objectives. The municipality has a challenge on information and communication technology and it has to be improved to facilitate municipal services effectively and efficiently.

The status quo analysis was conducted to perform service delivery audit in the municipality and to develop the strategies and projects to address matters identified.

Ideally, the analysis phase provides the basis for the project phase of the IDP and therefore the analysis phase and status quo analysis should be treated as equal. The municipality has enumerated some of the key programs to be implemented in the 2022/23 financial year and programs are as follows:

Implementation of the Spatial Development Framework and the Blouberg Growth and Development Strategy.

1. Implementation of the Blouberg Growth AND Development Strategy ( VISION 2040)
2. Implementation of the Spatial Development Framework
3. Township Establishment and Precinct plans development
4. Internal streets and Storm water upgrading
5. Upgrading of the sports facilities
6. Maintenance of the land fill sites
7. Strengthening of the waste management services.
8. Electricity supply to extensions and new developed areas
9. Construction of the electricity substation.
10. ITC reconfiguration.
11. Roll out of the Fourth Industrial Revolution.
12. Implementation of the District Development Model(ONE PLAN/ONE BUDGET)

**RAMOTHWALA REFILWE**

**ACTING MUNICIPAL MANAGER**

## CHAPTER 1: THE PLANNING PROCESS

### 1.1 INTRODUCTION

The notion of Integrated Development Planning was introduced in the Local Government Transition Act, 1996, through the requirement for municipalities to develop Integrated Development Plans (IDPs). The content and purpose of IDPs were then further described in the White Paper on Local Government and formally introduced through the Municipal Systems Act, No 32 of 2000 (Act 32 of 2000). The Act requires that municipalities develop and review their IDP on an annual basis in order to assess their performance and reflect on changes in the communities.

The IDP, in short, is a comprehensive, integrated and multi-faceted plan that:

- Links, integrates and co-ordinates the functions and strategies of a municipality;
- Aligns the resources of a municipality with the agreed-upon objectives and outcomes.
- Forms the overall strategic plan for the municipality; and
- Serves as a mechanism for participation and democratization of local government

The driving force behind the development of an IDP is summarized by the following five main reasons:

Firstly, the IDP is part of a suite of strategic planning instruments that guide development and service delivery in the municipality. The IDP sets out the strategic plan for the medium term that coincides with the electoral term of 2016 to 2021. Each department within the Municipality is required to complete a detailed annual business plan that gives operational expression to the IDP.

Secondly, Act 32 of 2000 prescribes the formulation and approval of the IDP by the full Municipal Council, meaning that the IDP may not be delegated. This is important because the legislation lends the weight of the law on the IDP and the approved IDP itself has the force of law

Thirdly, the IDP is the key mechanism for vertical and horizontal alignment. It strives to achieve vertical integration between the municipality and other spheres of government; and works towards horizontal integration between adjacent municipalities;

Fourthly, the IDP weaves together the discrete activities within the municipality by providing a strategic overview, detailing the processes of intergovernmental alignment, showing the outreach and consultation process, setting out a summary of the Spatial Development Framework and Capital Investment Framework and framing the Performance Management System. The essence of the IDP is the Sector Plans, which defines the delivery agenda. The Financial Plan component of the IDP shows the linkages between the IDP and the budget as a whole.

Lastly, once the IDP is approved by the Council it becomes a public document governed by Promotion of Access to Information Act, 2 of 2000 (PAIA Act 2 of 2000) which gives effect to the constitutional right of access to any information held by the state and any information that is held by another person and which is required for the exercise or protection of any right; and to provide for matter connected therewith. It is for this reason that the IDP must be made available to all municipal stakeholders.

The Municipality has developed a set of long-term goals and five-year objectives that will form the basis of the annual business planning and budgeting carried out by the municipality on an ongoing basis and should therefore be understood as an interpretation of strategy and political priorities that is to become the actual outcomes for residents.

IDP is a management tool for assisting municipalities in achieving their developmental mandates. The five-year IDP will also be further moulded by inputs from communities and civil society, as well as direction from the political leadership.

## **1.2 POLICY AND LEGISLATIVE FRAMEWORK**

Every municipality is required by law to develop and adopt its IDP through the legal framework provided. The following pieces of legislations outline the development and implementation of the IDP:

### **1.2.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 108 OF 1996**

Blouberg Municipality's mandate is derived from the Constitution of the Republic of South Africa (1996). The Constitution enjoins Local Government to

Provide democratic and accountable local government

Ensure provision of services to communities in a sustainable manner

Promote social and economic development

Promote safe and healthy environment

Encourage the involvement of communities and community organisations in the matters of local government.

In terms of the Constitution, the White Paper and the legislation flowing from it, municipalities are required to structure and manage their administration, budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the community and to participate in national and provincial development programmes.

In order to respond to community needs, the planning outcomes of the IDP need to be aligned with the legal responsibilities of the municipalities as defined by the powers and functions. Municipalities must develop the alternative planning approaches to address the challenges of providing equitable municipal services that are integrated with service delivery by other spheres of government.

### **1.2.2 WHITE PAPER ON TRANSFORMING PUBLIC SERVICE DELIVERY (BATHO PELE WHITE PAPER OF 1997)**

The Batho Pele White Paper flows from the White Paper on the Transformation on Public Service (1995). In terms of the White Paper, transforming service delivery is identified as one of government's priority areas. The White Paper is primarily about how public services are provided, and specifically about the efficiency and effectiveness of the way in which services are delivered. It "seeks to introduce a fresh approach to service delivery, an approach which puts pressure on systems, procedures, attitudes and behavior within the Public Service and reorients them in the customer's favor, an approach which puts the people first."

The introduction of the concept of *Batho Pele*, which means, "putting people first", provides the following eight service delivery principles in an attempt to ensure that the people, as customers to public institutions, come first:

**Consultation:** Citizens should be consulted about the level and quality of the service receive and wherever possible, should be given a choice about the services that are offered.

**Service Standards:** Citizens should be informed on what level and quality of public services they would receive so that they are aware of what to expect.

**Access:** All citizens should have equal access to the services to which they are entitled.

**Courtesy:** Citizens should be treated with courtesy and consideration.

**Information:** Citizens should be given full, accurate information about the public services they are entitled to receive.

**Openness and transparency:** Citizens should be informed on how the national and provincial departments are run, how much they cost, and who is in charge.

Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic and positive response.

Value for money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

In giving effect to the notion of treating the recipients of government services as customers, the White Paper articulates that public sector, including the local government sphere, should be governed by the above ethos (principles).

### **1.2.3 WHITE PAPER ON LOCAL GOVERNMENT (1998)**

The White Paper on Local Government (1998) views integrated development planning as a way of achieving developmental goals of local government.

The paper establishes a basis for developmental local government, in which, “local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. It also encourages public consultation in policy formulation and in the monitoring and evaluation of decision-making and implementation.

### **1.2.4 MUNICIPAL SYSTEMS ACT (ACT 32 OF 2000)**

The Act requires the municipality to undertake developmentally oriented planning to ensure that it strives to achieve the objects of local government set out in Sections 152 and 153 of the Constitution. Section 25 (1) requires the Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality which:

Links integrates co-ordinates and takes into account proposals for the development of the municipality;

Aligns the resources and capacity of the municipality with the implementation of the plan;

Forms the policy framework and general basis on which annual budgets must be based.

Complies with the provisions of Chapter 5, and

Is compatible with national and provincial department plans and planning requirements binding on the municipality in terms of legislation.

Section 26 of the Act further outlines the core components of the integrated development plan of a municipality. It requires the integrated development plan of the municipality to reflect:

The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

An assessment of the existing level of development in the municipality, which must include an identification of communities, which do not have access to basic municipal services;

The council's development priorities and objectives for its elected term;

The council's development strategies, which must be aligned with any national, or provincial sector plans and planning requirements binding on the municipality in terms of the legislations;

A spatial development framework, which must include the provision of basic guidelines for a land, use management system of the municipality;

The council's operational strategies;

Applicable disaster management plan;

A financial plan, which must include budget projection for at least the next three years, and

The key performance indicators and performance targets determined in terms of section 41.

### **1.2.5 PERFORMANCE MANAGEMENT SYSTEM (MUNICIPAL SYSTEM ACT)**

A municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players. It is critical that political leadership, managers and staff be involved to ensure that the municipality embraces the IDP and its implementation. Implementing the processes and systems needed to operationalize the IDP will determine the ultimate success of the municipality. The following need to be taken into consideration when starting to implement the IDP:

Plan for performance by clarifying objectives and outputs to be achieved

Clarify performance expectations by setting standards and targets for each indicator to assess and evaluate performance in practice;

Monitor, measure, assess and evaluate performance, and

Link strategic priorities, goals and objectives agreed to in the IDP by:

Enabling staff to understand how their job contributes to the aforementioned.

Ensuring that the resources are directed and used in an efficient, effective and economic way by each person in the municipality;

Including communities and other stakeholders in decision-making, monitoring and evaluation;

Learning from experience and using it to continuously improve what's achieved, and

Maintaining transparency and accountability and promoting good governance articulated in the *Batho Pele* principles.

### **1.2.6 MUNICIPAL FINANCE MANAGEMENT ACT (ACT 56 OF 2003)**

The Municipal Finance Management Act (56 of 2003) was promulgated to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. The Act provides a mandatory provision that relate to financial and performance management. Section 2 of the Act stipulates that the object is to secure sound and sustainable management of the financial affairs of the local government institutions to which this Act applies by establishing norms and standards for:

Ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities, The management of revenues, expenditures, assets and liabilities and the handling of financial dealings, budgetary and financial planning processes, The coordination of those processes with those of the other spheres of government, Borrowing, Supply chain management, and Other financial matters

Blouberg Municipality's involvement in the budget process is to ensure compliance with the provision of the Municipal Finance Management Act. It is crucial that the IDP review and the budget processes are aligned and integrated. It is considered that a single well-run budget and IDP review process facilitates community participation, provides ward level information, encourages discussion on priorities and provides an opportunity for feedback.

The main strategic outputs of the budget reform are to ensure:

Modernizing financial management and improving accountability.

Multi- year budgeting.

Deepening and improving the budget preparation process, by involving the political leadership and community.

Ensuring that the IDP and budgets are linked, and that the IDP takes account of budgetary resources, and contain proper capital and maintenance plans.

Improving the in-year implementation of the budget, and

Improving the auditing and performance reporting after the financial year has ended.

### **1.2.7 TRADITIONAL LEADERSHIP AND GOVERNANCE FRAMEWORK AMENDMENT ACT (ACT 41 OF 2003)**

This Act makes it clear the role of the traditional leadership in the democratic and co-operative governance. The Act envisages an active involvement of the traditional leadership in the formulation and the implementation of the integrated development plans. Section 4 of the Act provides for the establishment of traditional councils that should:

Support municipalities in the identification of community needs;

Facilitate the involvement of the traditional community in the development or amendment of the integrated development plan of a municipality in whose area that community resides;

Participate in the development of policy and legislation at the local level, and

Promote the ideals of co-operative governance, integrated development planning, sustainable development and service delivery to promote indigenous knowledge systems for sustainable development and disaster management.

Section 5 (2) of the Act affirms that any partnership between a municipality and a traditional council must:

Be based on the principles of mutual respect and recognition of the status and roles of the respective parties, and

Be guided by and based on the principles of co-operative governance.

A greater percentage of the population in the municipality resides in traditional authority governed areas. To this effect, Bloubaerg Municipality has a standing commitment and tradition of involving the traditional leaders in both the IDP review process and any other developmental matter involving their areas of governance.

### **1.2.8 INTER-GOVERNMENTAL RELATIONS FRAMEWORK ACT (ACT 13 OF 2005)**

The Act is a response to the limited successes in the alignment efforts among the three spheres of government. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDPs. Municipal IDPs are regarded as important planning frameworks to integrate both the national and provincial programme in specific local area. The Municipality is participating in the district-planning forum as well as in the Premier’s Intergovernmental Forum. The participation is aimed at ensuring proper alignment and coordination of local, district and provincial plans. The Act establishes structures and processes that enhance inter-governmental planning and monitoring processes for local, provincial and national spheres of governance.

### **1.2.9 NATIONAL ENVIRONMENTAL MANAGEMENT ACT (ACT 107 OF 1998)**

Section 2 of National Environmental Management Act (NEMA) contains important and extensive National Environmental Management Principles, which apply to the 'actions of all organs of state that may significantly affect the environment'. These principles must guide decisions under NEMA or any statutory provision concerning the protection of the environment.

NEMA is known as *framework legislation*, as it provides overarching principles for integrating environmental management into development activities. NEMA commits all state departments and local authorities to employ certain sustainable development principles to guide decision-making. These principles include:

Sustainable and equitable use of natural and cultural resources,

Development must be socially, economically and environmentally sustainable.

Promote and facilitate public participation.

Adopt a long-term timeframe for equity between generations.

People and their needs are at the forefront of environmental management.

A risk averse and cautious approach, and

Environmental justice,

### **1.2.10 NATIONAL ENVIRONMENTAL MANAGEMENT ACT: AIR QUALITY ACT (ACT 39 OF 2004)**

According to the Act, the national, provincial environmental departments and local authorities are separately and jointly responsible for the implementation and enforcement of various aspects of the Air Quality Act. Each of these spheres of government is obliged to appoint an air quality manager and to co-operate with each other and co-ordinate their activities through mechanisms provided for in the NEMA.

### **1.2.11 NATIONAL ENVIRONMENTAL MANAGEMENT ACT: WASTE ACT (ACT 59 OF 2008)**

In fulfilling the rights contained in section 24 of the Constitution, the State, through the organs responsible for implementing this Act, must put in place uniform measures that seek to reduce the amount of waste that is generated. In addition, where waste is generated, ensure that waste is re-used recycled and recovered in an environmentally sound manner before being safely treated and disposed of.

### **1.2.12 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (ACT 16 OF 2013)**

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) is a national law that was passed by Parliament in 2013. The law gives the Council the power to pass By-Laws in terms of SPLUMA to provide additional detail on how the law should be implemented. The final version of these Regulations (Regulations in terms of SPLUMA GG 38594 GN R239) was published on 23 March 2015. The law came into effect on 1 July 2015.

SPLUMA aims to develop a new framework to govern planning permissions and approvals, sets parameters for new developments and provides for different lawful land uses in municipal land. SPLUMA is a framework law, which means that the law provides broad principles that will regulate planning. The principles include Spatial Justice, Spatial Resilience, Spatial Efficiency, Spatial Sustainability and good administration. The principles are also backed by norms and standards to be practiced when implementing the Act.

The law is important because the repeal of many apartheid era laws has left our planning laws fragmented, complicated and inconsistent. For this reason, section 3 of SPLUMA says that the law tries to develop a 'uniform, effective and comprehensive system' of planning that 'promotes social and economic inclusion'.

Although SPLUMA has progressive elements, the coming into effect of the law has been subject to a lot of controversy and debate. This is largely as a result of the powers that SPLUMA and its Regulations grant to traditional councils. While CLS (and others) have argued that SPLUMA and its Regulations grant too much power to traditional councils, the traditional leadership lobby has resisted the Act and has called for government to suspend its implementation on the basis that they were not consulted properly during the legislative process.

### **1.2.13 LOCAL AGENDA 21 (LA 21)**

Local Agenda 21 also provides a framework for implementing these constitutional duties of local government. One of the key principles of Local Agenda 21 is integration of ecological thinking into all social and economic planning. The Reconstruction and Development Programme (RDP), which stated that, "Development strategies must incorporate environmental consequences in the course of planning".

It is clear that South Africa's policies and laws require integration of environmental concerns into strategic planning and decision-making.

## **1.3 NATIONAL AND PROVINCIAL ALIGNMENT**

South Africa has a representative form of democratic government. The management and governance of South Africa is based on a three-sphere system of government, namely national, provincial and local spheres of government. These spheres are distinctive, interdependent and interrelated. The Constitution states which matters each sphere of government deals with. This division of powers helps to make sure that the country is properly run and that government is close to the people it serves.

Section 25 of Act 32 of 2000 determines that the IDP must be compatible with national and provincial development plans and planning requirements. To ensure that this legislative requirement is adhered to, the Municipality needs to align itself with National and Provincial directives and draw these down into the spectrum of service delivery.

The national and provincial policy imperatives have been taken into consideration in the implementation of the municipality core business. Blouberg Municipality has therefore focused its efforts to complement National and Provincial Government to accomplish developmental goals, with emphasis on matters that are the competency of Local Government.

### **1.3.1 NATIONAL 2014 VISION**

As part of South Africa's celebration of 10 years of democracy, National Government formulated Vision 2014 to guide itself for the next ten years. The vision is to build a society that is truly united, non-racial, non-sexist and democratic. Central to this is a single and integrated economy that benefits all. The combination of some of the most important targets and objectives making up Vision 2014 are as follows:

Reduce unemployment by half through new jobs, skills development, assistance to small businesses,

Opportunities for self-employment and sustainable community livelihoods;

Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets;

Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society;

Ensure that all South Africans, including especially the poor and those at risk – children youth, women, the aged and people with disabilities – are fully able to exercise their constitutional rights and enjoy the full dignity of freedom;

Compassionate government service to the people: national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service;

Massively reduce health risks such as tuberculosis, diabetes, malnutrition and maternal deaths and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents;

Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programs that also address the social roots of criminality; and

Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

Vision 2014 translates into practical steps, with the following specific implications for the municipality:

A growing economy;

Sustainable livelihoods – inter alia creating job opportunities through the Expanded Public Works Programme (EPWP);

Access to services: Speed up programs to provide basic services like water and sanitation, electricity roads and transport services

Realize Batho Pele principles and improve services in government offices;

Safety and security;

Constitutional rights and governance – improve interaction between government and the people.

### **1.3.2 ACCELERATED AND SHARED GROWTH INITIATIVE - SOUTH AFRICA (ASGISA)**

After research and discussion with stakeholders, government identified six “binding constraints on growth” that needed to be addressed to progress in its desire for shared growth and to achieve its target of halving unemployment and poverty between 2004 and 2014. This could be achieved if the economy grew at an average rate of at least 4.5% in the period to 2009, and by an average of 6% in the period 2010 to 2014.

Targets set by ASGISA include:

Halving poverty by 2014 to all households;

Halving unemployment by 2014 from 30%;

Achieving growth of approximately 6% per annum; and

The three spheres of government should spend 50% of the total on infrastructure.

Six key levers for economic growth have been identified, namely:

Macro-economic intervention;

Infrastructure development;

Skills development;

Strengthening public institutions;

Sectoral investments; and

Interventions in second economy

In the light of the above, ASGISA has identified a set of initiatives that will serve as a catalyst for faster growth. This is complemented with on-going enabling management of fiscal and monetary policy, more focused industrial

policy framework, supporting sector policies and legislation and a range of projects and initiatives in the economic cluster of government. Strategies for growth and development include investment in transport infrastructure, support to SMMEs and labour intensive projects, prioritizing social and economic infrastructure and building partnerships.

Municipalities in particular, as the closest sphere of government to communities have an important role to play in implementing the goals set by ASGISA. They operate under the framework of developmental local government and a constitutional mandate to look after the socio-economic needs of communities and development of their areas of jurisdiction. They have to create conducive environment for job creation.

The National Framework for Local Economic Development addresses this issue directly. The framework argues that the municipal areas are the spaces in which an integrated impact of government needs to be optimized in order to accelerate shared growth. This integrated impact has to be synergized with the requirements of the local economy, the needs of its stakeholders and the opportunities and potentials that drive economic growth and sustainable livelihoods. The Framework also argues that municipalities have to play a strategic facilitation role managing the forces and dynamics affecting the area. This is more effective than a direct role in job creation where municipalities attempt to set-up and run enterprises in the form of small ad-hoc projects that require ongoing public support.

Municipalities can further play an important role through provision of infrastructure and services, by-laws, land use planning and procurement policies in stimulating the local economy. Effective infrastructure planning and provision can involve local suppliers and assist in building local competencies. Firstly, certain of the binding constraints on growth that ASGISA identifies have direct relevance to the role and functioning of municipalities. Municipal Local Economic Development strategies need to address how these constraints in their own areas can be overcome.

ASGISA has identified key sectors for growth and development. Again, municipal strategies should identify if and how these sectors are relevant for their areas and what would be done to grow them.

### **1.3.3 NEW MANDATE: KEY CONSIDERATIONS**

In order to give effect to the strategic objectives as spelled out in the electoral mandate of the ruling party, Blouberg Municipality also aligns its programs to the ten priority areas as contained in the Medium Term Strategic Framework, for the review of the IDP.

The key priority areas include:

Ensuring more inclusive economic growth, decent work and sustainable livelihoods

Economic and social infrastructure

Rural development, food, security and land reform

Access to quality education

Improved health care

Fighting crime and corruption

Cohesive and sustainable communities

Creation of a better Africa and a better world

Sustainable resource management and use

A developmental state including improvement of public services

Blouberg Municipality has to date implemented a balanced and integrated suite of programs that cover all key priority areas identified in the manifestos.

### 1.3.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

Government's key priority in the second decade freedom is to increase economic growth and promote social inclusion. A clearly articulated set of spatial priorities and criteria is one of the mechanisms through which government provides a strategic basis for focusing government action, weighing up trade-offs and linking the strategies and plans of the three spheres and agencies of government. In this sense, the National Spatial Development Perspective (NSDP) is a critical instrument for policy coordination, with regard to the spatial implications of infrastructure programs in national, provincial and local spheres of government. It is in this context that the January 2003 Cabinet *Lekgotla* approved the NSDP as an indicative tool for development planning in government.

Since its adoption, three factors have necessitated a review and update of the NSDP:

New data on socio-economic trends;

The development of IDPs and Provincial Growth and Development Strategies (PGDS) and the continuing engagement in aligning them with the NSDP; and

Renewed focus on decisive interventions to ensure accelerated and shared economic growth.

The NSDP provides:

a set of principles and mechanisms for guiding infrastructure investment and development decisions;

Description of the spatial manifestations of the main social, economic and environmental trends which should form the basis for a shared understanding of the national space economy; and

An interpretation of the spatial realities and the implications for government intervention

Government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation programs and the eradication of historic inequalities. In order to ensure that infrastructure investment and development programs are channeled towards these objectives, the NSDP was formulated. The principles enshrined in the NSDP are thus of great importance to local government investment, through the IDP and capital expenditure.

#### **The NSDP Vision is as follows:**

*South Africa will become a nation in which investment in infrastructure and development programs support government's growth and development objectives:*

By focusing economic growth and employment creation in areas where this is most effective and sustainable;

By supporting restructuring where feasible to ensure greater competitiveness;

By fostering development on the basis of local potential; and

By ensuring that development, institutions are able to provide basic needs throughout the country.

The following normative principles are put forward as guide for all spheres of government when making decisions on infrastructure investment and development spending:

Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation;

Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens, should therefore be focused on localities of economic growth and/or economic potential in order to attract private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities;

Efforts to address past and current social inequalities should focus on people not places; and

In order to overcome the spatial distortions of apartheid, future settlement and economic development:

Opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centers.

Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Community region to create regional gateways to the global economy.

The NSDP thus seeks to focus the bulk of fixed investment of government on those areas with the potential for sustainable economic development, as it is in these areas where government's objectives of promoting economic growth and alleviating poverty will best be achieved. It places emphasis on the quality of interventions and investment choices by calling for a rigorous analysis of the economic opportunities and potentials in each of the Local, District and Metropolitan Municipal Areas. The Local, District, Metropolitan IDP has, and LED programs, crafted through joint work across the three spheres of government and with State Owned Enterprises and social partners would have to internalize the logic of the NSDP.

### **1.3.5 NATIONAL DEVELOPMENT PLAN**

The development of the National Development Plan by the National Planning Commission will transform the way South Africans at all spheres of government as well as the private sector and the community at large plan and implement development programs. The plan is developed to ensure that the country becomes developed state to play a key role in mainstream global economy.

The National Planning Commission's vision and plan for 2030 charts a 20 year path towards achieving the overarching vision embedded in the Constitution that South Africa belongs to all who live in it. It breaks the five-year electoral cycle to allow for the long term planning. The plan opens way for the following goals:

- The mobilization of society around a commonly agreed set of long-term goals
- Greater coherence in government's work between departments, which can only be achieved if there is a common understanding of long-term objectives.
- The development of a broad consensus to encourage business and society to think about the long term. This will provide a basis for making trade-offs and prioritizing major decisions.

A key aspect of South Africa's new National Development Plan, a blueprint for creating sustainable growth and development in the country over the next two decades, is its emphasis on active citizenry. The National Development Plan finds expression in this IDP on its emphasis on long term planning, the development of master plans for growth points as well as the IDP's emphasis on universal access to basic services by Blouberg communities.

### **1.3.6 LIMPOPO EMPLOYMENT, GROWTH AND DEVELOPMENT PLAN (LEGDP)**

The Limpopo Employment, Growth and Development Plan (LEGDP) is a provincial (three tiers of government, private sectors, labour federations, NGOs, etc.) tactical initiative. The LEGDP assists the Province to be able to make strategic choices in terms of prioritizing catalytic and high impact initiatives as a way of responding to the medium term strategic framework strategic thrust.

### **1.3.7 PARTNERSHIP WITH PROVINCIAL AND NATIONAL GOVERNMENT**

The basic constitutional principle of governance in South Africa is "co-operative governance". All spheres of government are obliged to observe the principles of co-operative government put forward in the Constitution. Chapter 3 of the Constitution provides the cornerstones for cooperation between the different spheres of government and organs of state in South Africa. Co-operative government assumes the integrity of each sphere of government. However, it also recognizes the complex nature of government in modern society. No country today can effectively meet its challenges unless the components of government function as a cohesive whole.

In South Africa, a system of inter-governmental relations is emerging to give expression to the concept of cooperative government. The Inter-Governmental Relations Framework Act (Act 13 of 2005) is a response to the limited successes in the alignment efforts among the three spheres of government. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDPs. Municipal IDPs are regarded as important planning frameworks to integrate both the national and provincial programme in specific local area. The Municipality is participating in the district-planning forum as well as in the Premier’s Intergovernmental Forum. The participation is aimed at ensuring proper alignment and coordination of local, district and provincial departments. The Act establishes structures and processes that enhance inter-governmental planning and monitoring processes for local, provincial and national spheres of governance.

A system of inter-governmental relations has the following strategic purposes:

- To promote and facilitate cooperative decision-making
- To coordinate and align priorities, budgets, policies and activities across interrelated functions and sectors
- To ensure a smooth flow of information within government, and between government and communities, with a view to enhancing the implementation of policy and programs, and
- The prevention and resolution of conflicts and disputes.

The Constitution obliges all spheres of government to co-operate with one another in mutual trust and good faith through fostering friendly relations; assisting and supporting one another; informing one another of, and consulting one another on matters of common interest; and coordinating their actions and legislation with one another. Local government should maintain open, co-operative and constructive relations with both provincial and national government, seeing its operation as a component of the broader state structure.

Local government alone does not influence a matter in its area. Other spheres of government, either by independently conducting their own programs in the same area as a municipality, or by regulating the operation of municipalities in line with their own sectoral objectives, also affect matters in a municipal area.

Strong and capacitated local government can play a critical role in enhancing the success of national and provincial policies and programs, and building sustainable human settlements for the nation. In a spirit of cooperative governance, national and provincial government should seek to support and enhance the developmental role of local government. Local government is the structure that serves the people most directly. It is therefore vital that this sphere of government applies the principles of co-operative governance.

## 1.4 MUNICIPAL POWERS AND FUNCTIONS

Specific powers and functions were assigned to the Blouberg local municipality in terms of Notice of Establishment (Notice No 307) published in the Provincial Government Notice of 2000 and in terms of section 84(2) of the Municipal Systems Act of 2000.

- i. Child care facilities
- ii. Electricity and energy
- iii. Local tourism
- iv. Municipal planning
- v. Municipal public works
- vi. Storm water management systems in built-up areas
- vii. Trading regulations
- viii. Billboards and the display of advertisements in public places
- ix. Cemeteries
- x. Control of public nuisances
- xi. Control of undertakings that sell liquor to the public
- xii. Fencing and fences
- xiii. Local amenities
- xiv. Local sport facilities
- xv. Markets
- xvi. Municipal parks and recreation
- xvii. Municipal roads
- xviii. Noise pollution
- xix. Pounds
- xx. Public places
- xxi. Refuse removal, refuse dumps and solid waste disposal
- xxii. Street trading
- xxiii. Street lighting
- xxiv. Traffic and parking.

## 1.5 MUNICIPAL PRIORITIES

NO	MUNICIPAL PRIORITIES
01.	Local Economic Development, Job Creation and Partnerships
02.	Land Use Management
03.	Roads and Public Transport infrastructure
04.	Healthy and Safer Environment and Waste Management
05.	Institutional Development and Financial Sustainability/Sound financial Management and Financial Viability
06.	Sports and Recreation
07	Sustainable, Alternative and Green Energy
08.	Rural Development and Urban Renewal
09.	Human Resource Development
10.	Health and Welfare Services
11.	Access to Water and Sanitation
12.	Emergency Services and Communication

## **1.6 GOVERNMENT STRATEGIC PRIORITIES**

### **1.6.1 NATIONAL DEVELOPMENT PLAN**

The National Development Plan was developed as a national government long-term plan and roadmap for the development of the country for the period until 2030.

### **1.6.2 THE PILLARS OF THE NATIONAL DEVELOPMENT PLAN**

- Mobilization of all south Africans
- Active engagement of citizens in their own development.
- Expansion of the economy and making growth inclusive.
- Building of key capabilities.( human, physical and institutional)
- Building a capable and developmental state.
- Fostering the strong leadership throughout the society.

### **1.6.3 FIVE KEY NATIONAL PRIORITIES**

- Creation of decent work and sustainable livelihood.
- Education
- Health
- Rural development and food security
- Fight against crime and corruption

### **1.6.4 FOURTEEN MTSF NATIONAL PRIORITY OUTCOMES (2014-2019)**

- Quality basic education
- Long and healthy life for south Africans
- Protection and safety for all the people
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support the inclusive economic growth
- An efficient, competitive and responsive economic infrastructure network
- A vibrant, equitable and sustainable rural communities and food security
- Sustainable human settlements and improved quality household life
- A comprehensive, responsive and sustainable social protection system
- A responsive, and accountable, effective and efficient local government systems
- Protection and enhancement of environmental assets and natural resources
- An efficient, effective and development oriented public service.
- A diverse, socially cohesive society with common national identity.
- A better South Africa, a better and safer Africa and the world.

### **1.6.5 LIMPOPO DEVELOPMENT PLAN (2014-2019)**

The Limpopo development plan is a comprehensive development plan that is intended to take advantage of Limpopo's comparative position, to uplift and improve the general condition of all facets of development in the province. To fulfil potential for prosperity of the province in a socially, cohesive, sustainable prosperous and peaceful manner.

## **LIMPOPO DEVELOPMENT PLAN OBJECTIVES**

- To create decent employment through inclusive economic growth and sustainable livelihoods.
- To improve the quality of life of citizens.
- To prioritize social protection & investment
- To promote vibrant and equitable sustainable rural communities.
- To raise the effective and efficiency of a developmental public service.
- To ensure sustainable development.

### **1.6.7. DISTRICT DEVELOPMENT MODEL/ONE PLAN**

The district development model is an inter-governmental plan collaboratively produced by all the three spheres of government. It is a long-term strategic framework that guides service delivery in a specific district and all sector departments adopt it.

It was introduced because of lack of coherent planning, poor inter- sphere collaboration, deficient strategic focus of plans and silo planning between sectors.

### **1.6.8 OBJECTIVES OF THE DISTRICT DEVELOPMENT MODEL**

- Resolving horizontal and vertical silos.
- Deliver integrated services.
- Maximizing impact and aligning resources.
- Building the state capacity to deliver sustainable services.
- Facilitating inclusive economic development.
- Infusing the long term strategic development planning.

### **1.6.9. COMPONENTS OF THE DISTRICT DEVELOPMENT MODEL**

- Shared understanding of the space.
- Agreed priorities.
- Common vision, measurable targets, outcomes and commitments.

### **1.6.10 OUTCOMES OF THE DISTRICT DEVELOPMENT MODEL**

- Sustainable development.
- Poverty reduction.
- Employment and the improvement quality of life.

### **1.6.11. FOCUS OF THE DISTRICT DEVELOPMENT MODEL**

- Demographics.
- Economic positioning.
- Spatial restructuring.
- Environmental sustainability.
- Infrastructure engineering.
- Services provisioning and governance.

## 1.7 INSTITUTIONAL ARRANGEMENT TO DRIVE THE IDP PROCESS

### 1.7.1 IDP/BUDGET REVIEW STEERING COMMITTEE

The IDP/Budget Steering Committee acts as a support to the IDP Representative Forum, making technical decisions and inputs, to the Municipal Manager and the IDP Manager. This committee will be reconstituted for the IDP preparation process.

### 1.7.2 INSTITUTIONAL ARRANGEMENTS:

The IDP Manager shall chair the IDP/Budget steering committee and in his /her absence by Municipal Manager.

Members of the IDP/Budget Steering Committee will comprise the Senior Management of the Municipality, the staff responsible for the preparation of the IDP, PMS and Budget, all unit managers and any other member as the Municipal Manager/ IDP Manager may deem fit.

## SECTION SEVEN: 2021/2022 IDP/BUDGET REVIEW ACTION PROGRAMME

### 7.1. IDP/BUDGET REVIEW PROCESS PLAN 2022/2023

KEY PROGRAMMES	ACTIVITY	RESPONSIBLE COMMITTEE/PERSON	TIMELINES
INSTITUTIONAL PERFORMANCE REVIEW SESSION	Performance Review Steering committee meeting	PMS	14 July 2021
AUDIT AND RISK COMMITTEE	Audit committee meeting	Municipal Manager	15 July 2021
	Risk committee meeting	Municipal Manager	15 July 2021
COUNCIL MEETINGS	Portfolio	Portfolio chairpersons	16 July 2021
	EXCO	Mayor	20 July 2021
	Submission Of Draft Process Plan To Council For public consultation process	Mayor	27 May 2021
INSTITUTIONAL PERFORMANCE REVIEW SESSION	IDP/Budget strategic planning session	PMS	22-23 July 2021
IDP PROCESS PLAN	Advertisement of draft Process Plan for inputs and comments	IDP Manager	08 June 2021
COUNCIL MEETINGS	Portfolio	Portfolio chairpersons	19 August 2021
	EXCO	Mayor	26 August 2021
	COUNCIL for Approval of the Final IDP Process Plan	Mayor	29 July 2021
IDP PROCESS PLAN	Submission Of Process Plan With Council Resolution To MEC CoGHSTA, NT And PT	IDP Manager	11 August 2021
	Advertise 2021/22 IDP/Budget Process Plan	IDP Manager	11 August 2021
ANNUAL PERFORMANCE REPORT	Submission Of Annual Performance Report To AG And CoGHSTA	Municipal Manager	30 August 2021
COUNCIL MEETINGS	Portfolio	Portfolio chairpersons	16 September 2021

	EXCO	Mayor	22 September 2021
<b>TRADITIONAL LEADERS</b>	Meeting With Traditional Leaders	IDP Manager	13 October 2021
<b>IDP REP FORUM</b>	IDP Rep Forum meeting	IDP Manager	26 October 2021
<b>AUDIT AND RISK COMMITTEE</b>	Audit committee meeting	Municipal Manager	07 October 2021
	Risk committee meeting	Municipal Manager	08 October 2021
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	15 October 2021
	EXCO	Mayor	21 October 2021
	Council	Mayor	28 October 2021
<b>IDP/BUDGET STEERING COMMITTEE MEETING</b>	First Quarter Steering Committee Meeting	IDP Manager	13 October 2021
<b>INSTITUTIONAL PERFORMANCE REVIEW SESSIONS</b>	First Quarter IDP Performance Review Session (IDP Status Analysis/ Strategic Session)	Municipal Manager	21-22 October 2021
	Portfolio	Portfolio Chairpersons	17 November 2021
	EXCO	Mayor	24 November 2021
	Organogram Verification Of Warm Bodies And Identification Of Vacant Positions and IDP strategic phase	IDP/ Budget steering Committee	2-3 December 2021
	Second Quarter IDP Steering Committee Meeting	IDP Manager	12 January 2022
	Second Quarter IDP Performance Review Session (IDP project Phase)	Municipal Manager	20-21 January 2022
	Third Quarter IDP Steering Committee Meeting	IDP Manager	12 April 2022
	Third Quarter IDP Performance Review Session	Municipal Manager	20-21 April 2022
	Fourth Quarter IDP Steering Committee Meeting	IDP Manager	12 July 2022
	Fourth Quarter IDP Performance Review Session	Municipal Manager	21-22 July 2022
<b>AUDIT AND RISK COMMITTEE</b>	Audit committee meeting	Municipal Manager	12 January 2022
	Risk committee meeting	Municipal Manager	12 January 2022
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	17 January 2022

	EXCO	Mayor	24 January 2022
<b>DRAFT ANNUAL REPORT</b>	Tabling Of Draft Annual Report To Council 2020/2021	Mayor	28 January 2022
<b>SECTION 72 REPORT</b>	Tabling Of The Section 72 Report To Council	Mayor	28 January 2028
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	15 February 2022
	EXCO	Mayor	18 February 2022
<b>ADJUSTMENT BUDGET</b>	Tabling Of The Adjustment Budget and Revised SDBIP 2021/2022	Mayor	25 February 2022
<b>IDP/BUDGET PUBLIC CONSULTATION</b>	Draft IDP/Budget 2022/23 Meeting With Traditional Authorities	Mayor/EXCO	12 April 2022
	Draft IDP/Budget 2022/23 Meeting With Farmers Unions ( Bobrak Rivier Landbou Unie and Koedoesrand Landbou Unie))	Mayor/EXCO	14 April 2022
	Community and stakeholder engagements through public meetings, newspaper public notice, Radio stations, municipal Facebook, municipal website for 21 days	IDP Manager	18-19 May 2022
<b>ANNUAL REPORT PUBLIC CONSULTATIONS 2020/2021</b>	Annual Report Cluster meetings	MPAC	09-24 February 2022
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	15 February 2022
	EXCO	Mayor	22 February 2022
<b>IDP STEERING COMMITTEE MEETING</b>	Strategic Session On IDP Project Phase	Management	15 March 2022
<b>IDP STEERING COMMITTEE MEETING</b>	Strategic Session on IDP Project phase	PMT/EXCO Management	24-25 March 2022
<b>PUBLIC HEARING SESSION</b>	Mpac Public Hearing Meeting	MPAC	17 March 2022
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	14 March 2022
	EXCO	Mayor	25 March 2022
<b>APPROVAL OF FINAL DRAFT ANNUAL REPORT 2020/2021</b>	Tabling Of Final Draft Annual Report To Council	MPAC	30 March 2022

<b>APPROVAL OF DRAFT IDP/BUDGET 2022/2023</b>	Tabling Of The Draft IDP/Budget 2022/23 Council	Mayor	30 March 2022
<b>AUDIT AND RISK COMMITTEE</b>	Audit committee meeting	Municipal Manager	06 April 2022
	Risk committee meeting	Municipal Manager	07 April 2022
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	13 April 2022
	EXCO	Mayor	22 April 2022
<b>IDP REP FORUM</b>	IDP Rep Forum meeting	Mayor	19 April 2022
<b>PERSONNEL BUDGET AND TARIFFS</b>	Finalize personnel budget and tariffs	Corporate services/ CFO	10 May 2022
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	17 May 2022
	EXCO	Mayor	24 May 2022
<b>APPROVAL OF FINAL DRAFT IDP/BUDGET 2022/2023</b>	Tabling Of The Final Draft IDP/Budget 2021/2022 To Council	Mayor	30 May 2022
<b>SUBMISSION OF OVERSIGHT REPORT TO MEC COGHSTA)</b>	Submission Of Oversight Report To MEC (CoGHSTA)	Municipal Manager	11 April 2022
<b>SUBMISSION OF DRAFT IDP/BUDGET 2022/2023 TO MEC COGHSTA, NT &amp; PT</b>	Submission Of Draft IDP/Budget To MEC And Treasury	Municipal Manager	11 April 2022
<b>COUNCIL MEETINGS</b>	Portfolio	Portfolio chairpersons	15 June 2022
	EXCO	Mayor	23 June 2022
<b>APPROVAL OF THE SDBIP</b>	SDBIP is Submitted To The Mayor For Approval	Municipal Manager	24 June 2022
<b>SUBMISSION OF SDBIP 2022/2023</b>	SDBIP Is Submitted To MEC (CoGHSTA),PT and NT	Municipal Manager	08 July 2022
<b>PERFORMANCE AGREEMENTS AND PLANS</b>	Municipal Manager Signs With Mayor,	Mayor	07 July 2022
	Section 56 Managers Sign With Municipal Manager	Municipal Manager	14 July 2022

**1.7.4 ISSUES RAISED IN THE MEC OF COOPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS IDP ASSESSMENT REPORT 2021/2022**

KEY PERFORMANCE AREA	ACTUAL PERFORMANCE	CORRECTIVE ACTION
Energy master plan	No indication	MISA through DBSA is assisting with the development of the plan
Disaster management plan	No indication	The plan is at draft stage.
Objectives and strategies for sustainable human settlements	No indication	To be addressed in the 2022/2023 revised IDP
Projects from DOE	No indication	To be addressed in the 2022/2023 revised IDP
Objectives and strategies to address safety and security challenges	No indication	To be addressed in the 2022/2023 revised IDP
Targets, indicators, timing, costs and budget for safety and security projects	No indication	To be addressed in the 2022/2023 revised IDP
Network and telecommunication challenges	No indication	To be addressed in the 2022/2023 revised IDP
Network and telecommunication projects with costs, budget, timing and	No indication	To be addressed in the 2022/2023 revised IDP
Roads Master Plan	No indication	To be addressed in the 2022/2023 revised IDP
Human Settlements Plan	No indication	To be addressed in the 2022/2023 revised IDP
Educational Plan	No indication	To be addressed in the 2022/2023 revised IDP
Health Plan	No indication	To be addressed in the 2022/2023 revised IDP
Telecommunication Plan	No indication	To be addressed in the 2022/2023 revised IDP
Storm water Drainage Strategies	No indication	To be addressed in the 2022/2023 revised IDP
Public transport Strategies	No indication	To be addressed in the 2022/2023 revised IDP
HIV/AIDS Plan	No indication	To be addressed in the 2022/2023 revised IDP

Local Skills Base	No indication	To be addressed in the 2022/2023 revised IDP
Public Private Partnership Strategies	No indication	To be addressed in the 2022/2023 revised IDP

**CAPRICORN DISTRICT IDP RATING 2021/2022**

<b>MUNICIPALITY</b>	<b>IDP ASSESSMENT RATING</b>
CAPRICORN DISTRICT MUNICIPALITY	HIGH
POLOKWANE	HIGH
LEPELLE-NKUMPI	HIGH
BLOUBERG	HIGH
MOLEMOLE	HIGH

**CAPRICORN DISTRICT MUNICIPALITIES IDP SDBIP ALIGNMENT**

<b>NAME OF MUNICIPALITIES</b>	<b>2019/2021</b>	<b>2021/2022</b>	<b>COMMENTS</b>
POLOKWANE	ALIGNED	NOT ALIGNED	REGRESSED
BLOUBERG	NOT ALIGNED	ALIGNED	IMPROVED
MOLEMOLE	NOT ALIGNED	ALIGNED	IMPROVED
LEPELLE- NKUMPI	NOT ALIGNED	NOT ALIGNED	STAGNATED
CAPRICORN DISTRICT MUNICIPALITY	ALIGNED	ALIGNED	SUSTAINED

### **KEY HIGHLIGHTS OF THE STATE OF THE NATION ADDRESS (2022)**

- Covid-19 vaccine roll out program me
- Unemployment
- Government Does Not create jobs- Business create jobs
- Building smart cities
- Water Provision
- New Business loan scheme-New bounce back scheme
- Cutting red tape for business
- Building bridges
- Investment Conference

### **KEY HIGHLIGHTS OF THE STATE OF THE PROVINCE ADDRESS (2022)**

- Covid-19 vaccine roll out program me
- Industrial park revitalization( Seshego Industrial Park)
- Limpopo broadband network roll out
- Building smart cities
- Road infrastructure network roll out
- Regional bulk infrastructure grant implementation
- Fighting corruption and state capture

### **BACK TO BASICS STRATEGIC KEY PERFORMANCE**

- Provision of basic services
- Creating decent living conditions
- Financial management
- Building institutional capacity
- Promoting good governance
- Improving public participation

## CHAPTER 2: SITUATIONAL ANALYSIS

### 2.1 INTRODUCTION

The section provides the following information:

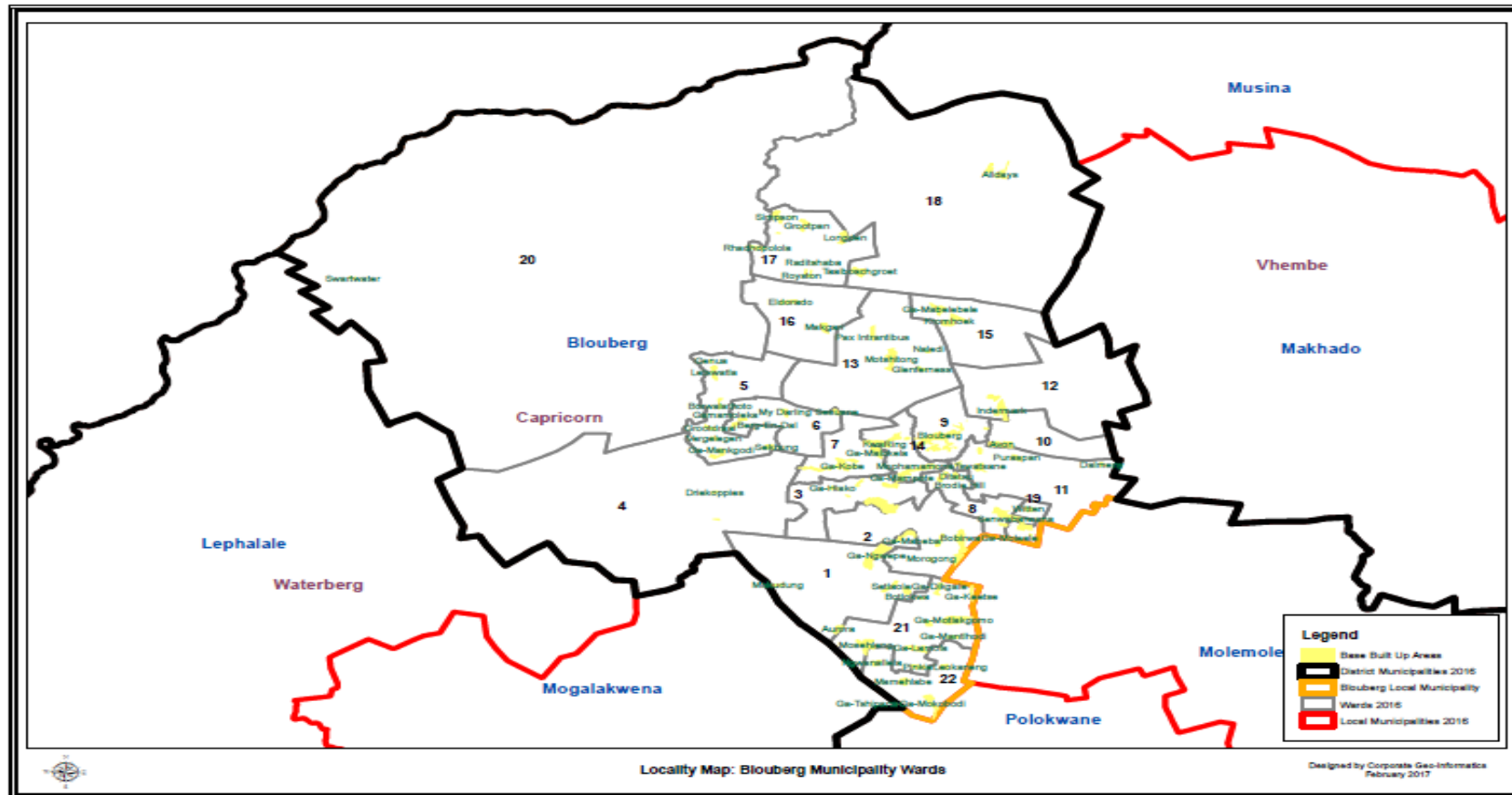
1. An overview of the demographic indicators of the Blouberg local municipality, overall perspective of the area, trends and tendencies.
2. Highlights the key areas of significant
3. Identification of the strength and capabilities.

### 2.2 DISCRIPTION OF THE MUNICIPAL AREA

The name of the municipality is Blouberg named after the Blouberg Mountains range. Blouberg Local Municipality was originally established in the year 2000 after the amalgamation of the then Bochum- My-Darling TLC, Alldays –Buysdorp TLC and other portions of Moletji- Matlala TLC. This municipality is one of the four municipalities constituting Capricorn District municipality. Other municipalities constituting the Capricorn District municipality are Lepelle- Nkumpi, Mole mole and Polokwane. The municipality covers an area of about 9,248.44km<sup>2</sup> (this includes the newly incorporated areas). The total population is estimated at 172 601 with the total number of Households at 43 747. Average household size is 5.72 (Source: Community Survey, 2016).

Blouberg Local Municipality is situated approximately 95 kilometers from Polokwane towards the far northern part of the Capricorn District Municipality. It is bordered by Polokwane on the south, Mole mole on the southwest, Makhado on the northeast, Lephale on the Northwest, Mogalakwena on the southwest and Musina on the north.

Below is the map of Blouberg municipality and its wards.



## 2.3 BLOUBERG MUNICIPALITY WITHIN THE REGIONAL CONTEXT

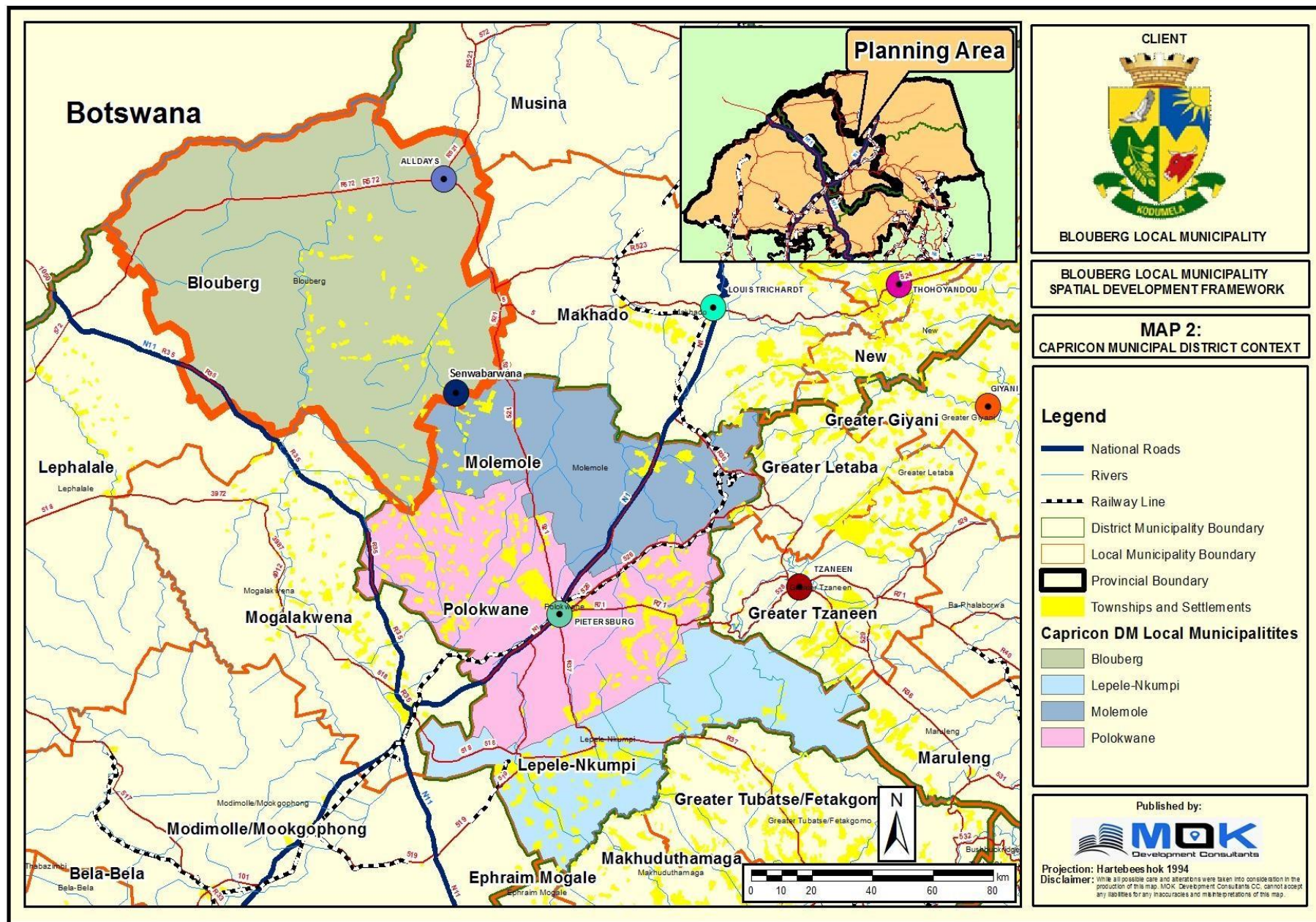
Blouberg Local municipality is a predominantly rural municipality situated to the northwestern boundary of the Republic of South Africa, with Botswana and Zimbabwe. Roads **R521 (P94/1 and P94/2)** provides a north-south link between Blouberg and Mole mole, Polokwane and Makhado municipality. To the east, the municipality is served by road **R523 (D1200)** that provides access to the towns such as Mogwadi, Morebeng, Duiwelskloof, Tzaneen and Lephalale. There is another important road (**N11**) from Mokopane town to Botswana that passes through the municipality, which has the potential to stimulate economy.

This roads network serves as key important linkages, which serve as corridors and gateways to major economic destinations (Venetia Mine, Coal of Africa and Lephalale such as Coalmines and Medupi power station).

It is therefore imperative for the municipality to optimize the potential these important routes pose not only for access and mobility but also for economic development, especially for stimulating tourism development.

There are big rivers and tributaries that traverse the municipality with Mogalakwena being the biggest one. The Limpopo River serves as the border between the municipality and the neighboring country of Botswana and Zimbabwe.

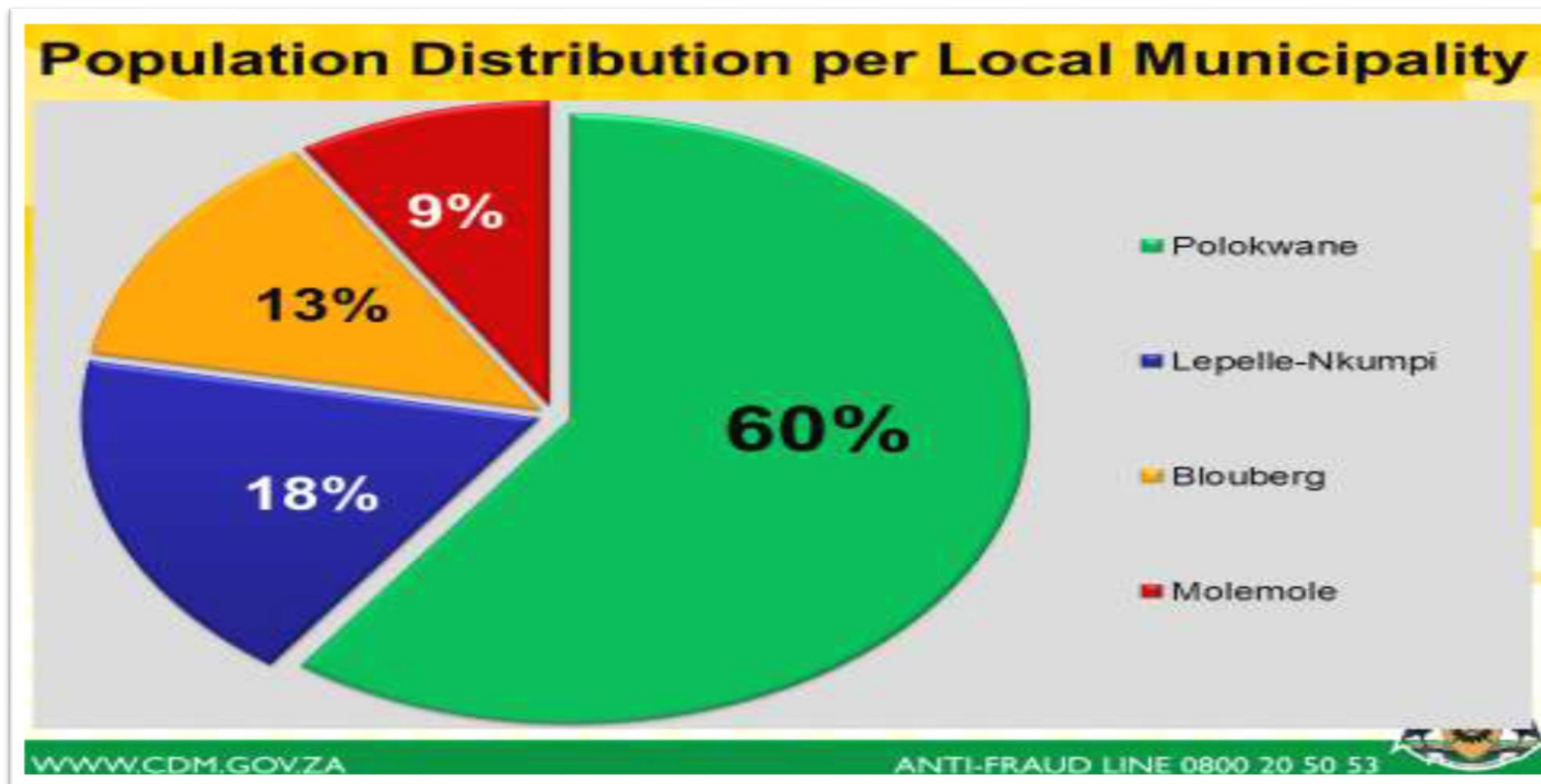
As a result, the municipality is a gateway to the neighboring countries. Farmers use the rivers in the main for agricultural purposes, but again for domestic use by communities that experience water shortages. There are various mountain ranges found within the municipality with the Blouberg Mountain being the biggest mountain. The other mountains are the Makgabeng plateau, which has the national heritage sites because of its historical significant. Blouberg municipality is situated between the Vhembe and Waterberg biosphere makes it part of the biosphere. The municipality is divided into three visible categories of land ownership. There is a portion of land owned by private individuals that consists mainly of farms that are used for agricultural purposes, land owned by traditional leaders where large communities reside, live, and state land. Large parts of the municipality consist of private farms used for agricultural purpose.



Above is the map showing the Blouberg municipality and its sister municipalities in the Limpopo province.

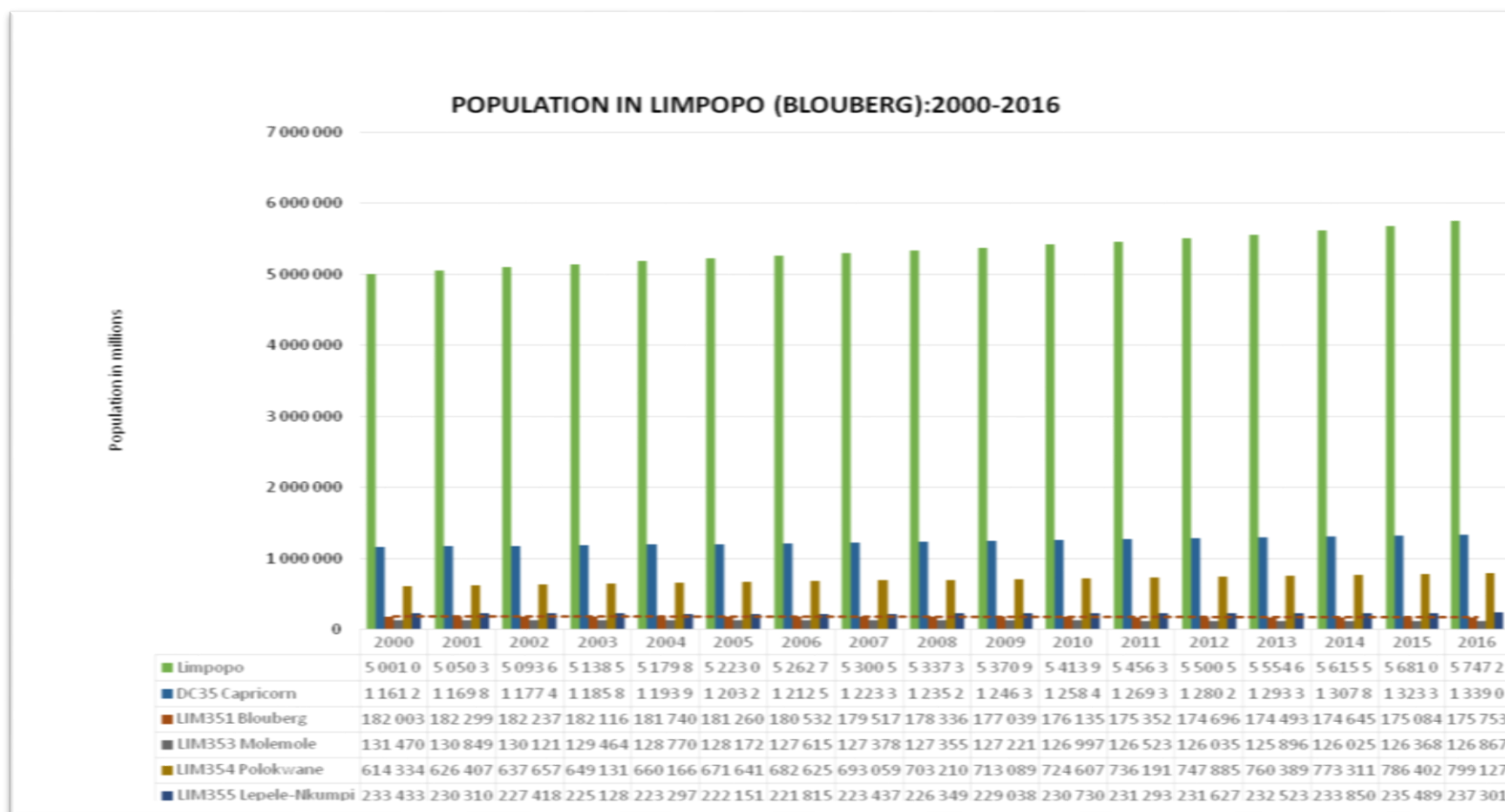
## **2.4 DEMOGRAPHIC PROFILE**

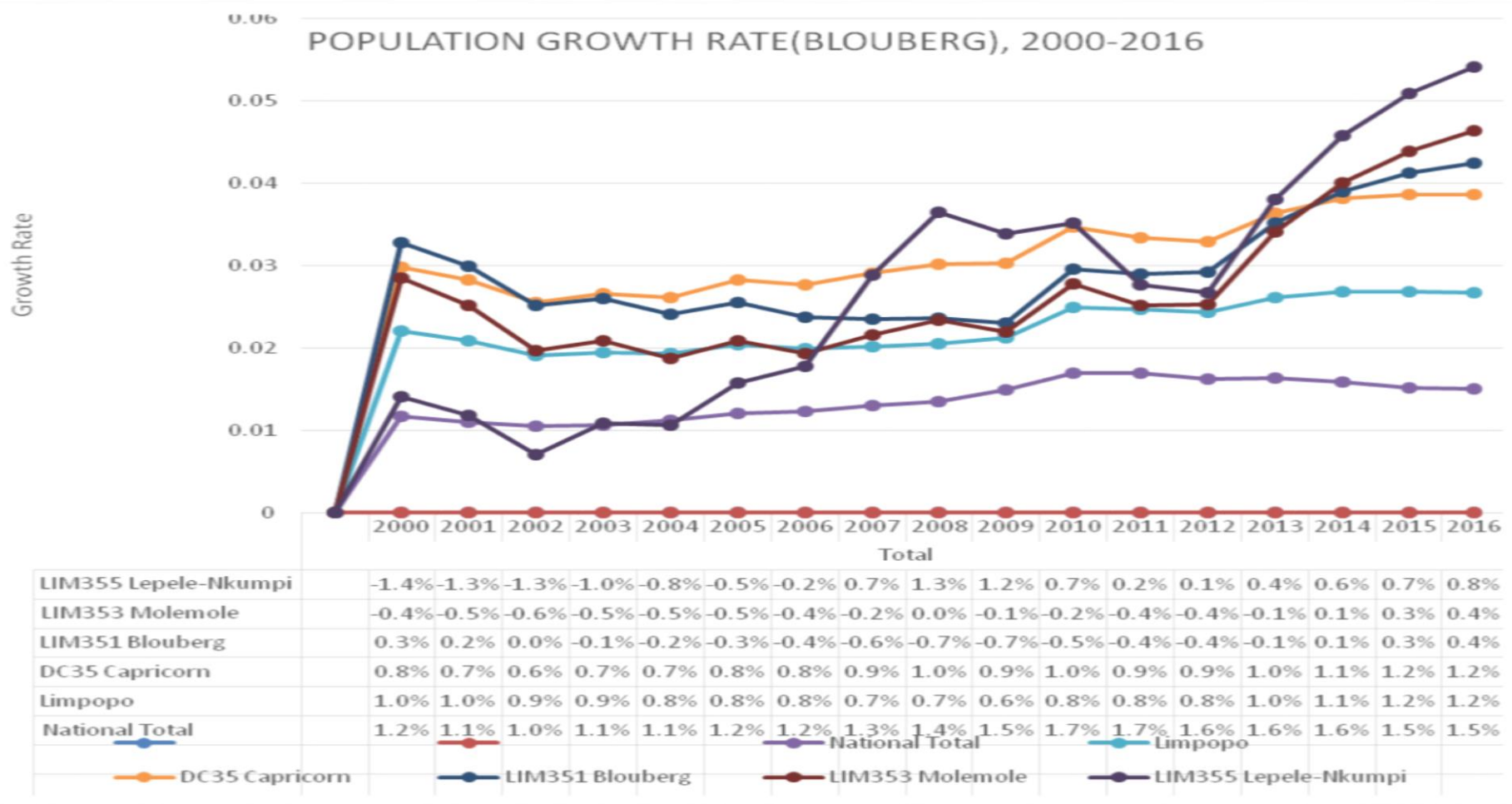
The section deals with the population trends, gender distribution, unemployment, education, income levels and age in the municipality. Below is the illustration of population distribution in the Capricorn District municipality as per local municipality. The statistical information would be updated when STATISTICS SOUTH AFRICA conducts the census in the 2022 financial year, which takes place after every ten years. This census were supposed to have been conducted in October 2021 but postponed to February 2022. The statistical information would not change as the information in the reviewed IDP/Budget 2022/2023. The document is revised using the 2016 Community Survey information.



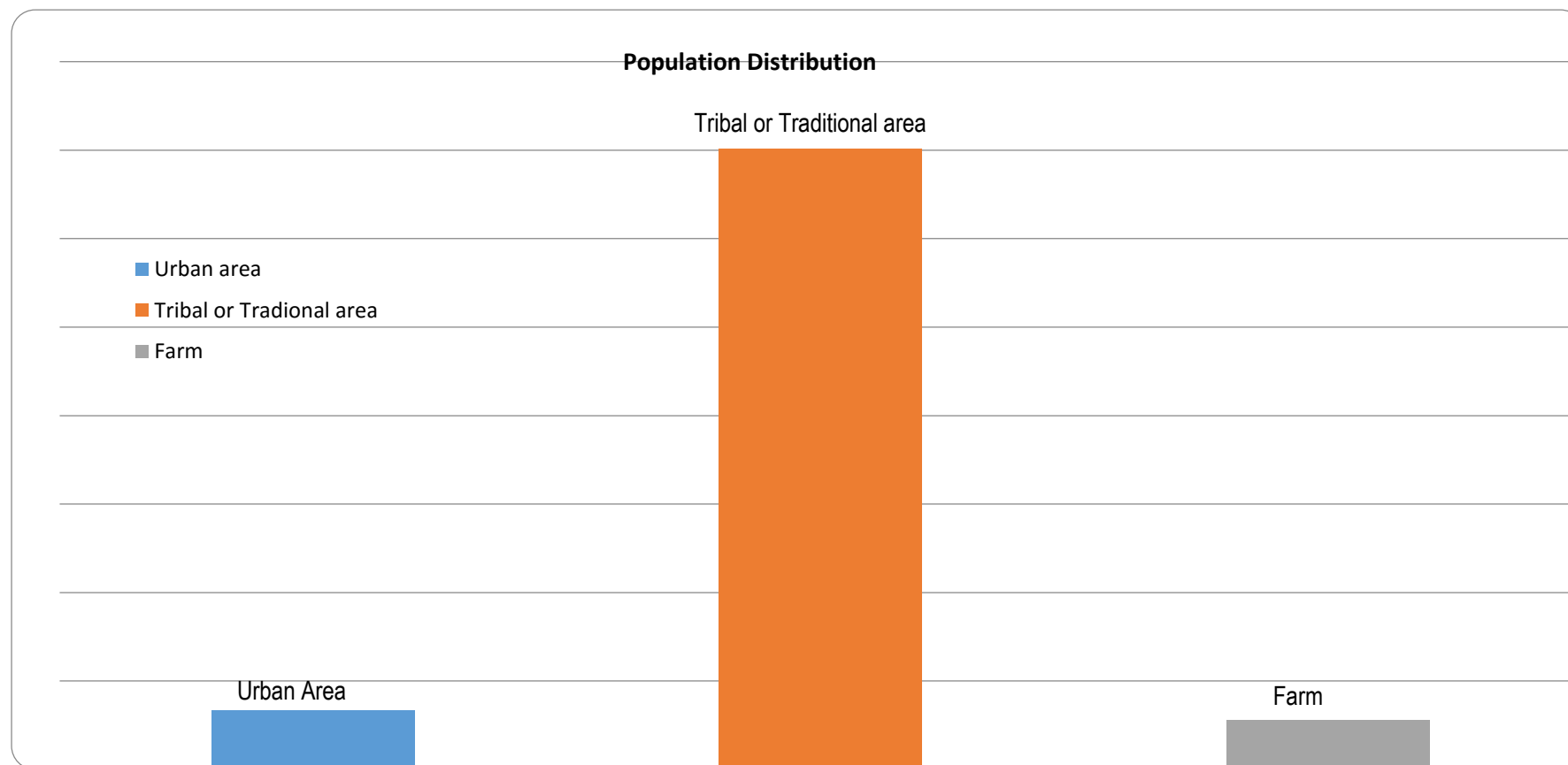
Blouberg as one of the municipalities in the Capricorn district has the second lowest population after Mole mole municipality. It contributes only 13% of the district population. Polokwane municipality has the biggest population of 60% followed by Lepelle –Nkumpi municipality.

## 2.4.1 POPULATION TRENDS





## 2.4.2 POPULATION GROWTH FOR BLOUBERG (2000-2016)



According to Figure 1 and 2, the population of Blouberg declined from 182 003 in 2000 to 176 135, before declining further to 175 753 in 2016. Of the four constituent municipalities of Capricorn District, Blouberg is the only municipality that saw a decline in its population. The amalgamation with Aganang led to an increase in the population starting from 2015 onwards (by 1.2%), but still far lesser than the population of Blouberg alone in 2000. This decline can be attributed to among other things, the low fertility rate, high mortality rate compared to birth rate or the out migration by the economically active population to the industrial centers such as Polokwane and Gauteng to seek better economic prospects.

According to Stats SA, the municipality has four national groupings that reside within its area of jurisdiction and they are Black Africans, Coloreds, Indians and Whites. The majority is Black Africans who constitute 98% of the total population and live in the tribal areas. The female folk are dominant and the majority is youths.

The graph below clearly indicates the population distributions of the municipal population. Statistics South Africa is conducting the national stats in 2022 after ten years that would change the information in the IDP document. The statistics provided are from the community survey 2016.

### 2.4.3 STATISTICAL INFORMATION AND PROFILING

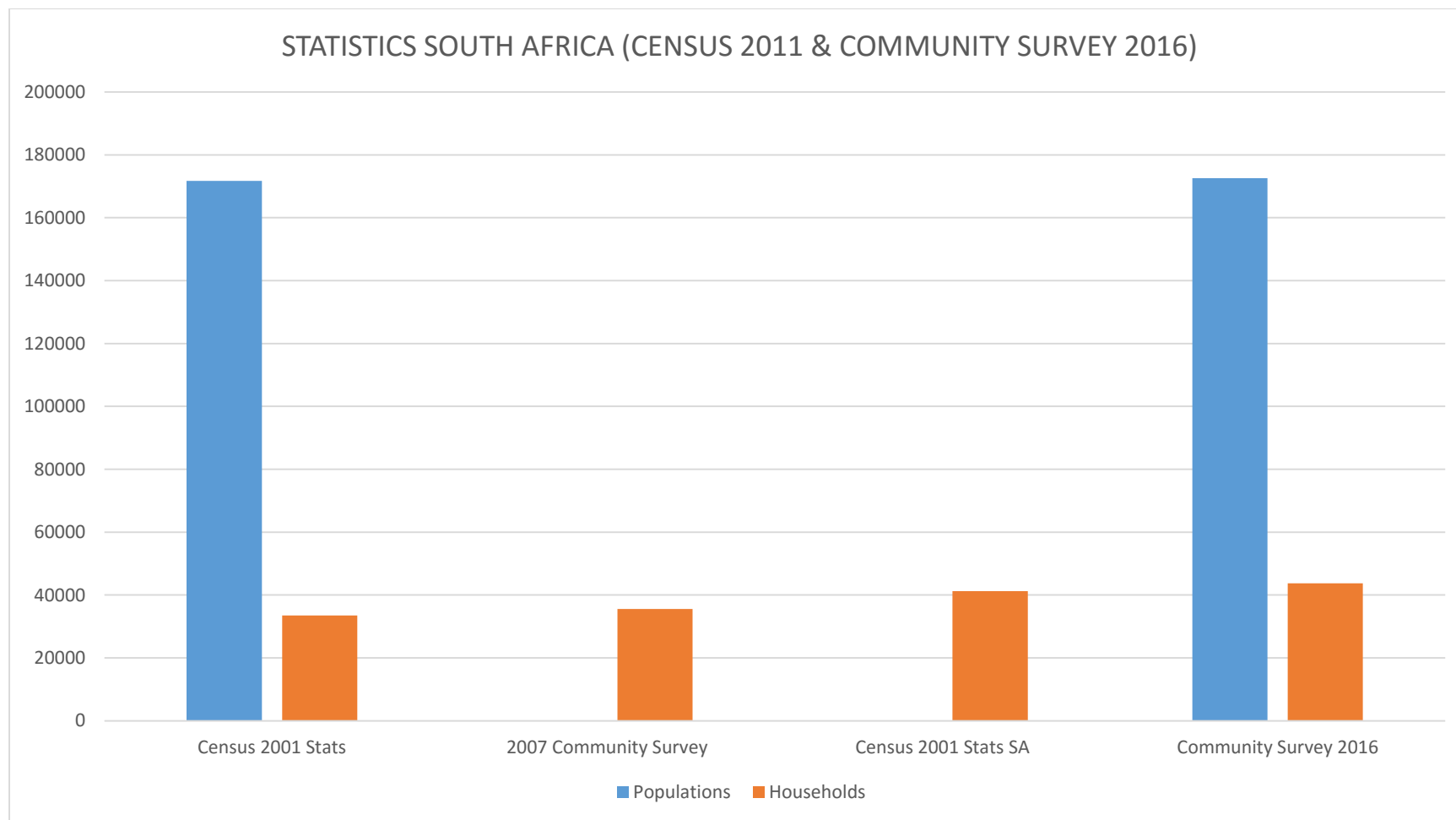
#### STATISTICS SOUTH AFRICA (Census 2011 & Community Survey 2016)

ITEM	(Census 2001 Stats)	2007(Community Survey)	Census 2011 Stats SA	Community Survey 2016
POPULATION	171 721	194 119	162 629	172 601
HOUSEHOLDS	33 468	35 595	41 192	43 747
AVERAGE HOUSEHOLDS	1.7	1.6	1.6	1.6
WARDS	16	18	21	22
VILLAGES	116	118	125	135

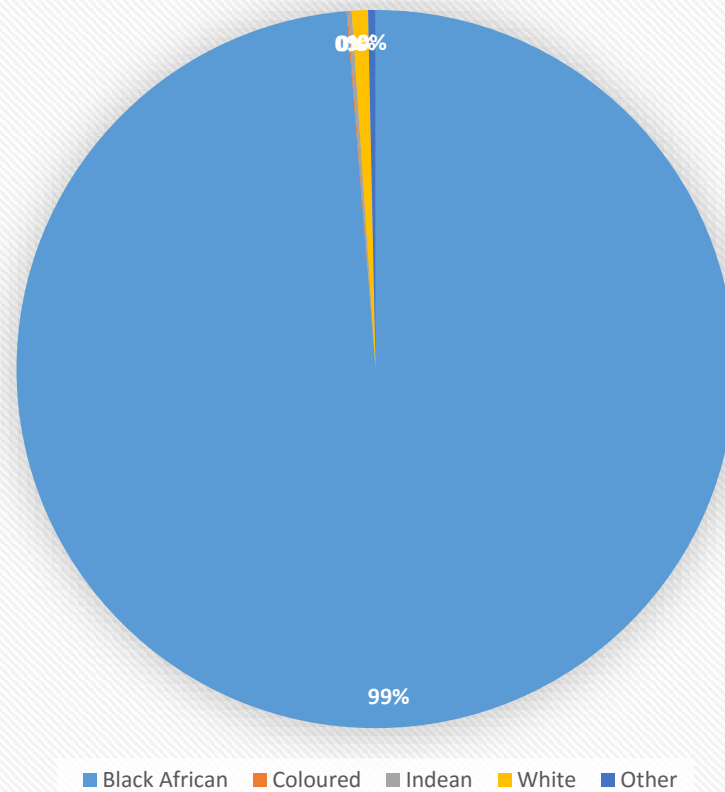
The table above indicates the growth patterns in terms of the population and households in the municipality between 2001 to 2016.

The indication is that the population of the municipality has not been consistent in terms of growth. The table shows a huge increase in the population by the year 2007 according to the survey. The households number has been increasing in every census and surveys conducted.

The fluctuation may be caused by a variety of factors that includes migration and mortality. The increase in the number of wards is consistent with the decrease in the number of population.



Population Group by Gender Male



#### **2.4.4 RACIAL POPULATION DISTRIBUTION IN THE MUNICIPALITY**

The section illustrates the population distribution by gender male by racial group.

There are different racial groups of people living in the municipality as indicated in the chart.

There are Black Africans, Colored's, Indians, Whites and other racial groups.

The section indicates that the black Africans constitute 99% of the male population.

#### **2.5 EMPLOYMENT PROFILE**

The section analyses the employment trends within the provincial, the Capricorn district and its constituent municipalities from a total employment and at the sectoral level on the dominant sectors of the Blouberg economy, which is the agriculture, mining, manufacturing and retail sectors.

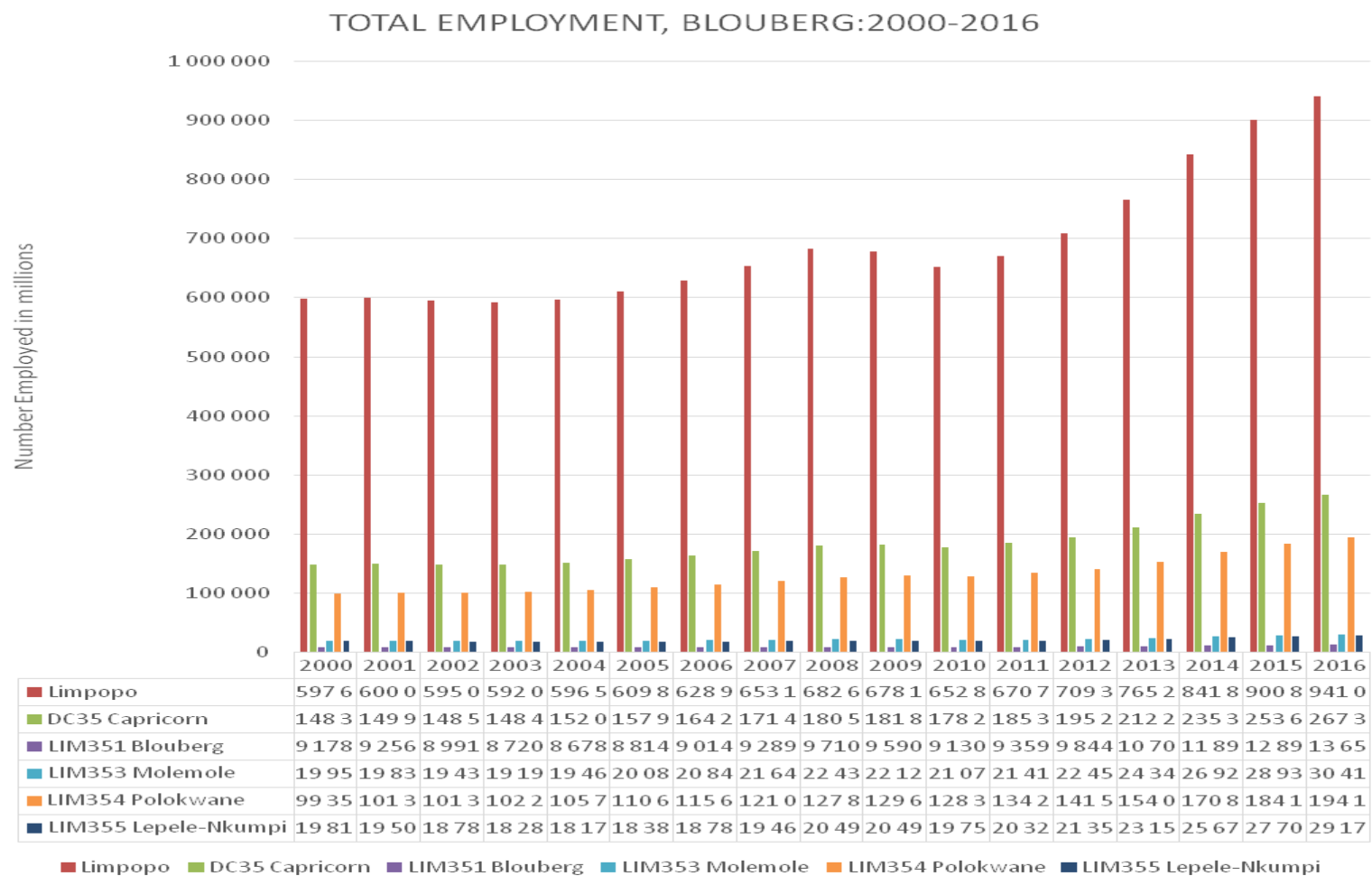
Limpopo employment levels, which stood at 941000 in 2016, contributes 7% to the total national employment of 15.78 million employed people. The Capricorn district with its employment levels of 267 000 employed people in 2016 constitutes 28.4% to the provincial employment whereas Blouberg employment which comprised 13 655 of employed people in 2016 constituted 5% of the district employment.

The economy of the municipality is growing by 1% annually. The municipality contributes 20% of the district GDP. The unemployment statistics stands at 24% with the youths and women mostly affected. The level of poverty is high and people living under poverty line is 65000. About 13700 people are employed in the formal sector while about 6000 are in the informal sector.

According to the graph below, employment rate of Blouberg declined by 1% from 9178 to 9130 between 2000 and 2010 before recovering by 6.7% to 13 655 in 2016. The year on year decline is in line with that of the economic activities.

The total employment in the informal sector increased by 8.3% from 3511 people to 4233 between 2000 and 2010 and grew further by 7% to 5946 in 2016. The year on year growth in the informal sector reflects a growing economy that is however not able to accommodate all the economically active population.

The agricultural sector employment trends in Limpopo and the Capricorn district reflects its performance at national level. The sector has been stagnant in the last 16 years and has only absorbed a few people. In the Blouberg the sector absorbed only 2 823 in 2016 noting that it had absorbed only 2 528 in 2000.

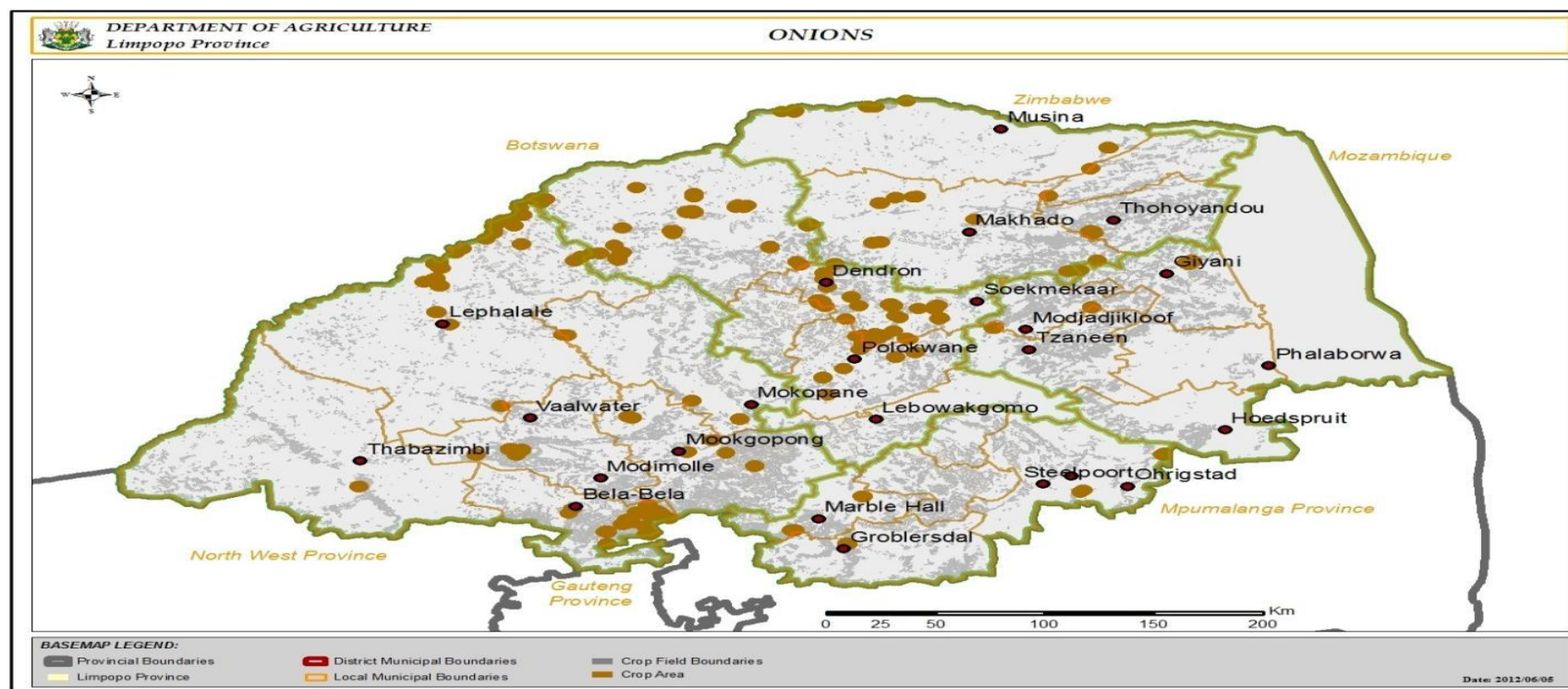


The agricultural sector employment trends in Limpopo and the Capricorn district reflects its performance at national level. The sector has been stagnant in the last 16 years and has only absorbed a few people. In the Blouberg the sector absorbed only 2 823 in 2016 noting that it had absorbed only 2 528 in 2000.

## 2.6 Agricultural Development

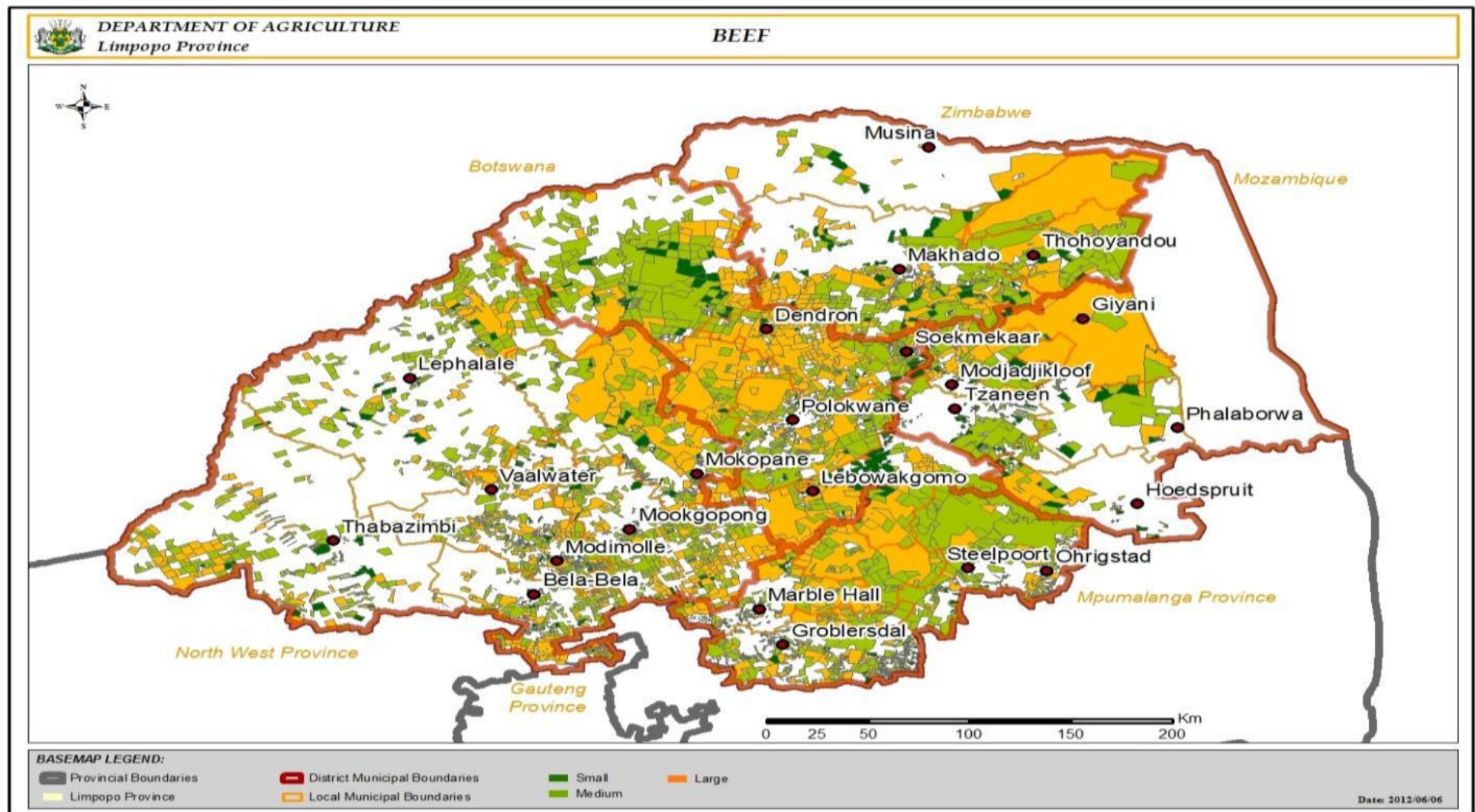
### a) Crop/Vegetable Farming

According to the Limpopo Agro-Processing Strategy (2012) Blouberg Municipality is one of the biggest producers and exporters of tomatoes, onions and potatoes in the Limpopo Province alongside Molemole, and Makhado Municipalities and furthermore the strategy proposes that such production should be expanded. What is lacking is that the processing of these produce is not done in the respective municipalities but mainly in the province of Gauteng where finished products are sold at higher prices to these exporting municipalities. Furthermore, the strategy also identifies tobacco farming as one of the strong pillars of agricultural development in the Blouberg area.



Map 7 above reflects the performance of onion production in the Limpopo Province per municipality. (b) **Livestock and Game Farming**

Blouberg Municipality has comparative and competitive advantages about the production of red meat in the form of beef and goat's production.



Map 8 above shows the performance of BLM on beef production in the Limpopo Province

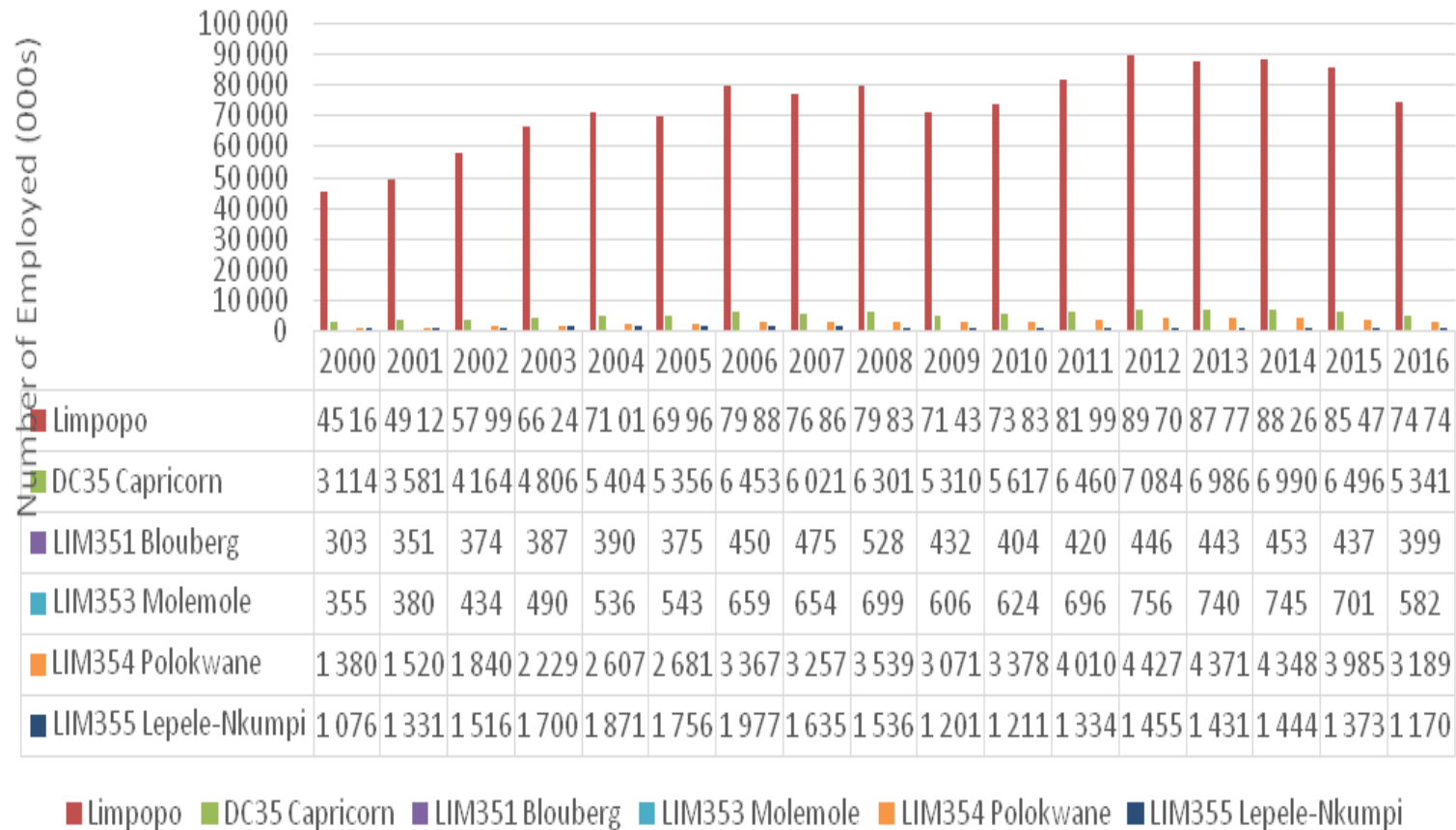
Blouberg municipality has also benefited from the Limpopo IDC Nguni Cattle Development Program me. The program me is a partnership between the Limpopo Department of Agriculture, IDC and University of Limpopo and to date the community of Juniors loop in ward 17 has benefited from the program me. However, institutional weaknesses on the program me for the benefitting community of Junior sloop have resulted in the collapse of the program me in 2017.

Other opportunities in farming involve game farming, which is also used for ecotourism in the southwestern part of the municipality in areas such as Baltimore, Tolwe. Swartwater, and Maastroom, as well as in the regions northern and western parts of Alldays.

Some challenges encountered in the sector relate to poor skills, group approaches to the sector, which resulted in cooperatives running down established operations. This sector is also racially divided in the municipality. In terms of agricultural development, most white farmers farm on a commercial basis while most black farmers practice subsistence farming. Membership of organized commercial farmers is also done along racial lines. In the Blouberg area, white commercial farmers are affiliated to various organized farmers' unions such as Koedoesrand Landbou Unie (KDLU), Bo-Brakrivier Boerevereniging, Transvaal Agricultural Union, while black commercial farmers are affiliated to National African Farmers Union.

The total employment in the informal sector increased by 8.3% from 3511 people to 4233 between 2000 and 2010 and grew further by 7% to 5946 in 2016. The year on year growth in the informal sector reflects a growing economy that is however not able to accommodate all the economically active population.

## EMPLOYMENT IN MINING, BLOUBERG: 2000-2016

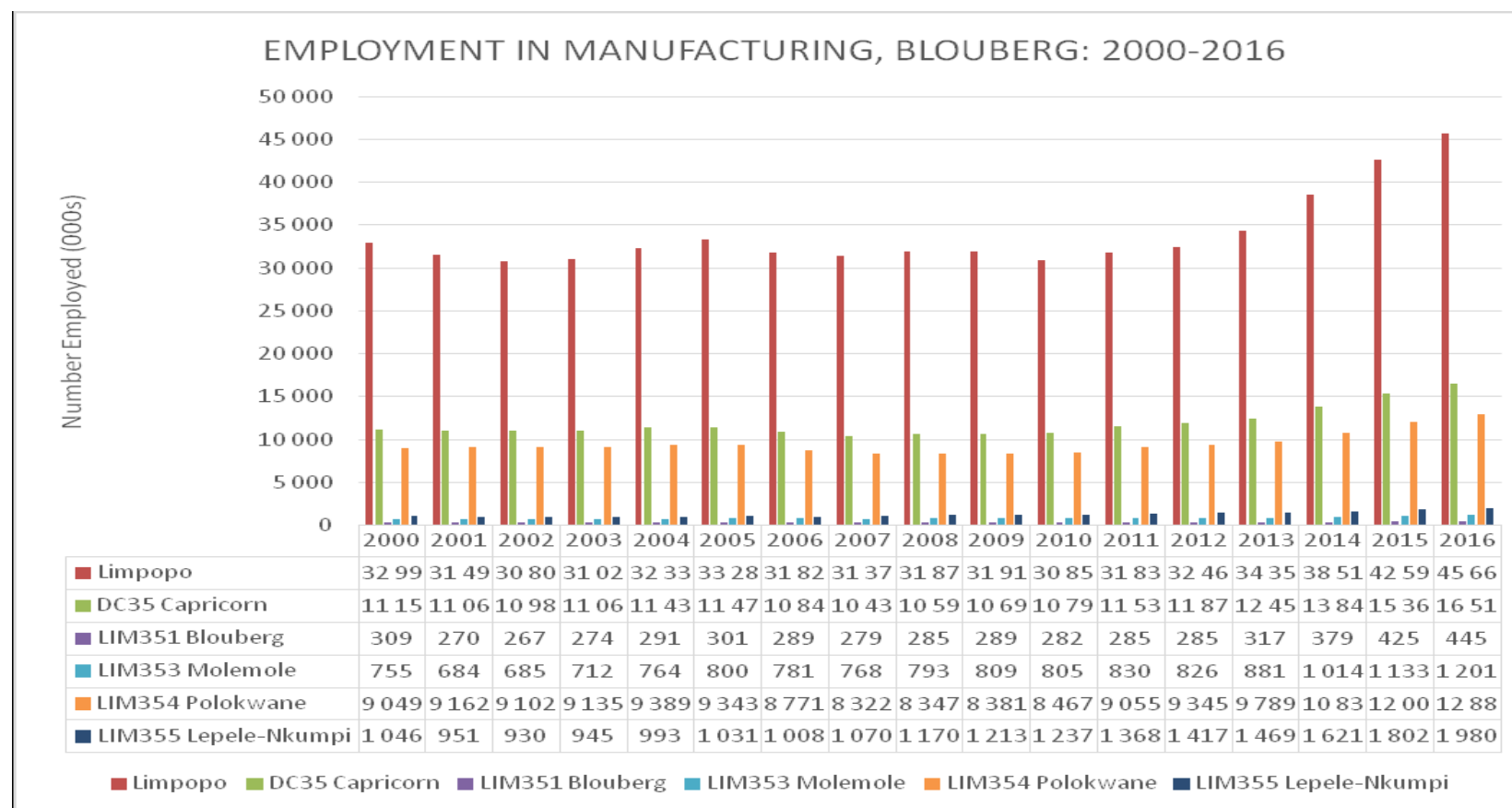


**Figure 7: Employment in Mining Sector, 2000-2016 (Source: Global Insight, ReX)**

Blouberg has the lowest mining activities of the four constituent's municipalities in the Capricorn district.

The biggest mining activities takes place in Polokwane, followed by Lepelle- Nkumpi and Mole mole municipalities.

Blouberg mining activities are still at exploration stage, which upon maturity will certainly increase the mining GVA and employment from the current 399 as illustrated in the graph above.

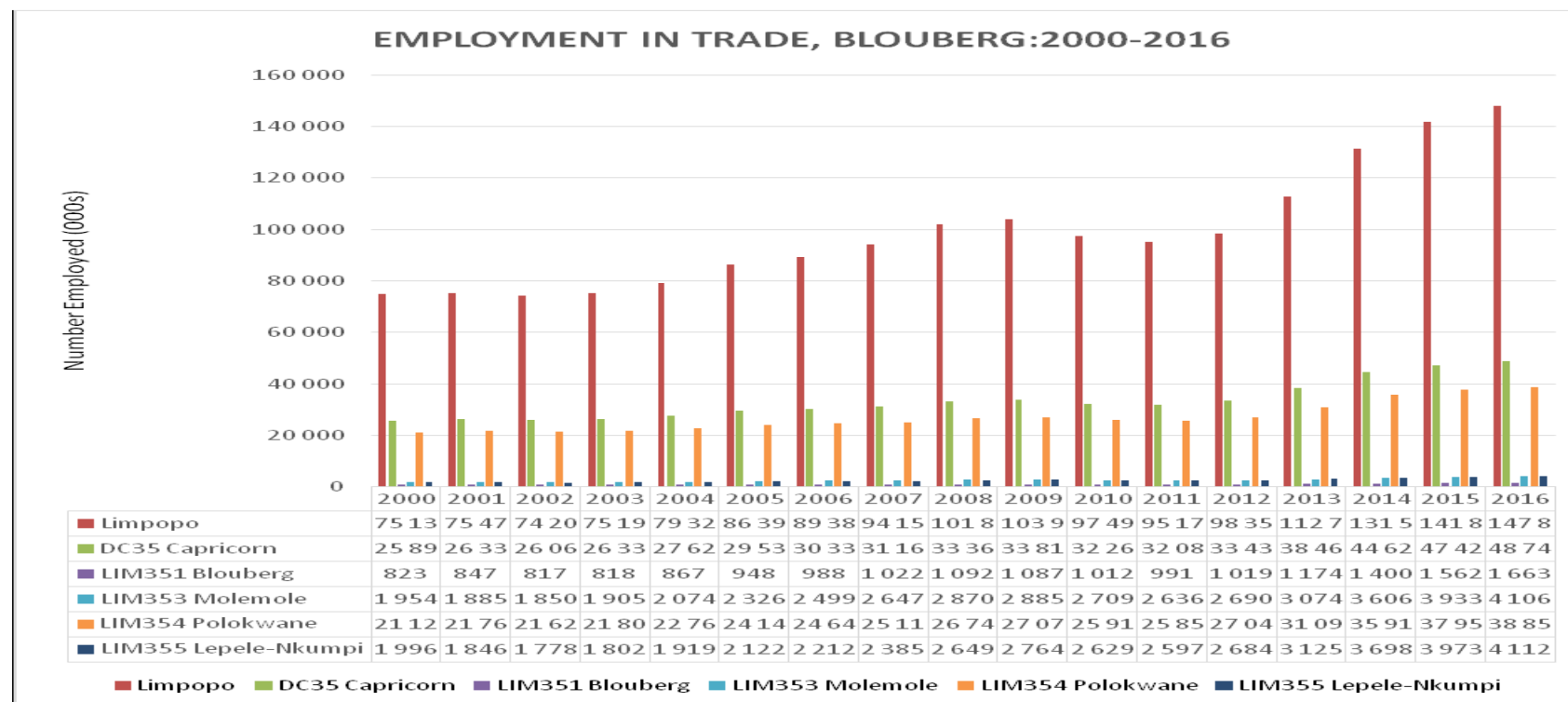


**Figure 8: Employment in Manufacturing Sector, 2000-2016 (Source: Global Insight ReX.**

The graph illustrates the employment levels in the district and the constituent's municipalities.

The municipality has the lowest number of manufacturing activities in the district as compared to the other constituent municipalities.

The number of the people in the manufacturing sector declined by 309 in the year 2000 to 282 in 2010 before recovering by 445 people in 2016.



**Figure 9: Employment in the Trade Sector, 2000-2016 (Source: Global Insight, ReX).**

The trade sector, which is part of the service sector, represent the economic activities in the wholesale, retail in the general trading environment.

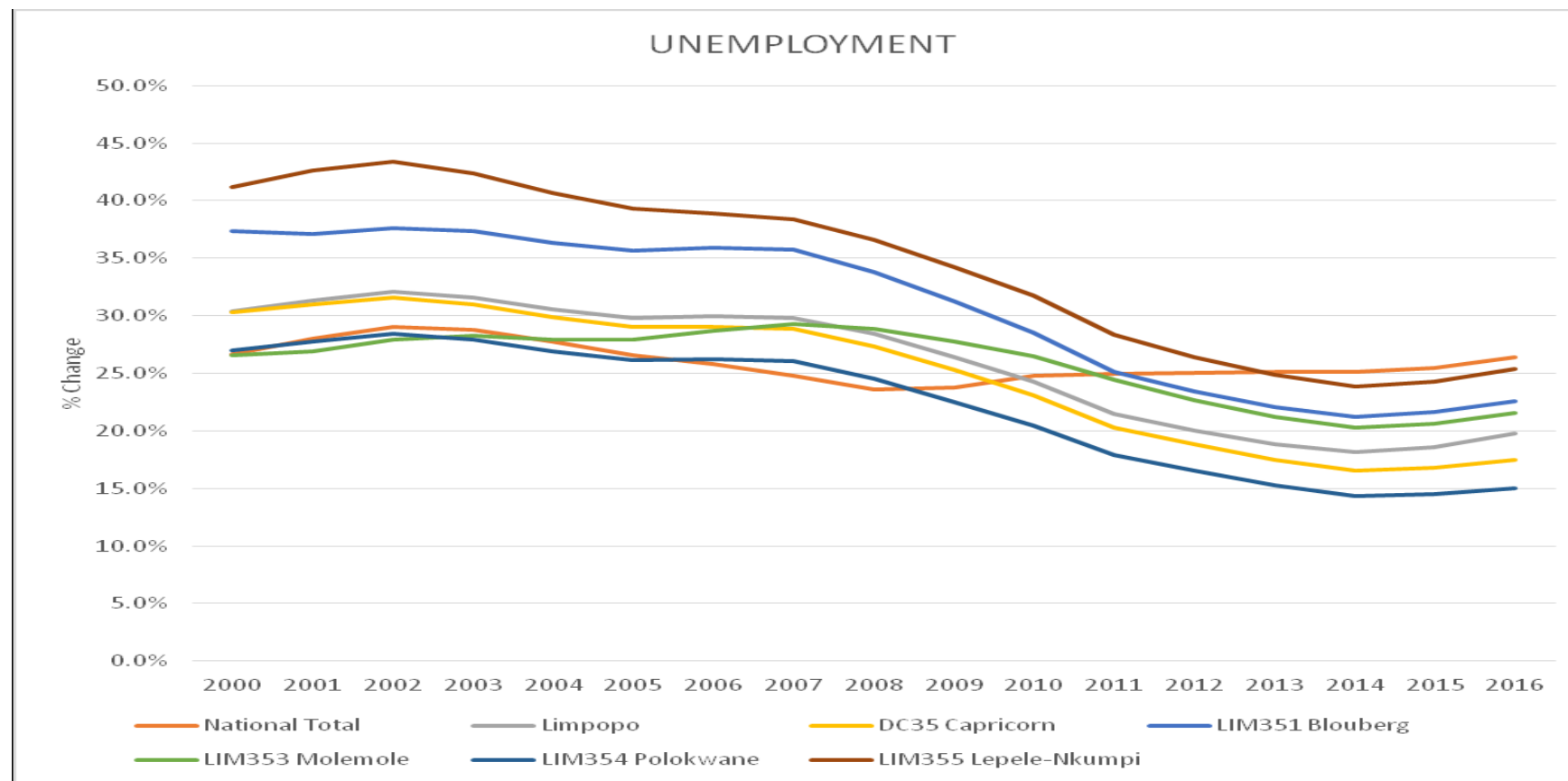
The employment of 38 839 which has doubled from 21000 in 2000 constitutes 79.9% of the district employment in the sector.

Blouberg has the lowest activities in the sector as compared to the other constituent municipalities in the district.

Lepelle- Nkumpi has 4112 people in the sector followed by Mole mole with 4106 people employed by the sector.

Polokwane has the highest number of people employed in the sector as the economic hub.

The employment rate grew slightly from 823 in 2000 to 2012 before considerate expansion to 1663 in 2016.



**Figure 10: Unemployment Trends, 2000-2106 (Source: Global Insight, ReX)**

Blouberg experienced high unemployment rate in the sector in the early 2000, which averaged 40%. Lepelle- Nkumpi was at 36% while Polokwane and Mole mole were at 27% rate compared to the two.

However, in 2010 there was a significant decline in unemployment level to an average of 26%.

In the municipality, the unemployment level had declined from 37% in 2000 to 22, 6% in 2016. The decline occurred at the same time with the decline in population

## 2.7 POVERTY LEVELS

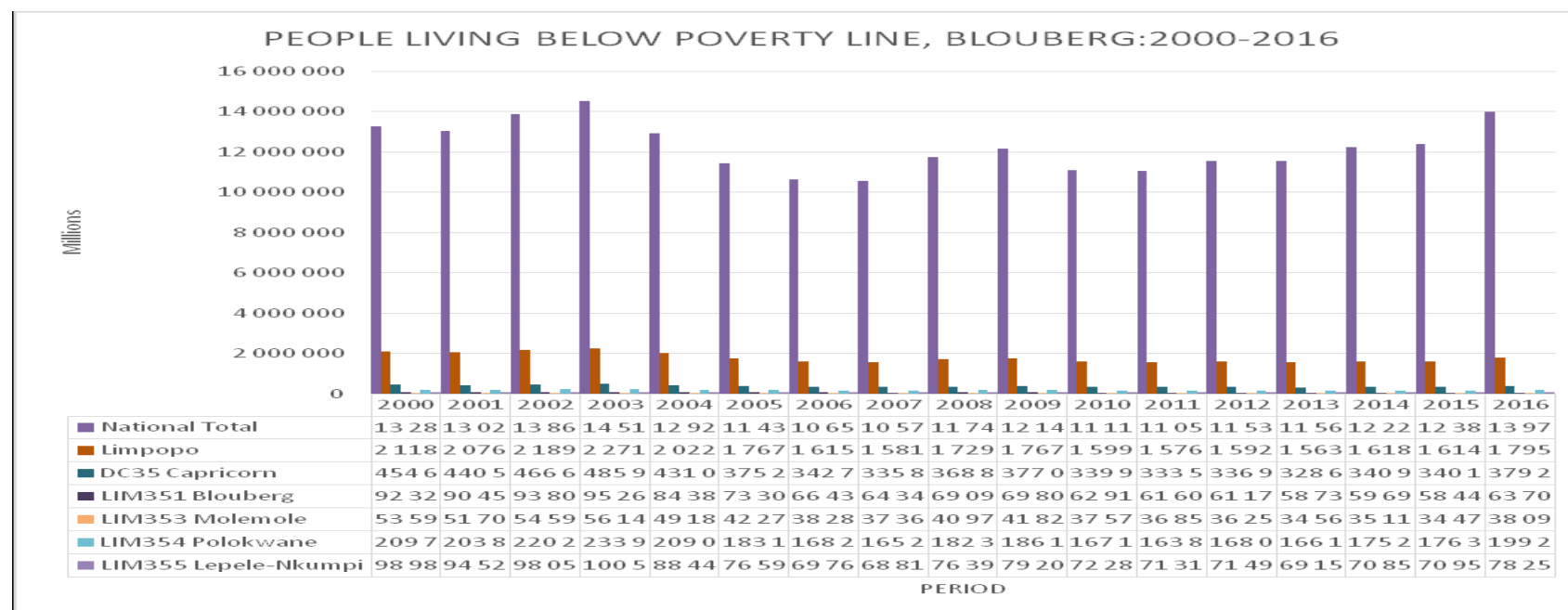


Figure 11: Poverty levels

The report conducted by Statistics South Africa of 2017 has revealed that despite the increase in the social wage sector covering almost 17 million of the population of South Africa poverty has worsened. Almost half of the population lives below the food poverty line and the number is expected to increase with the damage the Corona Virus has caused on the country's economy.

The report went further to mention that there is a gap between the social wage and the amount required to address the food poverty line challenge. The graph illustrates that the Capricorn district and its constituent's municipalities have seen a decline in the number of people living below the food poverty line between the years 2000 and 2016. The number has declined from 92 329 in the year 2000 to 62 913 in the year 2010 before rising to 63 913 in the year 2016.

The Blouberg local municipality has the highest proportion of people living below the food poverty line as compared to the other constituent municipalities.

## 2.8 EDUCATIONAL LEVELS

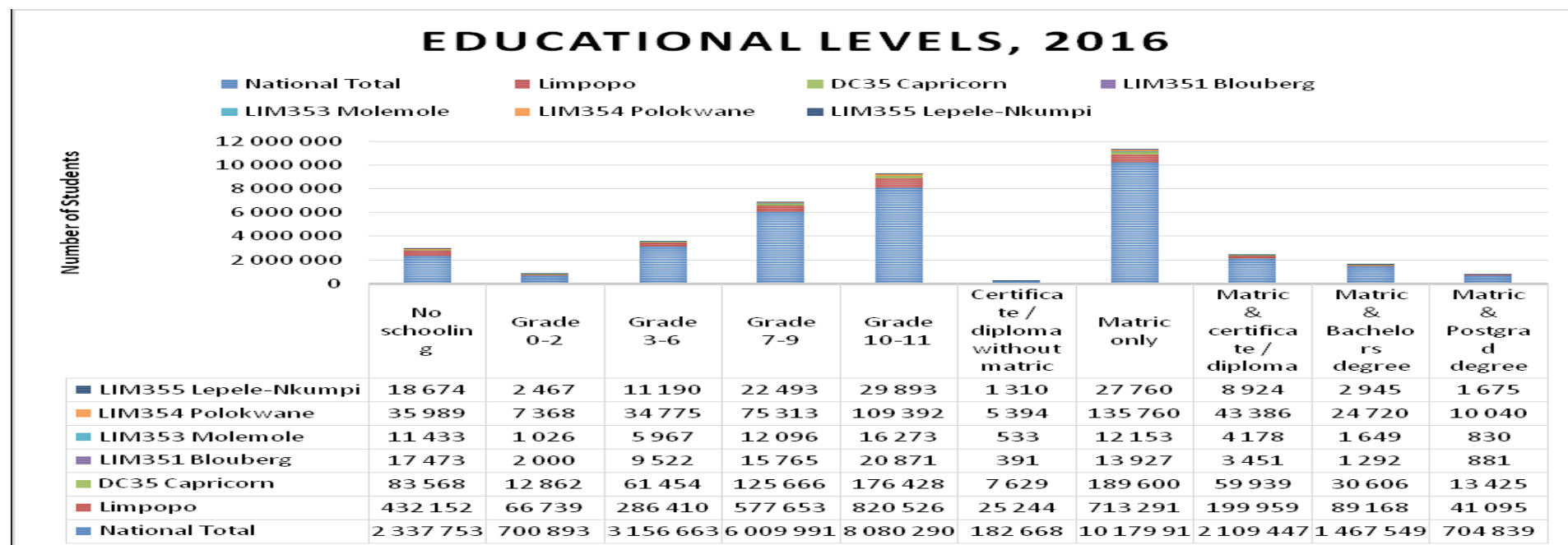


Figure 12: Education levels

The graph above illustrate the number of years spent in schooling at the national, provincial. District and local level.

Blouberg municipality has the second lowest number of people with matric and postgraduates degrees followed by Mole mole as compared to Polokwane and Lepelle- Nkumpi municipalities. This level represents the highest level of skilled people in the population.

Blouberg municipality has only 881 people in this segment compared to 13 325 people in the district.

The Blouberg municipality's figure represents only 0.07% of the district percentage.

## 2.9 PEOPLE WITH DISABILITY

The report from Stats S.A indicates that the majority of the people with disabilities have a challenge of concentration and memory. 21 297 persons have such a challenge and followed by those with a challenge of communication totaling 19 992 persons.

Those with hearing challenges are totaling 21 182 people while those with the challenge of sight are totaling 33 636 people and those with walking challenges total about 23 585 people.

The table below illustrates the categories of the various disabilities.

VARIABLE	COMMUNICATION	CONCENTRATION	HEARING	SIGHT	WALKING
Some Difficulty	2120	3702	3940	7772	3440
A lot of difficulty	1926	2007	1999	5628	2998
Cannot do at all	1845	1677	1260	4449	2162
Do not know	526	559	726	3339	1729
Cannot yet be determined	6893	6942	6559	5636	6420
Unspecified	3771	3570	3858	3972	3996
Not Applicable	2840	2840	2840	2840	2840
TOTAL	19921	21297	21182	33636	23585

**Figure 9: Employment in the Trade Sector, 2000-2016 (Source: Global Insight, ReX).**

The trade sector, which is part of the service sector, represent the economic activities in the wholesale, retail in the general trading environment.

The employment of 38 839 which has doubled from 21000 in 2000 constitutes 79.9% of the district employment in the sector.

Blouberg has the lowest activities in the sector as compared to the other constituent municipalities in the district.

Lepelle- Nkumpi has 4112 people in the sector followed by Mole mole with 4106 people employed by the sector.

Polokwane has the highest number of people employed in the sector as the economic hub.

The employment rate grew slightly from 823 in 2000 to 2012 before considerable expansion to 1663 in 2016.

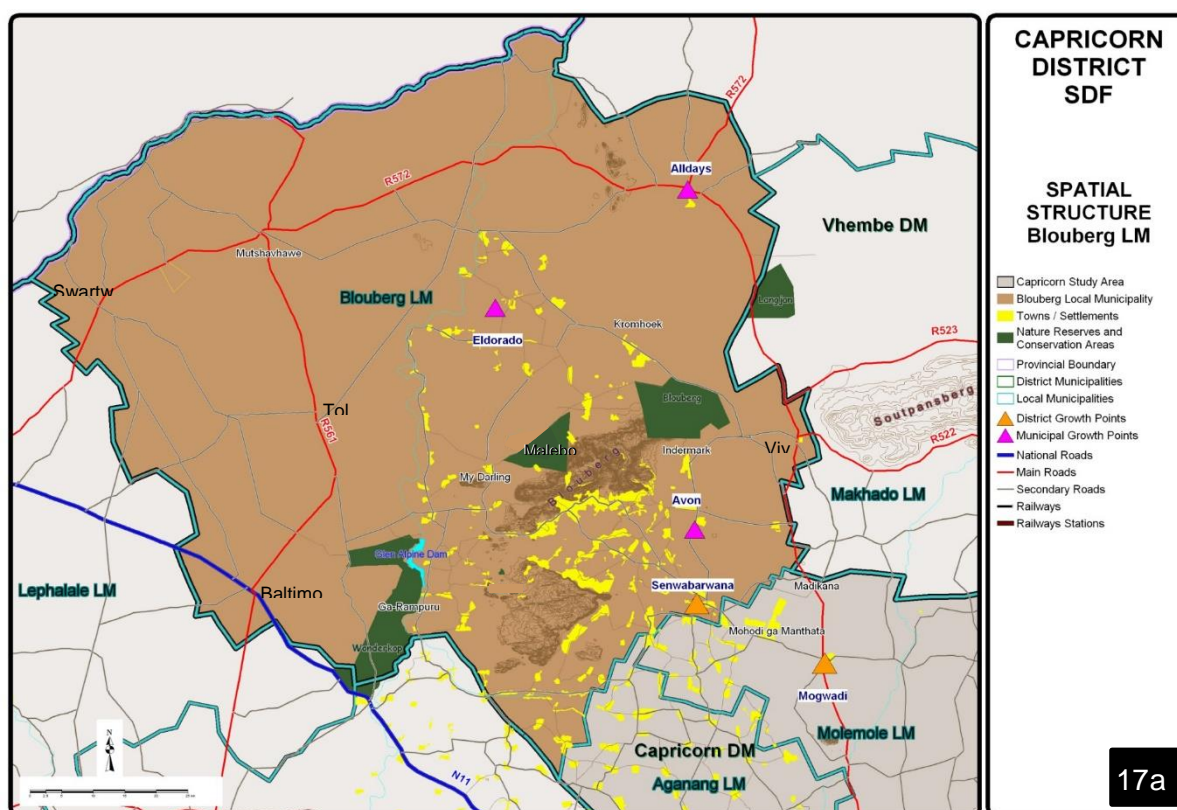
## CHAPTER 3: ANALYSIS PHASE

### 3.1 INTRODUCTION

The chapter deals with the status quo analysis, challenges, opportunities as well as the possible interventions to the challenges. The analysis covers all the six key performance areas, which are Spatial Rationale, Basic Services Delivery, Financial Viability and Management, Local Economic Development, Good Governance and Public Participation and Municipal Transformation and Organizational Development.

### 3.2 SPATIAL ANALYSIS

The map depicts the spatial structure of the Blouberg local municipality.



### BACKGROUND INFORMATION

The analysis covers the following areas: (a) Settlements Patterns, Spatial challenges and opportunities, settlement hierarchy, land use management, Growth and service points, land ownership, land claims and illegal land invasions.

The spatial analysis section of the IDP provides the existing spatial pattern (that is nodes, networks and areas) that has emerged in the municipal area. It looks at settlement patterns and growth points (nodes), population concentration areas, land claims and their socio-economic implications. This analysis serves to describe the municipal area in spatial terms and understands how space is utilized in the district. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlements, public transport and local economic development.

The national government and gazette approved the White Paper on Spatial Planning and Land-use Management on 27 June 2001. The most dramatic effect of the White Paper is that it proposes the rationalization of planning laws into one national system that will be applicable in each province, in order to achieve the national objective of wise land-use. The White Paper also builds on the concept of the Municipal Systems Act, 2000 and required spatial development frameworks that should guide and inform all decisions of municipalities relating to the use, development and planning of land. Concurrently with the White Paper on spatial planning and land-use management, a Land-use Management Bill was published in 2007 for comments. The bill was later promulgated into a law, namely the Spatial Planning and Land Use Management Act 16 of 2013 (abbreviated SPLUMA). Although SPLUMA is currently an approved national legislation its implementation experiences challenges in the sense that it does not enjoy buy-in from traditional leaders across many parts of the country. In the Capricorn District Municipality, the introduction of SPLUMA has met with serious resistance from all traditional leaders in their individual capacity and as members of the local house of traditional leaders.

According to the Provincial SDF, 2007, the two most important development determinants for spatial development in the Limpopo Province are economic and political processes and forces. These processes and forces, which shaped the existing spatial pattern, will most likely become the influencing factors to guide spatial development in the future. There are also other secondary factors, which will influence the spatial pattern in the future such as HIV/AIDS, illegal immigration, and migration between provinces (which is mainly because of economic and employment opportunities).

Blouberg Local Municipality was established in terms of the demarcation notice as NP351 in the Extraordinary Gazette 100 of October 2000. The municipality is a category B as determined in terms of section 4 of the Local Government: Municipal Structures Act No117 Of 1998.

It is the municipality with a collective executive system contemplated in section 2(a) of the Northern Province Determination of Types of Municipalities Act (4) of 2000. The boundaries are indicated in map 13 of the demarcation notice. The name of the municipality is Blouberg named after the Blouberg Mountains. Blouberg Local Municipality was originally established in the year 2000 after the amalgamation of the Bochum- My-Darling TLC, Alldays – Buysdorp TLC and other portions of Moletji- Matlala TLC.

The municipality is one of the four municipalities constituting Capricorn District municipality. Other municipalities constituting the Capricorn District municipality are Lepelle- Nkumpi, Mole mole and Polokwane. The municipality covers an area of about 9,248.44km<sup>2</sup>. The total population is estimated at 172 601 with the total number of households at 43 747. Average household size is 5.72 and 22 wards. (Source: Community Survey, 2016).

Blouberg Local Municipality is situated approximately 95 kilometers from Polokwane towards the far northern part of the Capricorn District municipality. It is bordered by Polokwane on the south, Molemole on the southwest, Makhado on the northeast, Lephalale on the northwest, Mogalakwena on the southwest and Musina on the north.

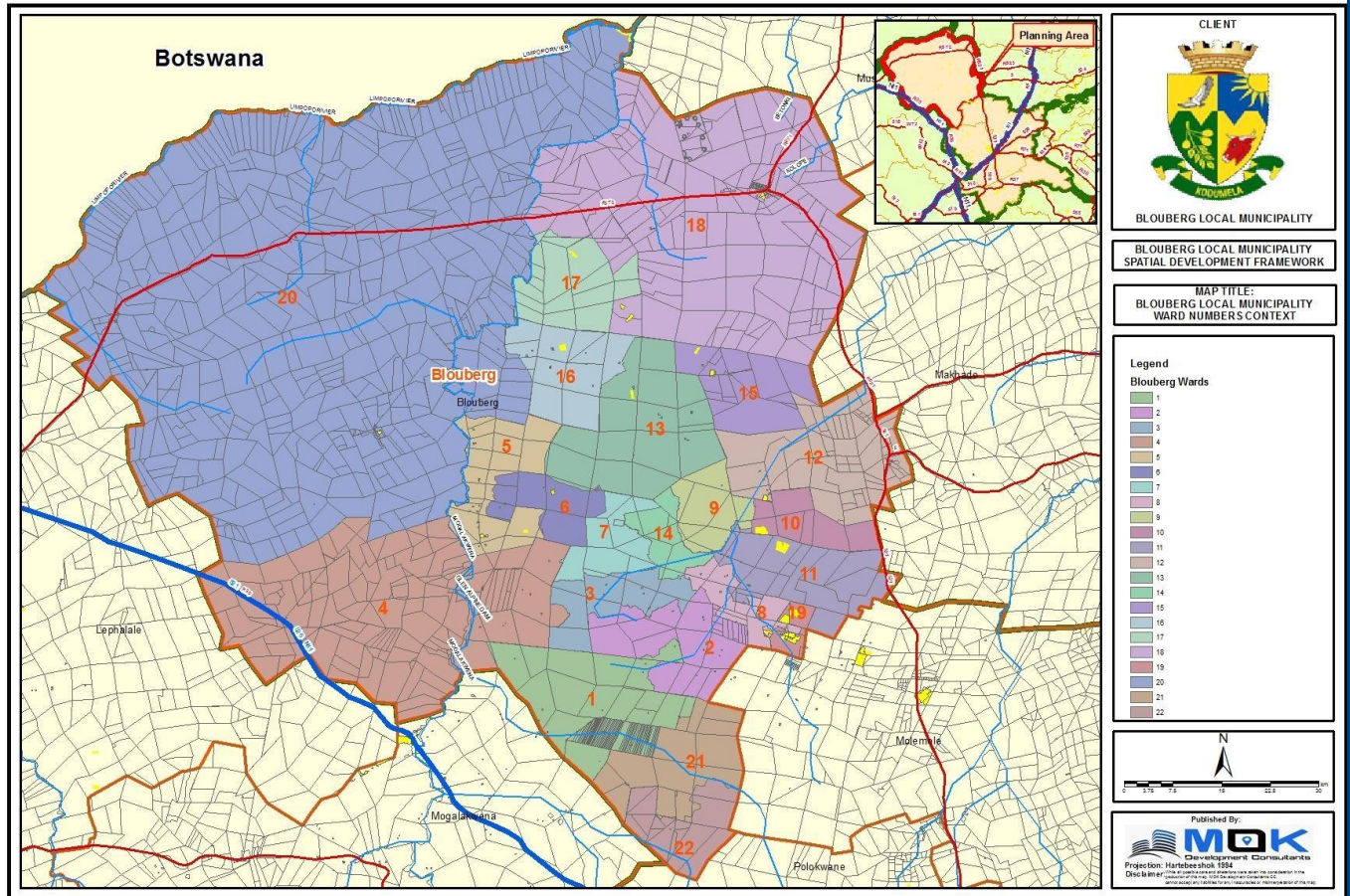
Blouberg Local municipality is a predominantly rural municipality situated to the northwestern boundary of the Republic of South Africa, with Botswana and Zimbabwe. Roads **R521 (P94/1 and P94/2)** provides a north-south link between Blouberg and Molemole, Polokwane and Makhado municipality. To the east, the municipality is served by road **R523 (D1200)** that provides access to the towns such as Mogwadi, Morebeng, Duiwelskloof, Tzaneen and Lephalale. There is another important road (**N11**) from Mokopane town to Botswana that passes through the municipality that has the potential to stimulate economy.

This roads network serves as key important linkages that serve as corridors and gateways to major economic destinations (Venetia Mine, Coal of Africa and Lephalale such as Coalmines and Medupi power station).

## WARDS AND HIERACHY OF SETTLEMENTS

Currently twenty-two wards that constitute the municipality differ in size and population. The biggest ward in the municipality is ward twenty, which is predominantly a farming area and few villages. Ward 19 and eighteen host both Senwabarwana and Alldays, which are the two towns with the biggest population. Senwabarwana and Alldays have general plans while other portions of Senwabarwana have only layout plans.

## BLOUBERG MUNICIPALITY IN WARD NUMBERS CONTEXT

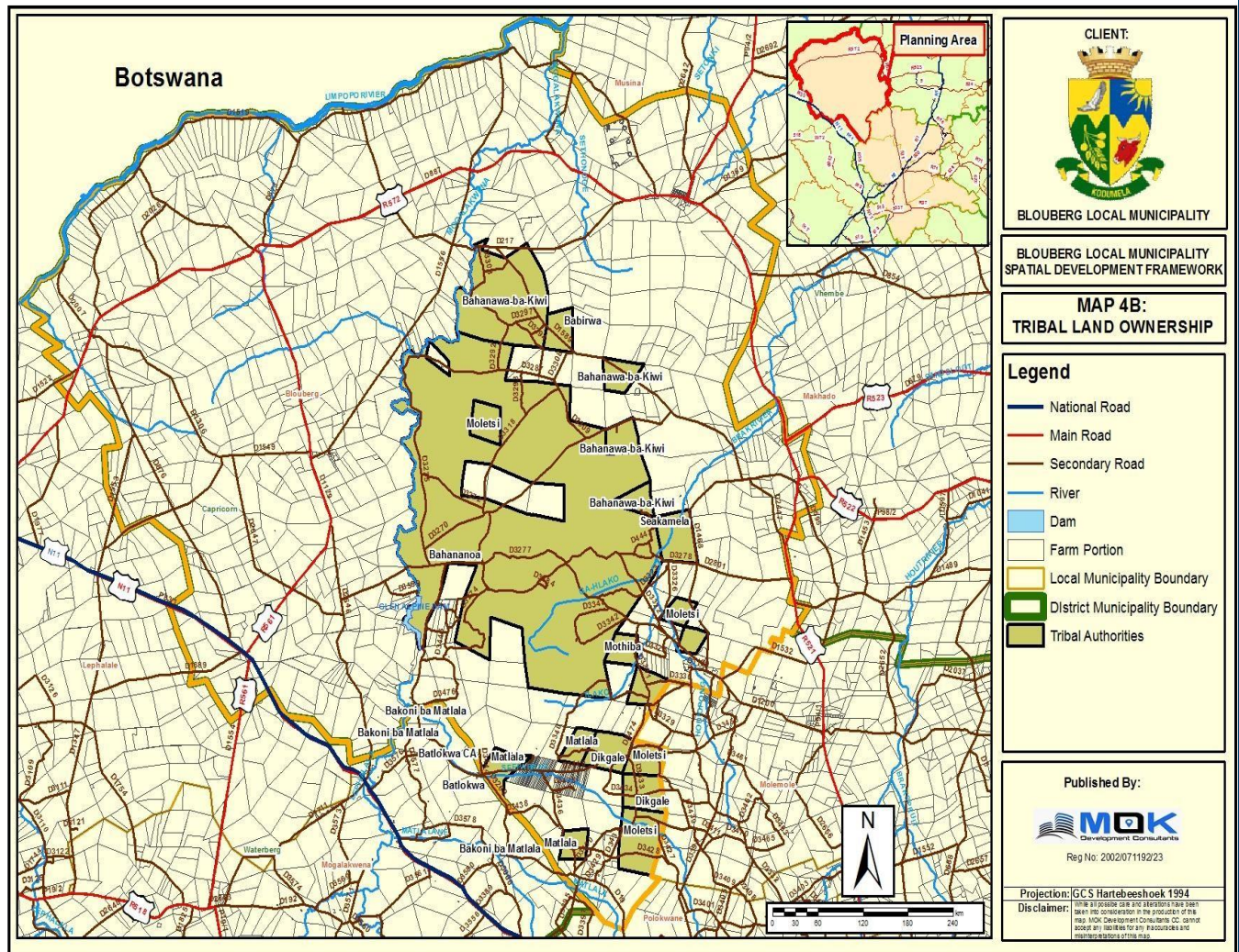


## LAND OWNERSHIP IN THE MUNICIPALITY

The land ownership in the municipality can be categorized as the land owned by traditional leaders (communal land), land owned by private individuals, land owned by the provincial, national government, and municipal land. According to the Blouberg Spatial Development Framework large, vast of land is in the hands of government, private individuals and traditional leaders. There are seven traditional leaders in the municipality with king Maleboho as one of the six kings in the province.

King Maleboho owns the biggest chunk of the land in the municipality. Land ownership plays a critical role in the development as it influences access

The map below illustrates the land ownership in the municipality.



## HIERACHY OF SETTLEMENTS

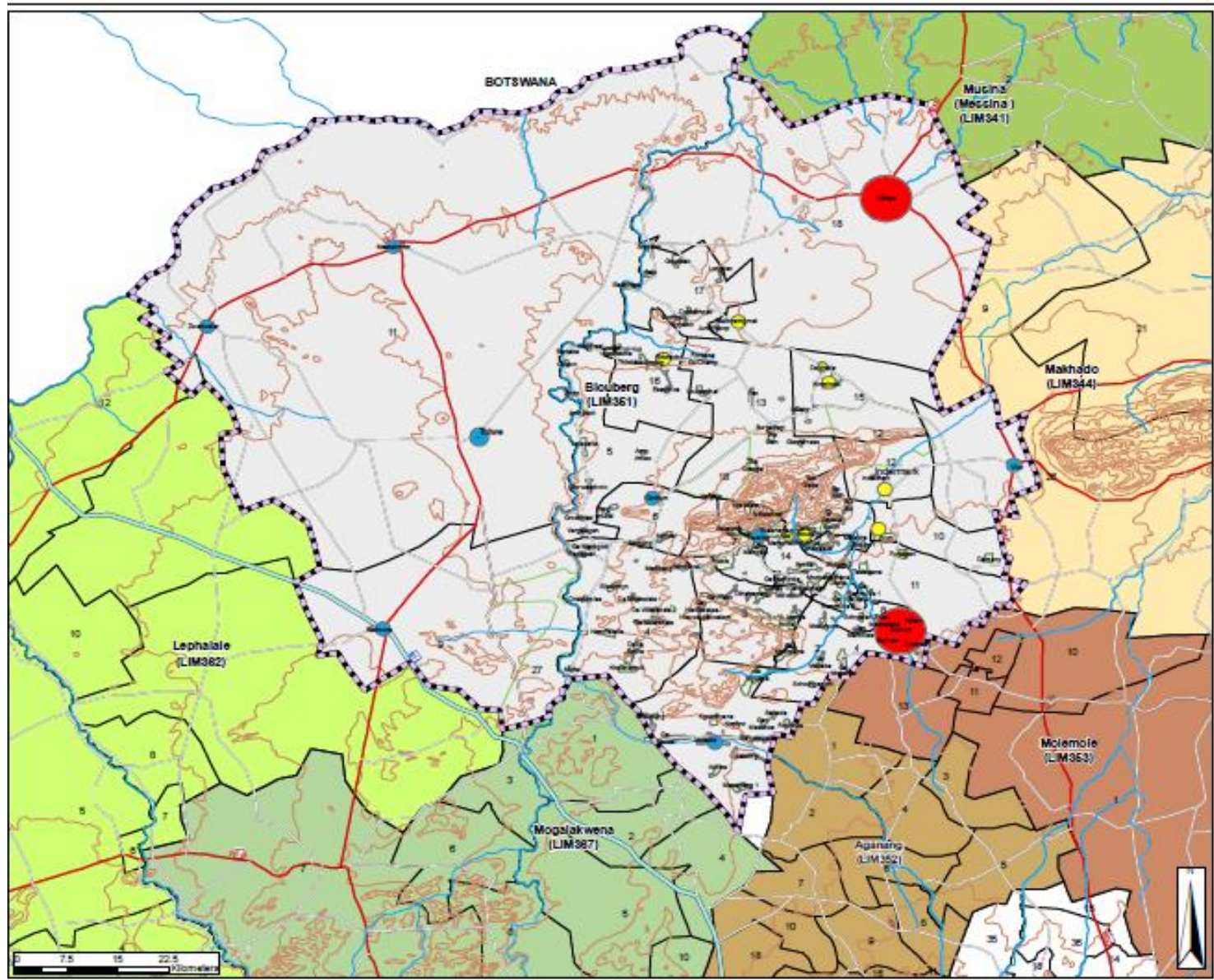
Senwabarwana is the administrative and economic capital of the municipality while Alldays is the mining town of the municipality. The Blouberg Spatial development framework has identified Senwabarwana and Alldays as the first order settlements, while Eldorado, Indermark, Avon- Innes, Puraspan, Witten, Kromhoek, Taaibosch and Inveraan are the second order settlements.

The third order of settlement is areas such as Letswatla, My- Darling, Buffelshoek, Devrede and Borkum.

**Third and fourth** order centers are well dispersed throughout the remainder of Municipality

There are only three municipal growth points, which are Senwabarwana, Alldays and Eldorado. Senwabarwana is also the district growth point while Eldorado has been identified as the provincial rural node. The municipality has four service points in Tolwe, Langlaagte, Inveraan and Harriswich.

The map below depicts the hierarchy of settlements as per order in the SDF.



MAP 9  
HIERARCHY OF SETTLEMENTS

- Legend**
- Population Concentration Point
  - Municipal Growth Point
  - Local Service Point
  - Main Rivers
  - Rivers
  - Secondary Roads
  - National Roads
  - Main Roads
  - Contours 100m
  - Wards
  - Towns
  - Conservation Areas
  - Villages\_Level of Infrastructure
  - Villages
  - Slouberg

**DEVELOPMENT CONSULTANTS**

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## SPATIAL CHALLENGES

The municipality's spatial aspirations is to see Blouberg people living within close proximity to their services points and being able to access those services with ease. It has been a long term challenge where the settlements are characterized by dispersed, fragmented and low-density development patterns that affect the sustainable services delivery and economic development. Poor roads conditions and transportation linkages that affect accessibility of settlements and basic services. Making it very difficult for some residents to access schools, clinics, municipal services, tourism developments etc.

Land availability is also a challenge to the municipality as it is land logged. There is inadequate land for both residential and business development. The little land available is burdened by illegal demarcation of sites by both civic organizations and traditional leaders is a problem and land invasions in the two towns of Senwabarwana and Alldays.

Land claims constitute a major challenge in the development of the municipality as stipulated in the SDF of the municipality. Most of the land is privately owned and under claim, making it difficult for the municipality to acquire private land and rely on donations by other government departments which have farms under the municipality's jurisdiction.

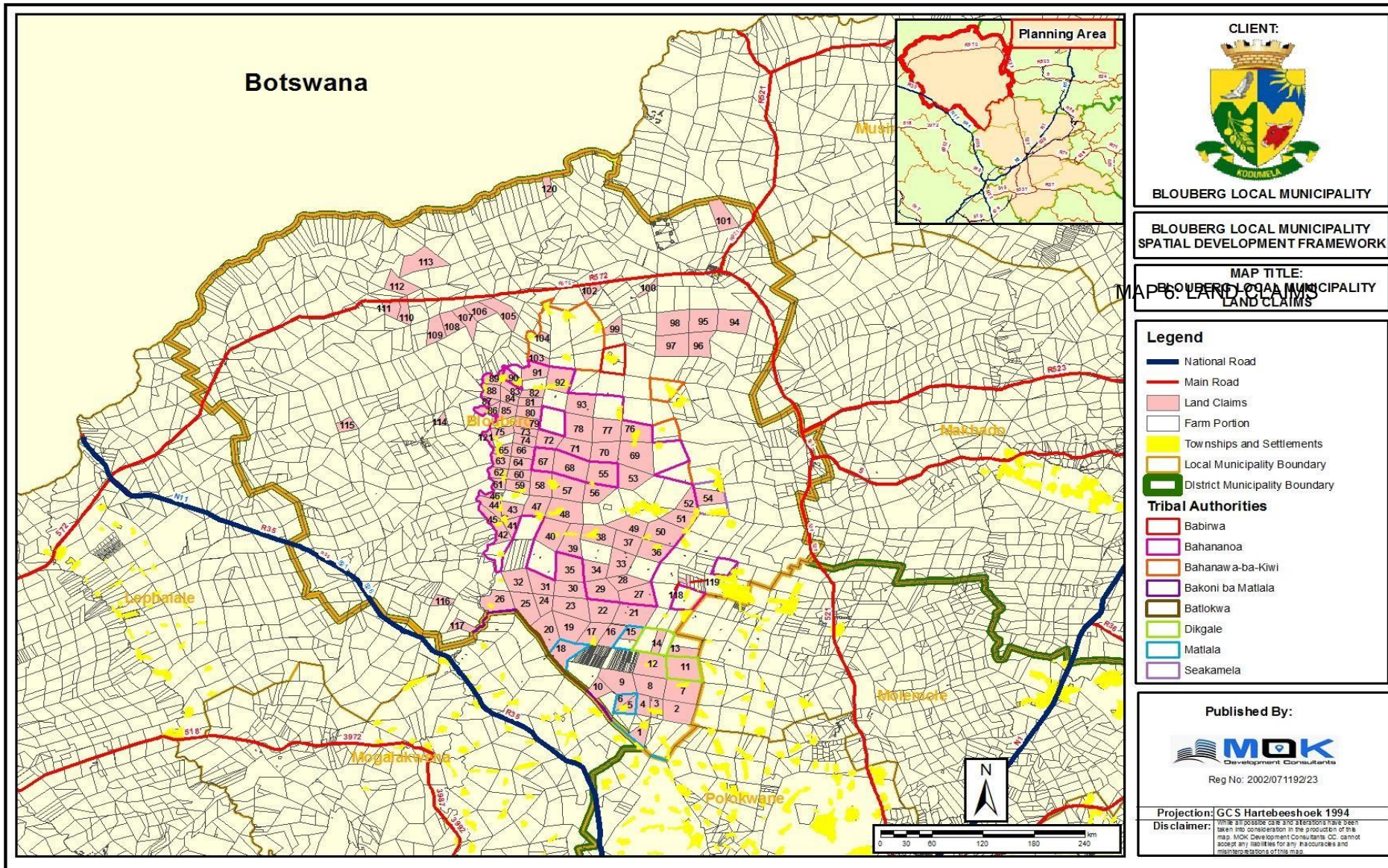
Implementation or enforcement of the land use management scheme poses as a major challenge as it fails to control any land use activities within the municipality. There is a need to put more effort on By- law enforcement to ensure that all illegal activities are curbed to reduce land developments without municipal consent.

## LAND CLAIMS INFORMATION

The Regional Land Claims Commission has registered land claims totaling 224,664 hectares for the Blouberg municipal are and that constitutes 30% of the Capricorn District claims.

FARM NAME	CLAIMANT	STATUS
Blink water 100 LS	Molele Community	Investigation
Derry 442 MS and Devon 443 MS	Sepolopote Manoko CPA	Gazetted (section 42D)
Greenfields 333 MS	Mabelebele Community	Negotiations
Devonia 146 LS	Mamasonya Tribe	Investigation
Witten 91 LS and Solingen 86 LS	Serakalala Stem	Drafting dismissal letter
Schoolheid 262 LS	Jansen Family	Investigation
Derry 442 MS and Devon 443 MS	Manoko	Section 42D
Solingen 86 LS	Ga-Maphukuhlwana Community	Negotiations
Witten 91 LS	Dutja	Valuation
Dusseldorf	Mokudung Community	Investigation
Innes 6 LS	Van Amstel	Investigation

The Bulbul 5 LS, Wagendrift 244 LR, Kafferftuin 241 LR, Hebe 249 LR, Amo Amass 250 LR, Leno 252 LR, Plato 253 LR and Tuskow 255 LR	Bahananwa Tribe	Dismissed
Tshivhula tribe	Maid stone 371 MS	Validation
Tshivhula tribe	Wentworth 377 MS	Validation
Tshivhula tribe	Drinkwater 307 MS	Validation
Tshivhula tribe	Tally-Ho 331 MS	Validation
Tshivhula tribe	Riversdale 340 MS	Validation
Tshivhula tribe	Alldays 295 MS	Validation
Tshivhula tribe	Purekrantz 250 MS	Validation
Tshivhula tribe	Rietspruit 385 MS	Validation
Ames fort , Witfontein	Kibi tribe	Investigation
Source, Regional Land Claims Commission (Limpopo)		



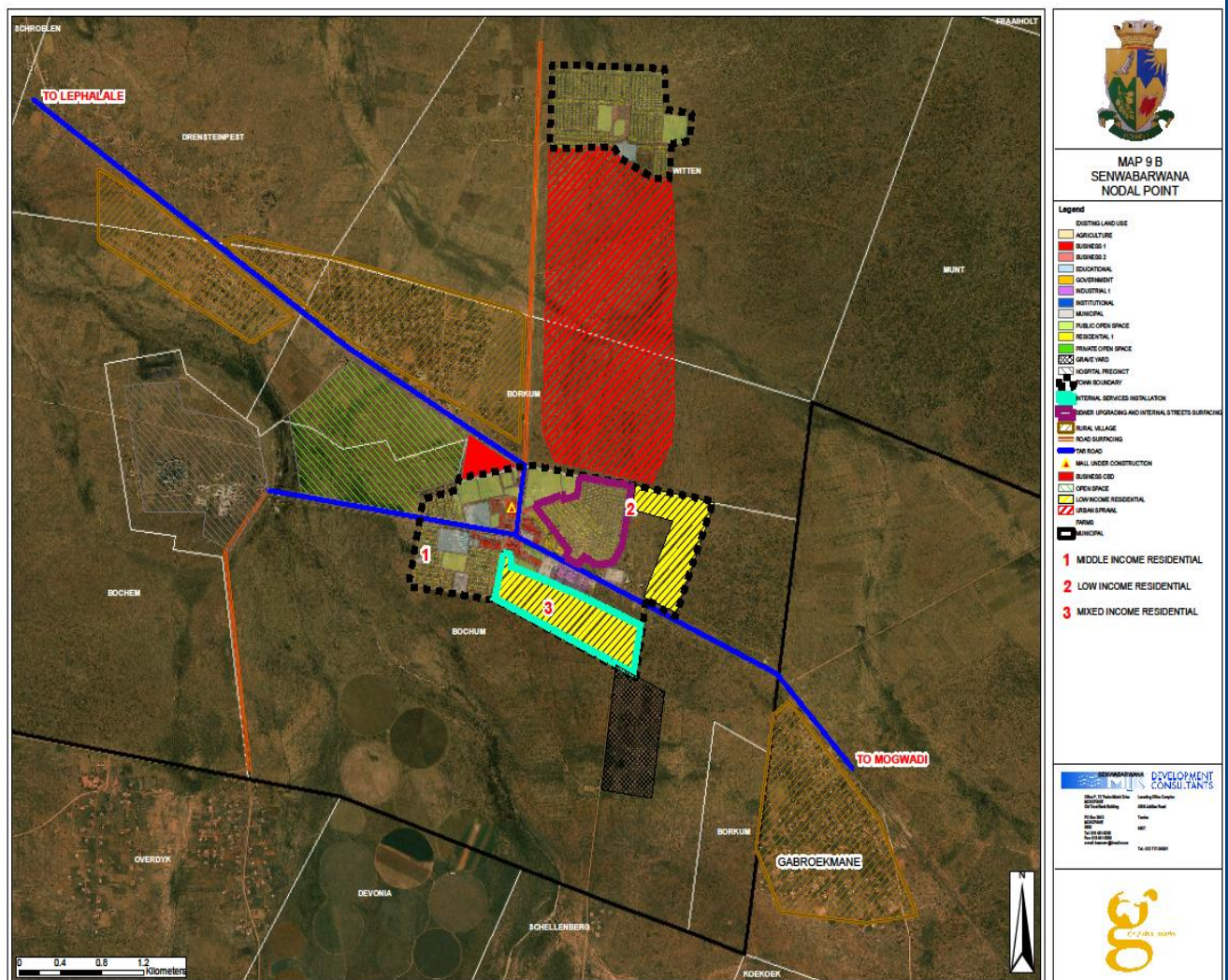
The map above depicts the land claims in the municipality and the progress made.

## OPPORTUNITIES FOR DEVELOPMENT EXIST IN NODES AS FOLLOWS: SPACE ECONOMY

### a) SENWABARWANA GROWTH POINT

This serves as the administrative head offices of the Municipality. A number of government services are offered in the center. Examples of such services include Home Affairs, Health and Social Development, South African Social Security Agency (SASSA), Magistrate Offices, Helen Franz Hospital, Municipal offices; Police Station (SAPS) traffic station, FET College; etc. The node further has three modern shopping centers, which have been fully let from the date of opening (Bochum Plaza, Blouberg Mall). There are a large number of people who flock to Senwabarwana in need of both public sector and private sector services. It can safely be said that this primary node of the Municipality is one of the fastest growing small towns in the Province. The accessibility of the node makes it the most sought after node for retail development. The node has a huge influence on the growth of the neighboring settlements of Witten, Borkum and Solingen. A number of formations and structures are mushrooming and operating in the two settlements and they claim authority over them. Lots of illegal demarcation of sites and land invasion activities are taking place in the area.

Below is the map depicting Senwabarwana nodal point as an area of economic potential.



Source: Blouberg Spatial Development Framework.

#### **b) ELDORADO GROWTH POINT**

This node has been identified as one of the rural nodes in the Province with the highest potential for development. The node is centrally located to settlements north of the Blouberg Mountains and has villages in wards 13,15,16,17,18,20, 5, and some in 21 as its sphere of influence. Like Senwabarwana node, the Eldorado node has seen public infrastructure expenditure being invested in the node. Public services available at the node include municipal satellite offices, Ratšhaatšhaa Health Centre, Maleboho Police Station, periodic justice offices, Department of Education circuit offices (Bahananwa Circuit) taxi rank and holding area and sporting facility.

These services attract private sector investment. The Municipality should put funds aside for infrastructure development and the development of master plans for the node. The mini shopping complex in the node has a potential of becoming a mega shopping center in the future.

#### **c) ALLDAYS GROWTH POINT**

The node developed some years back as a small farming center to serve the surrounding farms. Its location connects it to Polokwane via Vivo, Botswana via the Pont drift border and Zimbabwe via Musina and Beit Bridge Border. As a stop over to key destinations, opportunities for retail services and tourism development, coupled with a market for the arts and craft entrepreneurs, exist. The center's proximity to the growing De Beers Venetia Mine, the Mapungubwe World Heritage site and the Vele Colliery Mine makes the node one of the strategic centers of development

Most of the big construction companies like Murray and Roberts and Basil Reed have brought with them employment and other opportunities. Because of the mine, operating underground the small town has huge demand of residential and business development. Gilfillan has constructed a new shopping complex. Currently the town is being given a facelift, as solar streetlights project is complete. The auction kraal in the area attracts more farmers to the town. The community hall houses the taxi rank in the town. There is a big landing strip at the farm Evergreen that can be upgraded and used as a transport modal point for visitors to areas of interest around the center

#### **d) TOLWE SERVICE POINT**

This node has been included in the SDF after the incorporation of portions from the Lephalale and Makhado areas into the Blouberg municipal area. Like Alldays, the area was used as a center for providing essential services and goods to the surrounding farming community. It boasts a municipal satellite office, mobile services clinic, a school, road camp for the Department of Roads and Transport, police station, a post office and a hotel, NTK and Telkom offices in area to service the neighbouring farms and villages in the vicinity. Some small retail facilities are found in the center A residential development of about 290 sites is underway at the node. The area is also a stopover for people flocking to Botswana and surrounding hunter safari lodges in the area. Many travelers from the surrounding settlements pass through the center when travelling back and forth the Gauteng province and as such, there is a potential niche for small-scale retail development in the short term and large scale in the long term. The area serves as the gateway to both Lephalale and Botswana. Feasibility studies will be undertaken to unlock the potential of the node. The Municipality has put aside funds for infrastructure development. To date the low cost housing project is completed for the eighty houses and fully occupied.

#### **e) PURASPAN-AVON-INDERMARK-VIVO CORRIDOR**

This corridor connects the Municipality to areas such as Makhado to the rest of the settlements within the municipal area. The upgrading of the road D1468 from gravel to tar has contributed to massive mobility of transport along this corridor. The remaining 10 kilometers of unpaved road is being upgraded and will see a huge influx of people from all corners mainly in the northern and western part of the corridor travelling through that corridor. The corridor will serve as a conveyor belt to link Vhembe, Capricorn and Waterberg areas. Huge spinoffs are created because of the mass movement of people along the corridor. An informal taxi rank at Avon crossroad exist as an indication of the growth of the area.

The map below depicts the Puraspan- Avon – Indermark-Vivo corridor as a potential area for economic growth

#### **f) HARRISWHICH SERVICE POINT**

This growth point is located in the South Western part of Blouberg and it links well with the rest of Blouberg settlements through road D3325. Its sphere of influence includes settlements in ward 1, 4, 2, 21, 22 and those in Polokwane and Mogalakwena municipality. Prospects of platinum along the Mokopane platinum belt can stimulate the economy of the area and its surroundings. The full operationalization of the Blouberg Multi-Purpose Community Centre will go a long way in triggering development at the growth point. There is a huge potential in the area as the prospecting companies have been granted mining licenses. The discovery of platinum and iron ore comes with it jobs and other opportunities for the residents of the municipality. The negotiations with the local communities and owners of the land in the area are ongoing to unlock the bottlenecks regarding the mining beneficiation. The prospect of economic boom in the area is looming with the mining activities.

#### **g) LANGLAAGTE (MANKGODI) SERVICE POINT**

The municipality's current Spatial Development Framework does not identify this area as a nodal point but recent developments and patterns of development necessitate the municipality to review its SDF and include Laanglagte \Mankodi as a strategic growth point for the municipal area. Its location along the D1200 as well as its connectivity with Eldorado growth points and surrounding settlements makes it a strategic area for both public and private sector investments. The construction of a new police station and the establishment of a multi-purpose Centre enable communities around wards 4, 5, and 6 access services at a closer proximity and further stimulate long-term economic growth in the area. The area is strategically located in that it is a gateway to Senwabarwana, Lephalale and Mokopane to the Gauteng province. Currently an informal taxi rank has attracted hawkers to do business along the D1200 road. There is a strong need for the funds to be injected in the area for developing the infrastructure such as taxi rank and other services.

Massive public and private sector investments in the above nodes will help in realizing the National Development Plan of having more than 70% of the population living in urban areas. This implies that urbanization will be triggered in such nodes and ensure that such nodes and settlement adjacent to them become developed and urbanized and thereby creating the much-needed jobs for local inhabitants

#### **h) INVERAAN SERVICE POINT**

The municipality has further identified the area as one of the areas with potential for growth. The African Ivory route goes through the area to Beauly camp and the Blouberg Mountains. The area is also linked to the heritage site of the Leipzig mission church. It is also a tourism attraction area in that it is home to one of the province's six kings namely King Maleboho and that the statue of one of the heroes of the colonial battles King Ratšhaatšhaa is at the area. Road D3322 road has been upgraded and this has the potential to stimulate tourism potential of the area. The German missionaries camped in the area for the mission work. The area has more potential if developed

properly for tourism. The Blouberg Municipality has constructed a Multi-Purpose Community Centre in the area as a way of bringing government functions and services closer to communities within the sphere of influence of the area. Other government services at Inveraan include health services at Blouberg Health Centre, agricultural extension services and various primary and secondary schools in the vicinity.

## **LAND USE MANAGEMENT SCHEME**

Currently the municipality is required to adopt a wall to wall land use scheme which will be guided by SPLUMA. The land use scheme is under view and is expected to be finalized by the end of the financial year to amalgamate the erstwhile Alldays town-planning scheme with the rest of Blouberg. In terms of the current land use scheme most of the areas in Blouberg have a predominant zoning of agriculture, followed by residential one. However, the municipality's small towns have evolved over the past 10 years and some of the land uses have drastically changed. The Development of the new Land Use Scheme will assist the municipality in complying with SPLUMA and dealing with spatial challenges.

## **SPATIAL INTERVENTIONS**

The Municipality has developed a spatial development framework, which has prioritized a hierarchy of settlements as well as identified nodal points and population concentration points. The SDF has ensured that massive public and private sector spending is geared towards such nodes while areas outside the nodes are just provided with a basic level of services. Furthermore, the Municipality has purchased privately owned land in Tolwe and Eldorado for both public and private sector investment. Continuous negotiations with potential land sellers in areas of strategic importance are one of the strategies that the Municipality uses.

The municipality has also ensured that all growth points have precinct plans/ master plans to guide development and improve the existing settlement patterns to inclusionary development patterns. The master plans have implementation plans that guide the spatial planning of the municipality on a short and long term basis.

To deal with the challenge of fragmented settlement pattern and sprawl the Municipality and the Department of Cooperative Governance, Human Settlements and Traditional Affairs currently implement Township establishment projects following the principles of SPLUMA. Densification and inclusionary settlement planning and designs are being implemented. The district Municipality was requested to provide GIS support to the municipality and to train the municipal staff on GIS related matter.

## **3.3 ENVIRONMENTAL ANALYSIS**

### **STATUS QUO**

The municipality has a rich availability of flora and fauna, which needs to be preserved for current and future generations. Further, the municipality has a rich cultural and historical background linked to its natural resources. The Blouberg Mountains and the Makgabeng mountains, as well as the Mogalakwena River contain such abundance. There are wetlands in Senwabarwana, Gemarke and Tlhonasedimong that need to be preserved and protected.

## **PROTECTED AND CONSERVATION AREAS**

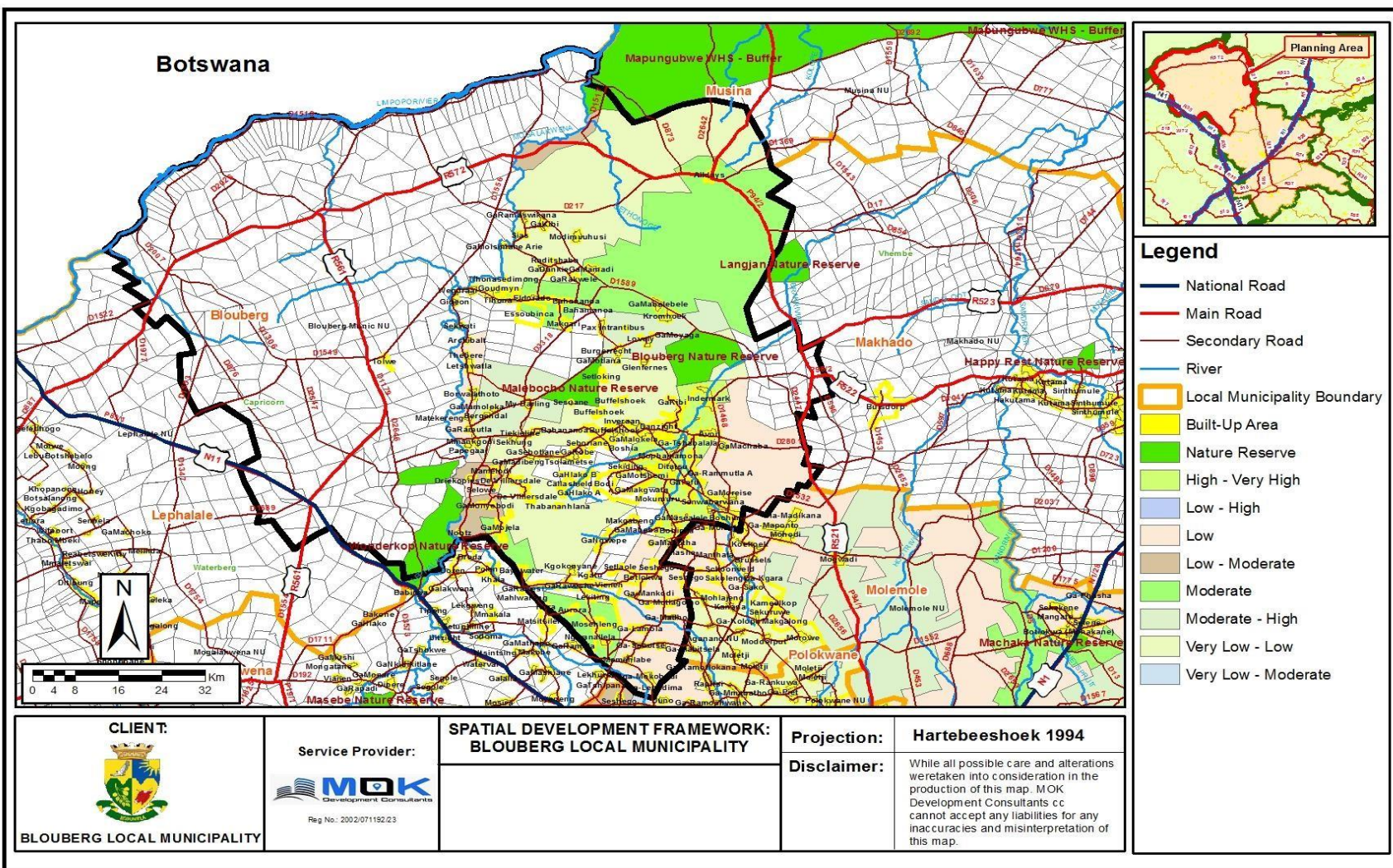
Blouberg municipality comprises of certain areas which are sensitive and on which development is limited.

### **a) WATER BODIES**

Water bodies refers to resources such as drainage channels, wetlands, rivers and other non-perennial channels like the Glen Alpine dam, wetlands south of Kromhoek and the pounds near Taaiboschgroet. There are two major wetlands at Gemark and Tlhonasedimong that require be protecting and preserving. The white farming community uses several dam walls along Mogalakwena River for agricultural purposes.

### **b) CONSERVATION AREA**

The areas include the Wonderkop, Maleboho, Blouberg and Lang Jan nature reserves which accommodate a variety of the fauna and flora. There are also private game farms around Alldays, Swartwater and Maastroom areas. These are the areas located around the Buffelshoek area



## **AIR QUALITY STATUS**

Both the Capricorn district municipality and Polokwane municipality respectively render the function. The Capricorn district municipality had to date developed the air quality management plan for all the local municipalities.

The municipality have since appointed the officials to implement the plan. The by-law has been promulgated to that effect.

The plan covers the following areas:

- The health impact of the key atmospheric pollutants.
- The meteorological review
- The ambient air quality control
- The source identification and emissions quantification.
- The air quality management.
- The emission reduction strategies and implementation
- Capacity building and training
- The awareness raising.

## **STEEPLY SLOPPING AND ROCKY AREAS**

The areas are located in the Blouberg Mountains and the isolated rock outcrops around the Makgabeng plateau.

## **CULTURAL AND HISTORICAL AREAS**

These refers to the areas with rich cultural and historical potential are mainly located in the Buffelshoek in the form of traditional and cultures such as the Vha- Venda, the Khoisan and the Bushmen and the housing and ancient archeological phenomenon of the Makgabeng plateau. The statue of King Ratshaatsha and the historical battlefield during the war against the Boers. The Helen Franz hospital created for the leprosy people and the early churches by the missionaries in the municipality.

## **THICKET, BUSHLAND AND NATURAL WOODLANDS**

Large parts of the Blouberg municipality towards the central and western parts comprise of mixed grassland suitable for cattle grazing.

## **SOIL TYPES AND POTENTIAL**

The Environmental Potential Atlas of Southern Africa (ENPAT) classifies soil types in terms of their agricultural potential. In the municipality, there are three types of soils and they differ with regard to their agricultural potential.

- High Potential Soils- These types of soil is suitable for agricultural development and it is found in the areas along Blouberg Mountains and Mogalakwena River. It is good for crop farming and livestock grazing.
- Moderate Potential Soils-The soils are moderate and often used for subsistence farming and are found in the southern and eastern part of the municipality
- Low Potential Soils-The soil is not suitable for agricultural development because they have very low clay content and they are widespread in the north- eastern and southern parts of the municipality

## CHALLENGES

However, poverty levels, as well as lack of knowledge on environmental preservation have rendered the area prone to many environmental challenges. This is because most people rely on natural resources such as wood, soil, plant and animal life for their survival.

### **Alien Plant and Animals**

There is a prevalence of alien plant in most of the areas of the municipality. The most affected areas are found in the ward 20, 05, 06, 16, and 13.

The prevalence is coupled with the increase in the alien animals in the form of donkeys. These animals destroy the vegetation wherever they exist.

#### ▪ **Deforestation-**

The problem is prevalent to the rest of rural areas of Blouberg and has done extensive damage at areas such as Taaibosch, Makgabeng, My-Darling.

#### ▪ **Land degradation**

Storm water flowing from the mountain ranges cause a lot of severe soil degradation in areas such as Ga-Kgatla, Leipzig, Inveraan, Buffelshoek, Stoking, Mokwena, Burgerugh, etc. this is further compounded by illegal sand mining which accelerate soil erosion.

#### ▪ **Overgrazing and drought**

The area is reliant on stock farming and most of the grazing areas are overstocked leading to overgrazing and the resultant drought, which comes every two years. One can safely say given poor rainfall patterns and excessive heat the all the Blouberg area can be classified as a dry area. Insufficient grazing camps and lack of adequate control over livestock also cause overgrazing.

#### ▪ **Illegal poaching of wild animals**

The problem is prevalent to the three nature reserves such as Lang Jan, Maleboho and Blouberg nature reserve and this has a devastating effect on the fauna of such ecosystems. Other areas affected by illegal poaching are private game reserves and farms especially along the Mogalakwena River.

## INTERVENTIONS

The municipality embarks on environmental campaigns to educate communities about issues of climate change, its adaptation and mitigation programs. A program on tree planting is done with stakeholders such as Venetia mine, DWA and private donors. Another intervention practice is the availability of a by-law to deal with sand mining. LEDET, through its environment wing enforces arrests to people found engaging in illegal poaching.

### **3.4 SOCIAL ANALYSIS**

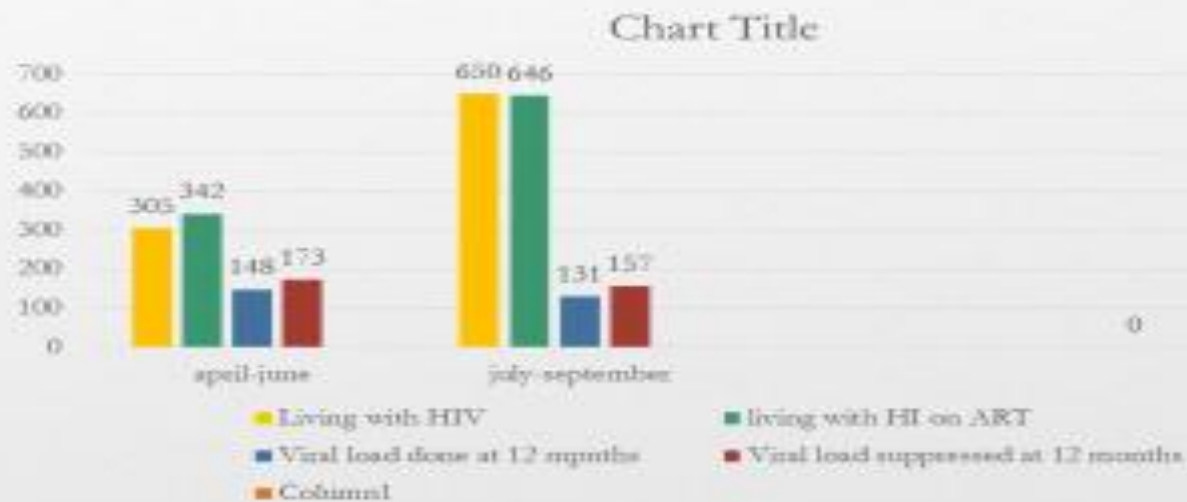
#### **STATUS QUO: HEALTH SERVICES**

There are 25 clinics, with inclusion of Rosencrantz and Ngwanallela/Amber gate clinics from former Aganang Local Municipality, two health centres and one hospital. Of the 25 clinics 22, only three clinics operates for 24 hours. There is high number of people with chronic diseases in the municipality and the HIV/AIDS infection rate is average. For the reports ending December 2021 all the clinics including Helen Franz hospital, the highest prevalence is at Alldays at 7.6% and the lowest prevalence is at Rosencrantz at 0,50 %.

The administration of the ARV drugs is now done in all the health facilities. Helen Franz is the only hospital in the municipality while Ratšhaatšhaa and Blouberg are health centres. There is a backlog of about seven clinics and one hospital in the municipality as there are some wards with no clinic.

There is shortage of six clinics in the municipality at Tolwe, Milbank, Senwabarwana, Puraspan, Mamoleka and Dilaeneng village.

## April-September 2021 HIV cascade



	April –June 2021			July-September 2021		
	No Tested	Tested Positive	Percentage	Number tested	Tested positive	Percentage
ALLDAYS CLINIC	760	23	3.0%	1037	30	2.8%
AMBERDATE	571	1	0.1%	780	5	0.6%
BLOUBERG HEALTH CENTRE	845	17	2.0%	715	33	4.6%
BLOUBERG MOBILE	308	0	0%	236	3	1.2%
BUFFELSHOEK	1329	32	2.4%	1489	31	2.0%
BURGERREGHT	170	4	2.3%	266	1	0.3%
DEVREDE	170	6	3.5%	244	13	5.3%
GIDEON	138	17	12.7%	249	9	3.6%
GOEDETROU	207	1	0.4%	223	1	0.4%
GROOTDRAAI	242	10	4.8%	309	12	3.8%
HF GATEWAY CLINIC	704	25	3.5%	716	28	3.9%
HF HOSPITAL	579	14	2.4%	509	13	2.5%
H.F. MOBILE	955	8	0.8%	1169	12	1.0%
INDERMARK	646	18	2.7%	700	16	2.2%

	April - June 2021			July-September 2021		
	No Tested	Tested Positive	Percentage	Number tested	Tested positive	Percentage
KIBI	158	5	3.1%	127	2	1.6%
KRANTZPLAAS	177	1	0.6%	192	1	0.5%
KROEMHOEK	104	6	4.1%	142	16	8.8%
LESFONTEIN	193	6	3.1%	380	3	0.7%
MONTZ	458	7	1.5%	383	4	1.0%
MY DARLING	159	2	1.2%	188	2	1.0%
RATSHATSHAA HEALTH CENTRE	363	7	1.9%	337	7	2.0%
Rosenkrantz	284	8	2.8%	288	5	1.7%
SADU	154	2	1.2%	169	1	0.6%
SCHOOGESIGHT	425	9	2.1%	48	6	10.0%
SEAKAMELA	1098	25	2.2%	1067	30	2.8%
TAAIBOSCH	248	14	5.6%	317	7	2.2%
TOWERFONTEIN	327	2	0.6%	457	5	1.0%
UITKYK	45	2	4.4%	40	2	5%
ZIEST	221	3	1.3%	190	3	1.6%

### **5.1.3 NORMS AND STANDARD**

The walking distance for one person to walk to the nearest health facility should be five kilometers.

In case the radius is outside the area mobile clinic services is provided. All the clinics in the municipality provide the ARVs to the patients.

### **5.2.4 CHALLENGES**

There is a shortage of medical doctors and assistant nurses and nurses in most clinics and Helen Franz Hospital. People still have to travel long distances looking for the ARV drugs. The clinics operate only for five days in a week. The clinics do not operate on weekends and not 24 hours.

The ambulances response time to calls leaves much to be desired. There is shortage of ambulance vehicles.

There is also shortage of standard clinics in the farming areas of Tolwe, Baltimore, Maastroom and Swaartwater.

The roads infrastructure leading to most of the clinics are very bad.

Patients have to wait for a long time to be attended by the doctors.

There is shortage of transport in the afternoons travelling to the hospital.

People still pay lot of money for the transport to Helen Franz hospital.

There is shortage of six clinics in the municipality at Tolwe, Milbank, Senwabarwana, Mamoleka and Dilaeneng village.

## INTERVENTIONS

The submissions for the construction of the clinics at Tolwe, Milbank, Puraspan, Senwabarwana and Mamoleka have been submitted to the MEC's office (Health Department).

Burgerugh and Schoongezicht clinics have been upgraded by the Department of Health while a new clinic is planned for construction at Puraspan.

The local HIV-AIDS Council was established and will go a long way in preventing and managing the scourge of the AIDS epidemic.

## 3.5 HOUSING ANALYSIS

### STATUS QUO

Since 2000, there has been an allocation of over 6000 low cost housing units to communities of Blouberg with Alldays and Senwabarwana being the biggest beneficiaries of such housing development programmes. The municipality, together with CoGHSTA, implemented the first inclusionary housing project in Senwabarwana in 2009\10. There is still a backlog of over 2000 housing units and the provision of social housing units, as well as community rental units in areas such as Senwabarwana and Alldays. Blouberg has a housing chapter, which is stale and requires revision in place. The department allocated 36 housing units for the 2020/2021 financial year and 30 units for the blocked projects. For the 2019/2020 financial year, the municipality was only allocated 36 units, which will be implemented in the financial year 2020/2021 due to the disturbance by the lockdown caused by COVID 19 pandemic.

For a semi-rural municipality like Blouberg, the number of people living in formal houses is not a representation of the municipal housing provision as residents built their own houses, except for RDP houses. It however, represents development and formalization of dwellings and an improvement in the living conditions.

Within the Capricorn District Municipality, Blouberg had the highest number of formal housing in 2016 at 94, 5%. Figure 19 reflects those comparisons. Blouberg has improved significantly, having risen from 72, 8% in 2000 to 90, and 9% in 2010 and to a further 94, and 5% in 2020.

Key service delivery statistics	2001	2016
Formal dwellings	72,5%	94,8%
Housing owned/paying off	62,1%	59,1%
Flush toilet connected to sewerage	4,3%	8,3%
Weekly refuse removal	1,5%	21,%
Piped water inside dwelling	3,4%	10%
Electricity for lighting	41,6%	96,7%

## **CHALLENGES**

Slow progress by incompetent contractors, Poor workmanship, the non-completion of low cost housing units and the non-payment of local suppliers and labourers are some of the challenges that are associated with the provision of low cost houses to Blouberg communities. Some incomplete houses date as far as the financial year 2000 and very few of such have been completed through the rectification programme. Affected wards include wards 1, 2, 8 and 17.

Another challenge for the provision of housing units is the lack of strategically located land in areas such as Alldays, plus delays in the finalisation of environmental authorization processes. There are still pockets of incomplete housing units in some wards.

## **INTERVENTIONS**

The provincial Department of Co-Operative Governance, Human Settlements and Traditional Affairs annually provide an allocation of housing units to cater for needy qualifying citizens, they also manage the contracts and ensure that incompetent contractors are terminated. A smaller fraction is allocated for emergency housing. Consumer education programmes are being conducted to ensure that beneficiaries of low cost housing get value for the houses built for them. The CDM also provides tents as temporary relief for disaster stricken families whose houses have been demolished by disasters. The municipality, in partnership with the private sector and NGOs such as AMAHA, does provide emergency housing units to the destitute as was done recently at Avon, Buffelshoek and Werden.

Acquisition of strategically located land is a pre-requisite for the provision of different typologies of housing and the Department of Rural Development and Land Reform and the National Housing Development Agency have been requested to assist in this regard.

## **3.6 EDUCATIONAL ANALYSIS**

### **STATUS QUO**

There are 186 primaries and 84 secondary schools in the Blouberg area. The circuit offices are six and currently the contractor has abandoned the district office, which is under construction in Senwabarwana, and the department is doing nothing about the matter. There is one institution of higher learning, which is the Senwabarwana campus of the Capricorn FET College. The detailed condition of the schools is in ward analysis. There is shortage of Maths and Science educators in the schools within the municipality. Some learners are walking more than five kilometres to schools while in some cases learners have been granted scholar transport and bicycles. The department is in the process of merging schools that have low enrolment and most of them are found in the rural areas.

There are only six makeshift pre-schools structures. There are 131 registered ECD centers of which 53 are standard structures and there is a backlog of 83 centers.

## LEARNERS ENROLMENT

### EDUCATION LEVEL

EDUCATION	MALE	FEMALE	TOTAL
NO SCHOOLING	836	1200	2036
SOME PRIMARY	1214	1028	2241
COMPLETED PRIMARY	692	751	1443
SOME SECONDARY	7636	9077	16713
GRADE 12	3286	4793	8079
HIGHER EDUCATION	618	960	1578

### NORMS AND STANDARDS

The teacher learner ratio according to the departmental norms and standards is 1: 40 for the primary schools and 1: 35 for the secondary schools.

The total walking distance to and from the school is 10 kilometers.

The learners who reside outside the determined radius are provided with scholar transport and bicycles.

Every learner has access to minimum set of textbooks.

## PRESCHOOLS

WARD	AVAILABLE	BACKLOG
1	2	9
2	2	5
3	2	4
4	4	4
5	4	4
6	4	2
7	1	5
8	1	6
9	1	5
10	1	1
11	0	6
12	0	2
13	3	4
14	2	5
15	2	0
16	2	3
17	3	6
18	2	0
19	3	0
20	5	4
21	3	5
22	2	3
TOTAL	43	75

## **CHALLENGES**

The major challenge is the distance travelled by the learners back and forth the schools in the area, as well as the conditions of school infrastructure as most of the schools were constructed by communities during the apartheid era. There is also a shortage of Maths and Science educators. There are storm-damaged schools in the municipality and some have been fixed while others are not.

There is shortage of classrooms, learning material and furniture in some schools. There is also a challenge of overcrowding in some schools. There are few registered ECD centers in the municipality and lots of them are operating in the substandard structures. The funding for the ECD centers is a challenge as the communities are responsible for the funding and remuneration of careers.

Some areas require the building of schools. The old dilapidated structures like Matsuokwane, Mphela secondary, Rasekhuta Sekhung combined, Boithuto combined, and Kgalushi and Makangwane schools require new structures. Some schools have been blown by the storms.

The scholar transport remains a challenge for some learners resulting in them walking for long distances to schools. There is a challenge of high drop out of school in some areas. There is also higher failure rate in some schools. There is a challenge of teenage pregnancy in schools. The migration of learners from the rural schools has become a threat in that the schools experience low enrolment. Such schools are merged and it causes them to walk long distances.

High poverty levels contributes to the high number of no fees schools. Disruption of the schools nutrition deliveries occurs frequently.

Safety has become the new threat at schools as more learners and educators are exposed to danger.

Schools vandalism and torching has also become a norm. Community protests affect the schooling as they close down.

Unreliable and condition of scholar transport which is disrupted frequently.

## **INTERVENTIONS**

There is provision of scholar transport and provision of bicycles to transport learners who travel long distances to schools. Further, the provincial government provides school nutrition to all schools. The Department of Education construct schools annually through the backlog still remains. New schools must be prioritized for Taaibosch primary school while renovation of schools should prioritize Seiphi, Mphela, Sekhung, Rasekhuta, Makangwane, Matsuokwane Mochemi, Boithuto and Mokumuru. The municipality will engage the Department of Education to affect the desired intervention.

### **3.7 SAFETY AND SECURITY ANALYSIS**

#### **STATUS QUO**

The municipality, with its 123 settlements, has five police stations within the boundaries of Blouberg and three stations outside the boundaries but serving settlements of Blouberg. The ones within Blouberg are in Senwabarwana, Alldays, Tolwe, Plat Jan, Eldorado and Saamboubrug while those outside the Blouberg borders but serving Blouberg are found in Mara, Mogwadi and Gilead (Matlala). The most prevalent crimes occurring in Blouberg are housebreaking, common assault, and theft of diesel water engines. There is a backlog of four police stations in the municipality as people still travel long distances to access services from the stations.

#### **CHALLENGES**

The main challenge with regard to the provision of the service is the poor road conditions, which make it difficult for most residents to access the service. The functionality of Community Policing Forums is also a challenge. Prevalent crimes include theft and assault. The inefficiency of the police officers to deal with cases reported leaves much to be desired. The turnaround time in attending to cases reported also leaves much to be desired. Some police stations Maleboho always complain about staffing and lack of resources.

#### **INTERVENTIONS**

Currently the National Department of Safety and Security has approved the construction of a new police station at Laanglagte and to upgrade the Tolwe police station. New park homes for victims of crime are planned for at Eldorado (Maleboho Police Station). Local police stations are conducting regular crime awareness campaigns. There is a need for the establishment of a satellite police station at

Kromhoek and the municipality will approach the Department of Safety, Security and Liaison to effect such. The development of the municipal Community Safety Strategy will help identify other areas that need crime prevention interventions. Plans of a mobile police station in Kromhoek are under way and it will assist in the crime prevention in the area.

Another form of intervention is the provision of high mast lights to increase visibility at night and currently areas such as Senwabarwana, Letswatla, Inveraam and Taaibosch are going to have implementation of such projects.

## CRIME STATISTICS FOR THE PERIOD ENDING DECEMBER 2021

ALL CONTACT CRIME	
CRIME CATEGORY	% FIGURES
Murder	- 50%
Attempted murder	- 66%
Sexual offences	+ 115%
Assault to do grievous bodily harm	-8%
Common assault	-58%
Robbery with aggravating circumstances	+50%
Common robbery	+33%
CONTACT CRIME TRIO CRIME	
Car-hijacking	100%
Robbery at non-residential premises	-16%
Robbery at Residential Premises	+200%
Robbery of Cash in Transit	0
Bank Robbery	0
Truck hijacking	0
PROPERTY RELATED CRIME	
Burglary at non- residential premises	+21%

SEXUAL OFFENCES	
CRIME CATEGORY	% FIGURES
Rape	+83%
Attempted rape	+100%
Sexual assault	-100%
Contact sexual assault	+100%
CONTACT RELATED CRIME	
Arson	100%
Malicious damage to property	-27%
OTHER SERIOUS CRIMES	
Theft general	-24%
Fraud	+38%
Shoplifting	-52%

Burglary at residential premises	-18%
Theft of moter vehicle and motor cycle	100%
Stock theft	+44%
Theft out or from motor vehicle	-44%


Senwabarwana SAPS is the hotspot station under Blouberg municipality followed by Maleboho SAPS in terms of all the crime categories.

Alldays SAPS is the Hotspot for theft of livestock

### 3.8 PUBLIC AMENITIES

Social Services infrastructure

The table below provides a summary of facilities that provide social services:

FACILITY	NUMBER	STRATEGIC PRIORITY	COMPETENCY
Early Childcare center	45	Education/skills development	Municipality (infrastructure provision)
Primary schools	186		Department of Basic Education
Secondary schools	84		Department of Basic Education
TVET college	1		Department of Higher Education
Clinics	25	Health	Department of Health
Health centers	2		
Hospital	1		
Police stations	5 +3 outside but serving Blouberg communities	Safety and security	Department of safety and security
Sports Facilities	4	Recreation	Department of Sports ,Arts and Culture
Libraries	3	Educational/ Skills and Learning	Department of Sports, Arts and Culture

## POST OFFICE AND TELECOMMUNICATION

Blouberg municipality is very rural with dispersed and scattered settlements, which makes it difficult to access. There are numerous post office structures across the municipality with Tolwe, Ga- Kibi, Taaibosch, Kromhoek, Maleboho Swartwater, Maastroom, and Bochum, Vivo, and Alldays to mention but few. Mail collection points are dispersed across the municipal villages. Few people make use of the post offices, as they prefer banking institutions that are accessible any time.

The post office is used mostly by stokvels and societies to invest the monies. Most pensioners also use the post offices as pay points and mail and parcels are delivered through the post office. Telecommunication and information technology infrastructure comprises of electronics, business process outsourcing, internet services and websites, while telecommunication assets include cellular phones, fixed telephones and computer services. These are the main communication tools used to perform and convey information in a modern world. The most popular network providers in the municipality are Vodacom, MTN, Cell C and Telkom. **HOUSEHOLD ACCESS TO CELL PHONE, COMPUTER AND TELEVISION PER MUNICIPALITY.**

MUNICIPALITY	CELL PHONE		COMPUTER		TELEVISION	
	YES	NO	YES	NO	YES	NO
<b>Blouberg</b>	82	18	6	94	67	33
<b>Molemole</b>	87	8	10	90	78	22
<b>Polokwane</b>	92	13	21	79	70	30
<b>Lepelle Nkumpi</b>	86	14	11	89	74	26

The other important aspects is the broadband which for transmission of higher volumes of communications. It refers to the telecommunication signal with greater band than the standard capacity.

## SPORTS AND RECREATION

### STATUS QUO

All settlements have access to cemeteries though such are not formalized. There are three standard sports facilities at Eldorado, Alldays, Senwabarwana and Sekiding (Mampote) and currently the Pinkie- Sebotse sports facility is at implementation stage. The Senwabarwana sports complex has the athletic tracks, boxing arena and gymnasium. All other areas have informal sports grounds. The Blouberg area has nine community halls. There is one Thusong service centre at Eldorado and it hosts the municipal offices, Department of Education, Department of Agriculture, Department of Labour, SAPS and Department of Health

### THE TABLE BELOW REFLECTS AVAILABILITY AND BACKLOG OF STANDARD SPORTS FACILITIES WITHIN WARDS

WARD	AVAILABLE	BACKLOG
1	0	1
2	0	1
3	1	0
4	0	1
5	0	1
6	0	1
7	0	1
8	0	1
9	0	1
10	0	1
11	0	1
12	0	1
13	0	1
14	1.	0
15	0	1
16	1	0
17	0	1
18	1.	0

19	1	0
20	0	1
21	0	1
22	0	1
<b>TOTAL</b>	<b>3</b>	<b>18</b>

### **CHALLENGES**

The challenge is that sports and recreation facilities available do not have enough facilities such as high mast lights for night games; athletic rubber tracks etc. Another challenge with the amenities is on the available halls, which are not used as multi-purpose community centres but are only used scarcely as normal halls.

### **INTERVENTIONS**

The municipality, together with SAFA and private partners, construct and upgrades sports and recreational facilities annually. SAFA has to construct an artificial soccer facility as part of its 2010 legacy projects. With regard to community halls, the municipality has moved way from normal standard halls and build multi-purpose centres. There are plans to construct the state of the art sports facility in Senwabarwana to move along with the growth of the town. The municipal plant and equipment shall always grade sports ground when they maintain and grade roads.

### **3.9 KPA. BASIC SERVICES DELIVERY AND INFRASTRUCTURE ANALYSIS**

This analysis will focus on the provision of basic and social infrastructure needs for Blouberg communities. More emphasis will be on the provision of services such as water, sanitation, energy, and roads.

#### **ENERGY AND ELECTRICITY SUPPLY**

In terms of electricity connection, the whole Capricorn District Municipality has seen an increase in electricity connection from an average 50% of total number of dwellings to 83% in 2010 and 92% by 2016 and 96% by 2021. This represents a vast improvement. Blouberg Municipality saw an exponential increase in the connection from a lowly 31% in 2000 to 81% in 2010 and a further 96, 4% in 2020.

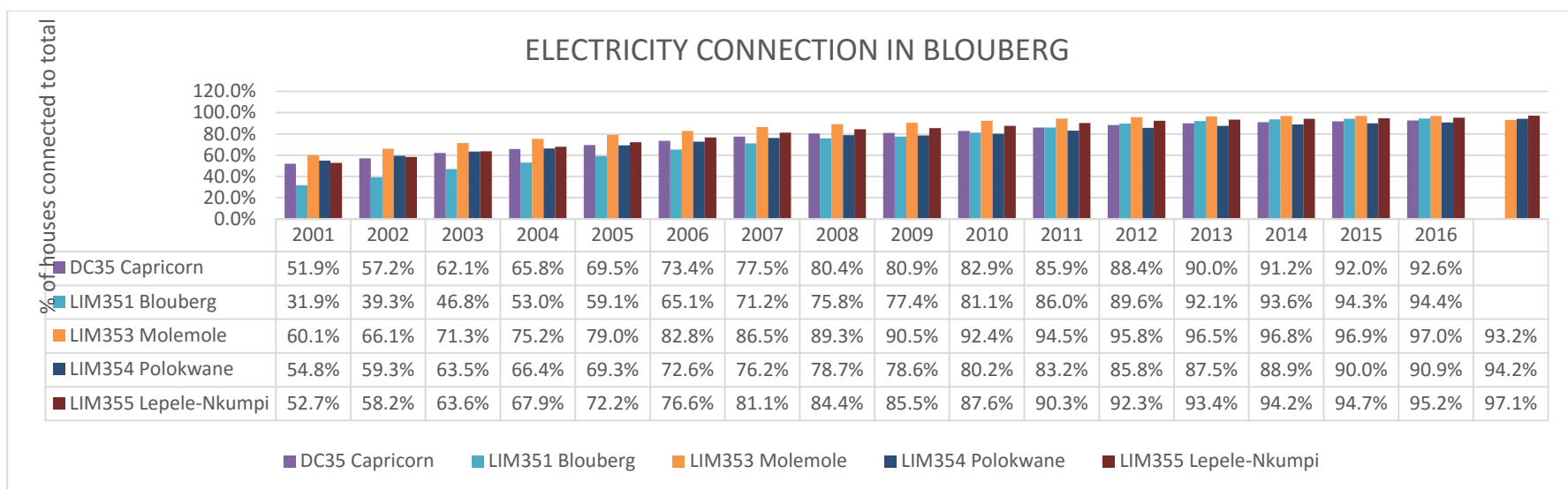


Figure 20: Electricity Connection in the dwellings in Blouberg, 2000-2016 (Source: Global Insight, ReX)

An independent power producer (IPP) in the form of Sun Edison operates the Soutpan solar plan at the farm Zuurbult near Vivo for the augmentation of green energy to the national grid. This will come handy to the energy needs of the country, in general, and the municipality, in particular. This station also confirms the competitive and comparative weather conditions that are conducive for additional power stations as well as the exploration of solar heating energy to augment the one in Alldays Speaker Park. This will boost

the local economy and create more jobs in that sector as locals can be skilled to operate, maintain and manage such projects. Electricity is part of life and economic development. This relates to improved living conditions. Electricity is a basic need for communities. The municipality has a license to electrify the area that does not fall under Eskom supply area. The other sources of energy supply are solar energy, paraffin and firewood. The communities in the municipality use firewood and paraffin for cooking, lighting and other domestic chores. The main objective of Blouberg Local Municipality was to provide electricity to all households by 2014. The Municipality is a licensed electricity distributor and by 2013 all settlements were electrified save for extensions. The Municipality has thus reached the universal access by providing electricity to all established settlements, save for the extensions. The Hananwa settlement at the top of Blouberg Mountains has also been granted solar energy. Currently the municipality is busy with the electrification of extensions and about 500 houses have been provided with solar geysers in Alldays Speaker Park. The mega solar energy plant has been construction at Zuurbult farm and it supplies solar energy to the nearby power station. The project has diversified energy sources within the Municipality and this will assist in alleviating power outages in the municipal area and the neighboring municipality of Molemole. The municipality has implemented the first solar street lights project in the province in Alldays in partnership with Venetia mine.

#### **ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT (EEDSM) PROGRAMME**

The municipality was part of the energy efficiency and demand side management programme from Department of Mineral Resource and Energy (DME). The programme seeks to make sure that municipal owned infrastructure is as energy efficient as possible. We have been fortunate enough to be part of the programme for the 18/19FY, 19/20FY receiving R4.86 mil and R2 mil respectively. In the 18/19 FY, we retrofitted streetlights, high masts, stadium lights and office lights to more efficient LED lighting technology. In the 19/20, FY funds will be used to install smart meters on 15 selected sites and a grid tie rooftop PV plant at Senwabarwana head office. The projects implemented resulted in energy savings. For the 18/19FY these amounted to 780 MWh and the 19/20FY savings are still to be finalized. We are proud to have done our part in reducing energy usage and somehow decreasing the strain on Eskom. The small savings add up into (Mega Watts) MW and the MW into (Giga Watts) GW. The municipality continues to construct solar high mast and streetlights in Alldays and Senwabarwana and in the five traditional leaders in the municipality.

#### **STATUS QUO**

##### **SOURCES OF ENERGY SUPPLY IN THE MUNICIPALITY**

There are different sources of energy used in the municipality. The most popular energy source is the electricity connection, which is supplied by both Eskom and the municipality. Paraffin and wood are also used as the other energy sources mainly for cooking and lighting. The other energy sources used are gas and candle which are also used for both cooking and lighting. The use of wood for cooking and keeping the families warm is the most popular among the black Africans, which has its culture rooted in the African communities. Electricity and gas are the most costly energy sources used while wood is the affordable energy source.

##### **ELECTRICITY SUPPLY TO HOUSEHOLDS**

All the settlements in the municipality are supplied with electricity while Hananwa has been supplied with solar energy as it is at the top of the Blouberg Mountains. Currently the municipality is busy electrifying the extensions. The municipality has started with the installation of high mast lights in areas of Senwabarwana, Letswatla, Taaibosch, and Inveraan. In Alldays the solar powered streetlights project is complete and functions efficiently. The solar streetlights project was completed in the Alldays town. The municipality had to date connected about 16 458 units.

The project is one of its kind in the province and it serves as a flagship project in the municipality.

MUNICIPALITY	POPULATION	% of Households	% of Households with access to Electricity			% of households with no Electricity		
Municipality	Population	2018/2019	2019/2020	2020/2021		2018/2019	2019/2020	2020/2021
Blouberg	172 625	97%	96%	97 %		3%	4%	3 %

The table above is the combination of Eskom and Municipality Villages.

## ELECTRICITY SUPPLY TO SCHOOLS

The report from the department of education indicates that all the schools in the municipality are supplied with electricity as almost all the schools are the voting stations.

## PROVISION OF FREE BASIC ELECTRICITY

The municipality as well as ESKOM provides free basic electricity of 50 KWA to its indigent residents per month. Such indigents are captured in the municipal indigent register, which is updated from time to time. Field cashiers have been appointed in all the 22 wards to register and update the indigent register as well as a register of all municipal customers. The municipality has not succeeded in the provision of free basic electricity to all our beneficiaries. There is a challenge with the indigent register.

## CHALLENGES

The Municipality currently has a backlog of 3 %, which translates to 1334 households, in ESKOM supply extension areas. The main challenge is lack of funding and delays in the approval of designs, and in some instances also energizing due to misunderstandings between the Municipality and ESKOM. There is also a challenge of distribution loss in that the funds used in the bulk purchase of electricity are so huge with low return. The challenge of illegal connection exists. There is also shortage of personnel to do meter auditing to determine exactly the cause of distribution loss.

## INTERVENTIONS

The municipality has engaged ESKOM and the Department of Energy to transfer electricity infrastructure in the town of Senwabarwana to the municipality so that Council can take full control of such infrastructure to accommodate the growth of the town and also assist in aligning such with the municipal billing system. The Municipality has further engaged ESKOM, CDM and the Department of Energy to assist in the development of the energy master plan. One other intervention has been to engage ESKOM with a priority list of settlements, which should be provided with connections because of the growth of such settlements, and in the 2016/2017, financial year settlements such as Sesalong, Bognafarm, Schoongezicht, Grootdraai, Papegaai and Toiwerfontein have been connected. In the 2019/2020, FY there was a delay in the implementation of ESKOM projects but at these stage contractors have been appointed. The Blouberg Municipality has recently electrified and energized settlements such as Silvermyn, Motadi, Gideon, Diepsloot, and Mongalo. The municipality has enlisted the services

of field cashiers to conduct meter-auditing exercise to assist in the curbing of illegal connections and distribution loss.

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## **ROADS AND STORM WATER**

The Municipality takes the responsibility of ensuring that all municipal roads are in a good condition for use by vehicles and other land modes of transport. The municipality also takes care of storm water control, which poses a serious threat to the access roads and internal streets. Annually the municipality budget for the upgrading of internal streets and storm water projects.

The Municipality takes the responsibility of ensuring that all municipal roads are in a good condition for use by vehicles and other land modes of transport. The municipality also takes care of storm water control, which poses a serious threat to the access roads and internal streets. Annually the municipality is unable to fund for the upgrading of internal streets and storm water projects due to less collection of revenue.

## **CLASSIFICATION OF MUNICIPAL MAJOR ROADS**

**The roads in the municipality are classified into four categories, which are:**

- National roads- These refers to the roads that belong to the national government under SANRAL.
- Provincial roads- These refers to the roads that belong to the provincial government under RAL
- District roads- These refer to the roads that belong to the district municipality and are under the care of the district.
- Municipal roads- These refer to the access roads and internal streets that belong to the local municipality and are under the care of the municipality

## **PROVINCIAL ROAD NETWORK PER DISTRICT**

DISTRICT	KILOMETRES PAVED	GRAVEL KILOMETRES	TOTAL KILOMETRES
CAPRICORN	1223	3283	4506
MOPANI	1165	1704	2869
SEKHUKHUNE	1173	1481	2654
VHEMBE	1323	2367	3690
WATERBERG	1295	4983	6278

Road Number	Route	Category
N11	Mokopane via Blouberg and Lephalale to Botswana	National
R 521	Vivo to Alldays	Provincial
R 572	Alldays to Maastroom	Provincial
Road Number	Route	Category
R 561	N11 to Maastroom	Provincial
D 3325	Ga-Moleele to Harris which via Gemarke	Provincial
D 3270	Springfield to Vergelegen	Provincial
D 3278	Buffelshoek Clinic via Bahananwa Tribal Office to Inveraan	Provincial
D 3327	Masha lane to Bull-Bull	Provincial
D 3278	Dalmyne to Bull-Bull	Provincial
D1589, D3297, D3292	DeVrede via Ratshatsha to Kibi	Provincial
D1200, D688, D2657	Dendron via Makgato to N1 (Botlokwa)	Provincial
D 3330, D3474, D3440	Ga Moleele, GaDikgale, GaLetswalo, Raweshi, Pollen, Mons, Swartz to Driekoppies	Provincial
D3275-D3287	Windhoek to Eldorado	Provincial
D3322	Blouberg health center via Bahananwa Tribal Office to Buffelshoek	Provincial

The Limpopo Department of Roads and Transport takes responsibility of the provincial road network and some of the District Roads (although not clearly defined) within the Municipality's area of jurisdiction. The total length for the Provincial road network is approximately 960km, from which 272km is surfaced and 688km is gravel, leaving a backlog of 71.7%.

The condition of most of the Provincial gravel roads is not so good, but the Limpopo Department of Roads and Transport performs maintenance on these roads. They re-gravel and construct culverts for some of these roads. They are also currently running an EPWP program me whereby over 600 people have been employed from within the Municipality's communities, specifically for the cleaning of road reserves alongside the main roads, and other routine maintenance of the surfaced roads.

Blouberg Municipality takes responsibility for the municipal roads network. The total length of Blouberg road network is approximately 640km, from which 215km is access roads and 425km is internal Streets. The conditions of municipal roads and storm water facilities are very poor. Most of the roads are not accessible during rainy days, as they become water logged. Roads in settlements next to mountains have been damaged by uncontrolled surface

run-off water from the mountains with villages such as Mokwena, Burgerecht, Kgatla, Leipzig and Inveraan been badly affected. Ward one settlement also encounter serious challenges of roads and storm water. The Municipality has only managed to surface 56.1 kilometers of the internal streets from the Municipal Infrastructure Grant that is allocated to the Municipality annually (also utilized for other Infrastructure Projects). There is still a total backlog of approximately 584 km, which also includes access roads, translating to 91.25% of backlog. The Municipality's Technical Services Department has a Roads and Storm Water Unit that deals mainly with the maintenance of municipal roads. The Unit is divided into two (2) clusters that operate from Eldorado and Senwabarwana main office. Each of these clusters has a group of villages that it is responsible for, and with the minimal resources that the Municipality has, it has also distributed them amongst these clusters and in some instances, the resources are shared. A list of priority Roads, also serving as a Roads maintenance plan has been compiled for each of the clusters.

## **CHALLENGES**

The main challenge is the huge percentage of backlog for municipal roads. The Municipality depends fully on the Municipal Infrastructure Grant (MIG) for the implementation of roads projects and the grant is never sufficient to make an impact on backlogs as it is also utilized on other infrastructure projects other than roads.

Due to lack of funds, currently there is no Master Plan that is in place, causing poor planning for municipal roads and storm water drainage. Most of the access roads and internal streets are not paved or tarred as the municipality lacks enough funds to implement the project.

Most of the Municipality's gravel roads are in a bad condition and currently there are insufficient resources. Some of municipal resources are evenly shared amongst the two (2) roads maintenance clusters. There is a shortage of skilled personnel in the municipal roads maintenance unit. The provincial Roads and Transport Department which is also responsible for the operation, maintenance and management of provincial networks of roads has huge capacity constraints thereby causing the municipality with its limited resources to take over the operation and maintenance of most provincial roads.

## **INTERVENTIONS**

A funding model for the MIG must be reviewed in order to ensure that allocations are distributed in a manner that will create an impact to municipal backlogs over a certain period.

Roads Master Plans must be developed in order to ensure proper planning for Roads and Storm water drainage, also focusing on access roads.

There must be an increase in the number of resources and recruitment of skilled personnel for municipal roads maintenance clusters.

The Department of Public Works and Roads must also allocate sufficient funds to create an impact on the backlog for the provincial roads.

The re-gravelling and maintenance of some internal streets service was outsourced to external service providers as a pilot.

To date areas such as Mokhurumela, which had large sand; streets are accessible because of the project. The other areas where there was bad access streets and roads such as Inveraan are accessible. The municipality has also purchased the low bed truck to transport its plant and machinery to improve on the turnaround time to respond to challenges.

BLOUBERG MUNICIPALITY UPGRADING:GRAVEL TO TAR							
ROUTE PARTICULARS				GROWTH AREAS			
PRIORITY	ROAD NO.	ROADS PARTICULARS	APPROXIMATE LENGTH (km)	LOCAL MUNICIPALITY	GROWTH POINT	LEVEL OF GROWTH POINT	OTHER DEVELOPMENT STRATEGY SUPPORTED
1	D1589, D3297, D3292	De Vrede via Raditshaba to Eldorado	25	Blouberg	Eldorado	Local	Farming, retail development and administrative
2	D1200, D688, D2657	Dendron via Makgato to N1 (Botlokwa)	35	Molemo le, Blouberg	Dendron (Mogwadi)	District	SDR, Agriculture, Tourism
4	D 3330, D3474, D3440	Ga Moleele, GaDikgale, GaLetswalo, Raweshi, Pollen, Mons, Swartz to Driekoppies	30	Blouberg	Senwabarwana	Local	Major Link
5	D3275-D3287	Windhoek to Eldorado	38	Blouberg	Eldorado	Local	Farming, administrative and major access
6	D3322	Blouberg health center via Bahananwa Tribal Office to Buffelshoek	12	Blouberg	Senwabarwana	Local	Major Access

## PUBLIC TRANSPORT

There is one mode of public transport in the municipal area viz road transport. The dominant public transport mode is the minibus taxi while another form of public transport, which was Great North and MMabi bus services, suspended their operations. The other transport mode is donkey carts and bicycle mostly used by the communities. The challenge with the municipal public transport is that it is only available between 6H00 in the morning and 18H00 leaving most commuters stranded outside these stipulated times. The movements of these modes of public

transport is towards all the nodal points of Blouberg, viz, Alldays, Senwabarwana, Tolwe and Eldorado while outside Blouberg the major destinations are Musina, Louis Trichardt, Lephalale, Steilloop and Polokwane.

### STATUS OF TAXI RANK FACILITIES

LOCATION	STATUS	DESTINATIONS
Senwabarwana	The rank is formal with the following facilities: shelter, loading bays, ablution blocks and hawkers' facilities	The rank covers the rest of Blouberg and destinations such as Polokwane, Johannesburg,
Eldorado	The rank is formal with the following facilities: shelter, loading bays, ablution blocks	The rank covers the rest of Blouberg and areas such as Senwabarwana and it connects to Polokwane via Kromhoek taxi rank
Kromhoek	The rank is formal with the following facilities: shelter, loading bays, ablution blocks and hawkers' facilities	The rank covers the rest of Blouberg and destinations such as Polokwane, Johannesburg and Louis Trichardt
Alldays	The rank is formal with the following facilities: shelter, loading bays, ablution blocks	The rank covers the rest of Blouberg and destinations such as Musina and Louis Trichardt
Windhoek	The rank is informal	It covers Senwabarwana, Steilloop and Lephalale municipality
Avon	The rank is informal	It covers Senwabarwana, Vivo, Indermark
Buffelshoek	The rank is informal	It covers Senwabarwana
Vivo	The rank is informal	It covers Senwabarwana, Alldays, Mogwadi and Louis Trichardt
Letswatla	The rank is informal	It covers Senwabarwana
Mamehlabe	The rank is informal	It covers surrounding villages and links with Tibane taxi rank to Polokwane

### PUBLIC TRANSPORT CHALLENGES

The challenge with the municipal public transport is that it is only available between 06H00 in the morning and 20H00 leaving most commuters stranded outside these stipulated times. The other main challenge is the bad state of roads that increases the operation and maintenance costs of public transport operators. Lack of formal taxi ranks with all related amenities in some strategic areas such as Avon, Vivo, Buffelshoek, Windhoek and Harris wish remains a challenge. Disputes over operating routes occasionally occur resulting in conflicts among taxi associations.

### PUBLIC TRANSPORT INTERVENTIONS

The roads and transport forum has been established and all taxi associations operating within Blouberg are members of the forum. Recent conflicts between Letswatla and Bochum Taxi associations have been resolved through the intervention of the municipality, SAPS and the District Taxi Council. The matter of accessibility of public

transport outside the 06H00 and 20H00 times has been referred to the operators for rectification. The state of poor road conditions was highlighted to the MEC for Roads and Transport for intervention. The municipality and the CDM in collaboration with public transport operators will develop a priority list for formalization of taxi ranks. Taxi and bus shelters have been constructed along major routes such as D1200 (Senwabarwana-Windhoek road), Wegdraai to Eldorado road, Letswatla to Windhoek road and D1598 (Kibi to Schiermoonikoog road)

## **TRAFFIC MANAGEMENT**

The main offices for traffic management are in Senwabarwana. The municipality has rolled out the traffic management services to Alldays and Eldorado, as part of the decentralization of services. The learners' licenses classes are conducted from both Alldays and Eldorado offices. The Alldays traffic office covers Vivo in Ward 12, ward 17 and 18. The Eldorado office covers both areas of ward 15, 16 and 20. The Alldays traffic office controls traffic to and from Zimbabwe, Musina, Venetia Mine, Botswana, Swaartwater and surrounding villages. The law enforcement service was extended to Tolwe satellite office and we hope to roll out licensing service to the same office in future. More concentration for the Tolwe office is on the N11 road that links the country with Botswana

## **STATUS OF TRAFFIC CENTRES**

<b>LOCATION</b>	<b>STATUS</b>	<b>SERVICE</b>
Senwabarwana: Main offices	The center provides all services and serves as the main office of the municipality.	Fully operational
Eldorado: Satellite office	The traffic service is amongst municipal services decentralized to the Eldorado satellite office.	Semi-operational
Alldays: Satellite office	The traffic service is amongst municipal services decentralized to the Alldays satellite office.	Semi –operational
Tolwe Satellite Office	The office provides only law enforcement services	Semi- operational

## **TRAFFIC SERVICES CHALLENGES**

The main challenge remains the road conditions within the municipal area, which pose a threat to the conditions of the vehicles. Other nodal points such as Tolwe, Harris which and Laanglagte are not covered by traffic offices, and as a result, less service is provided to those nodal points. Another factor is the traffic congestion within Senwabarwana town, which results in traffic delays and possible accidents. Other roads have turned into killer roads and accidents hotspots. Road fatalities are in the main caused by speeding, vehicles that not roadworthy, pedestrians and stray animals.

Most accidents occur on the D1200 between Senwabarwana and Langlaagte, road D1468 between Senwabarwana and Vivo and roads D1589, 3297 and 3292 from Schiermonikoog to Eldorado and Kibi.

## **TRAFFIC SERVICES INTERVENTIONS**

The challenge related to state of roads could be solved by the development of a road master plan by the Infrastructure Development and Engineering services department in line with the Integrated Transport Plan, which includes re-gravelling, de-bushing and tarring. Traffic congestion could be reduced by establishing a holding area for taxis after off-loading commuters.

## REGISTRATION AND LICENSING OF VEHICLES

The main offices for the registration and licensing of vehicles are in Senwabarwana. The municipality has rolled the service out to Alldays and Eldorado, as part of the decentralization of services plan. The Alldays driver-learner testing center (DLTC) covers Vivo in Ward 12, ward 17 and 18. The Eldorado office covers both areas of ward 15, 16 and 20.

### STATUS OF DRIVER-LEARNER TESTING CENTRES

LOCATION	STATUS	SERVICE
Senwabarwana: main offices	The center provides all services including driver testing center and testing of vehicles, and serves as the main office of the municipality.	Fully operational
Eldorado: satellite office	The center is amongst municipal services decentralized to the Eldorado satellite office, which provides for learners licensed tests, registration of vehicles and issuing of car discs.	Service to be operational without vehicle testing and driver testing.
Alldays: satellite office	The center is amongst municipal services decentralized to the Eldorado Satellite office. which provides for learners license tests, registration of vehicles and issuing of car discs?	Service to be operational without vehicle testing and driver testing.

### LICENSING AND VEHICLE REGISTRATION SERVICE CHALLENGES

The main challenge remains the road conditions within the municipal area, which will make it difficult to open a driver-testing center at Eldorado (no tar road). Another challenge is the informal operations of the driving schools within the municipality and the high charges for testing of the students. Other nodal points such as Tolwe, Harris that, Inveraan and Laanglagte are not covered by services, and as a result, law enforcement service is provided to those nodal points. Another factor is the traffic congestion within Senwabarwana town, which results in traffic delays and possible accidents. At times, it makes it difficult to tests the learners on the road.

### LICENSING AND VEHICLE REGISTRATION SERVICE INTERVENTIONS

The problem related to the informal driving schools could be resolved by establishing a driving schools' forum and training of the schools for efficient management of their schools. The challenge related to state of roads and road markings could be solved by the development of a road master plan by the Infrastructure Development and Engineering services department.

The municipality has constructed the new structure for licensing and vehicle registration to solve the challenge of space.

## WASTE MANAGEMENT SERVICES

### STATUS QUO

The Municipality has developed and adopted the revised Integrated Waste Management Plan (IWMP). The plan serves as a roadmap for the management of solid waste for the entire Municipality with R293 towns and nodal points, and some rural villages, used as starting points since the capacity available cannot cover the entire municipal wide area. Currently the function is rendered in fourteen settlements on a weekly basis while the towns of Alldays and Senwabarwana receive the service on a daily basis. Currently there are two landfill sites in Alldays and Senwabarwana. A waste transfer station at Taaibosch is complete. A waste management team is in place and two waste removal trucks, and a tractor was purchased.

### THE TABLE BELOW REFLECTS WARD WASTE REMOVAL SERVICE ROLL OUT AND BACKLOGS

WARD	AVAILABLE	NO. OF HOUSEHOLDS	BACKLOG ITO OF VILLAGES WITHIN THE WARD
1	0		11
2	0		7
3	0		6
4	0		9
5	0		7
6	0		5
7	0		6
8	1 DILAENENG	1021	6
9	0		6
10	1 AVON UP TO DIKGOMO	2979	0
11	0		6
12	2. INDERMARK UP TO DIKGOMONG	2136	0
13	2 (BURGERUGHT AND MOTLANA)	554	5
14	0		7
15	2 (KROMHOEK AND DEVREDE)	3650	0
16	0		5
17	2 (GROOTPAN AND LONGDEN)	1200	6
18	2 (TAAIBOSCH AND ALLDAYS)	2967	0
19	SENWABARWANA TOWN, DESMOND PARK, EXTENSION 5, WITTEN.	4037	0
20	0	0	8
21	0	0	10
22	0	0	5
TOTAL	14	18544 of 41 416 households	109 (24 679 households)

**THE TABLE BELOW REFLECTS WARD WASTE REMOVAL SERVICE ROLL OUT IN THE MUNICIPALITY**

WARD	AVAILABLE	NO. OF HOUSEHOLDS	BACKLOG
01	1 (RAWESHI) INCLUDING MINING AREA	165	10
11	1 (MACHABA)	1670	0
16	1 (ELDORADO)	1234	7
19	2 (SENWABARWANA TOWN, DESMOND PARK, EXTENSION 5, WITTEN.	4037	0
21	1 (TOLWE)	156	9
TOTAL		5762	

## CHALLENGES

Capacity constraints: this involves lack of resources (financial and human) to roll out the service to the entire municipal area. Available plant and personnel are not enough to render the service for all areas. For the past two financial years, the Municipality could not purchase plant and refuse bins due to budgetary constraints.

The Senwabarwana landfill site is completed and operational and waste is being dumped in the landfill site.

Lack of education on the part of members of the community on waste matters does not help the situation. Lot of littering occurs in the town of Senwabarwana around the CBD mainly because much business activities are taking place there. The Department of Environmental Affairs has trained officials to enforce both by-laws and Environmental Acts around the municipal jurisdictional area, which will ease the situation of non-compliance by the regulated community.

## INTERVENTIONS

Blouberg Municipality renders the refuse removal service in 14 settlements with the, households serviced standing at **18 544 (45%)**. The backlog is **22 872 (55%)**. Challenges are funding for roll out of the refuse service to all settlements.

The Environmental Management Plan (EMP) is partially implemented; the Solid waste and refuse removal by laws are not fully implemented due to capacity challenges that are currently being ironed out. Intergraded Waste Management Plan is currently under review. The neighborhood funding from the National Treasury earmarked for urban renewal shall come in handy to address some of the waste management challenges encountered.

The Municipality is rolling out the function to a number of settlements with the recruitment of hundred (100) general workers who were employed through the EPWP program. The number of municipal EPWP participants has increased from 200 to 300 in 2020/2021 financial year and such number will either be sustained or increased in subsequent years.

The programme is augmented by the integration of EPWP and Community Works Programme. Such general workers are used to clean settlements, roads, cemeteries and any other work identified by members of the community.

Another intervention is through partnerships with private stakeholders. Currently the Municipality has a partnership with PEACE Foundation to deal with waste management issues. A Recycling, Reduce and Re-Use initiative is being implemented at Alldays and Senwabarwana. Fifty (50) drums have been mounted in both Senwabarwana and Alldays as a form of mitigating littering from the regulated community. **18 544 (45%)** households receive household collection on weekly basis.

The municipality is currently experiencing backlog of **22 872 (55%)** households from various settlements that are not saturated with population growth.

## **WATER PROVISION**

Water is a basic need to communities. It is important that the water that is provided to communities is of good quality and suitable for human consumption, and suitable for good hygiene practices, noting that without water there is no hygiene.

## **STATUS QUO**

Blouberg Municipality serves as a Water Services Provider (WSP) responsible for the function of operations and maintenance for the water infrastructure with a budget allocated from the Water Services Authority (WSA) being the Capricorn District Municipality (CDM). The municipality is dependent on underground water source as there are no dams to assist with the water provisioning.

CDM has established its own Blouberg Satellite Office, which has a manager also working with local municipal staff. The District has, further, seconded its staff to the Blouberg Satellite Office to work on the operations and Maintenance of the water infrastructure, most of who have been transferred from the Department of Water Affairs in the year 2007. The Satellite office has five (5) Maintenance Camps responsible for the maintenance of the five (5) Regional Water Schemes that are in the Blouberg municipal Area. Capricorn District Municipality as the WSA implements water projects on the local municipality's behalf. Currently 72% of the households within the Blouberg municipal area have access to water at the level of RDP standard, with only a backlog of 28%. Other Water projects are to be implemented in the future financial years, as prioritized by CDM but in consultation with the Municipality. Some of these projects will focus on the refurbishment of some of the old Infrastructure currently hindering good supply of water to communities. The main sources of water are boreholes, which are not completely sustainable as some even dry out over time. Most of the equipment for the boreholes has now aged and therefore break easily. The aquifers are affected when boreholes are over-pumped and not given a chance to rest.

Where there are water challenges and breakdowns, water is supplied with water tankers. The water quality in the municipality has not attained blue drop status.

The district should strive for the attainment of the status.

## **PROVISION OF FREE BASIC WATER**

The municipality, together with the district municipality, provides free basic water and free water to its households in the form of supply of free diesel and payment of electricity bills to ESKOM for the supply of electricity connections to boreholes. The challenge is in areas where there is no infrastructure or where there are service breakdowns that the free basic service is not adequately rendered but as contingency measure water, tinkering is used.

## **CHALLENGES**

The climate conditions and insufficient underground water sources pose a challenge to the availability and sustainability of water supply to the municipal area.

There are capacity challenges with regard to shortage of staff e.g. pump operators, water tanker drivers, plant operators, general foremen and scheme managers, etc. This is further compounded by lack of resources such as excavators, water tankers, TLBs, crane truck, etc. Insufficient allocation of the budget for the operations and maintenance of the water infrastructure by CDM does not do the area any good to fulfill its Constitutional mandate of providing the basic supply of water.

Other human factors also pose a challenge to the sustainability of providing the service to the community. Such includes theft of diesel engines, electrical cables, transformers and electric motors. Vandalism of Water infrastructure and Illegal connections on the main water supply pipelines (rising mains) is also a challenge. Unfinished projects (Limited scope of work due to budget constraints) are other human factors that deny communities access to adequate potable water supply.

## **INTERVENTIONS**

The WSA has to allocate sufficient funds to enable the WSP to perform proper maintenance on the water infrastructure, to attend to breakdowns within a reasonable turnaround time and thereby provide adequate water to communities. Further, on, resources and personnel responsible for operations and maintenance must also be increased.

Improved cost recovery strategies have to be in place in order to sustain provision of water and/or water supply to communities.

There is a need to augment water supply from other sources such as the Glen-Alpine Dam. The WSA has indicated that there are positive prospects of securing supply from the Glen-Alpine Dam as the Department of Water Affairs (DWA) did feasibility study, also aiming at securing a license transfer from agricultural to domestic use for the source. The bulk capacity at areas already supplied to RDP standard will be increased should the project be successful. Another source of supply is the Glenfirness (Blouberg) Dam, which already has infrastructure that needs to be upgraded as it has now aged. The Glenfirness (Blouberg) Dam previously supplied water to a reasonable portion of the Blouberg municipal area. Refurbishment and/ or replacement of such old infrastructure can augment supply to communities.

There is a need for the enforcement of service level agreements (contracts) that CDM has with its service providers for the implementation of water projects in order to ensure successful completion of the projects.

The municipality should endeavor to comply with the green drop standard.

The water catchment facilities should be constructed in almost all areas where there are mountains as lot of water is being wasted. The resuscitation of existing catchment areas should be prioritized taking into account that programs such as Community Works Program me and EPWP staff be used alongside municipal officials and available equipment. This will be in line with the municipal vision of turning prevailing challenges into opportunities for growth and development...as the benefits will be two fold. The first benefit is that unguided and destructive surface run-off will be contained and the second benefit is that the contained water in the catchment areas will be put into good use for both agricultural and tourism beneficiation and the boost to the local community will be immense.

The separate drinking facilities should be constructed solely for animal drinking to curb the practice of people sharing water with animals. The Department of Agriculture should be roped in to play a meaningful role in this regard.

## **SANITATION PROVISION**

### **STATUS QUO**

Sanitation provision is the function of the district municipality and the annual provision is made in the budget. There is a huge backlog in the provision of the service in Blouberg Municipality mainly because of budgetary constraints. About 65 percent of the population in Blouberg is without access to proper sanitation facilities. There are two types of the sanitation services provided to the communities in the Municipality namely; dry sanitation (VIP toilets) and the waterborne sewerage. The VIP toilets are provided in the rural communities and sewerage services provided in the towns such as Senwabarwana and Alldays; and will soon be provided in the new settlement at Tolwe.

VIP Toilets projects have been previously completed in sixty-six (66) settlements within the Municipality.

### **CHALLENGES**

The current percentage of the backlog for sanitation is high. There are budgetary constraints with regard to the provision of the service to cover the municipal area. There is always a challenge of water borne disease outbreak particularly in areas where the water table is high.

The other challenge is with regard to substandard VIP structures constructed that are not lined from underground

Most of the previously constructed VIP toilet units have full pits, but cannot be emptied due to lack of resources.

There is also shortage of maintenance personnel for sewer treatment works/ waterborne sewer (1 x Sewerage maintenance camp at Helen Franz responsible for Senwabarwana and Alldays)

### **INTERVENTIONS**

The district municipality has not increased the sanitation budget since 2016. The Municipality has resolved to prioritize the service for the areas with high water table such as Ga – Mamadi (Taaibosch), Eldorado, Innes and Slaaphoek, as well as fast developing areas such as Witten. Furthermore, provision has been planned for new settlements such as Tolwe whose general plan is to be approved by the office of the Surveyor-General. There is also provision from the Department of Human Settlements for rural areas VIP toilets. A major challenge is the growing settlements that put huge demand of the service.

There has been an intervention from the Department of Human Settlements to assist the Municipality with the eradication of sanitation backlog by initiating a Rural Household Sanitation program me,

Other forms of intervention in the provision of sanitation is the provision of low cost housing by CoGHSTA and such provision is accompanied by the inclusion of VIP toilets

### 3.10KPA. FINANCIAL VIABILITY & MANAGEMENT

Municipalities were designed with the objective of providing services to their communities in a sustainable manner. To attain all objectives of local government as outlined in the Constitution there is a need for adequate resources. Most of the resources required for local government to fulfill its developmental mandate require that a Municipality be financially viable and sustainable. The municipality must be able to raise all potential revenue from available sources and must at the same time manage its financial matters to ensure there is sustainability.

#### 8.1 STATUS QUO

Blouberg Municipality has the Budget and Treasury Department with five Divisions available to manage and render the financial services. The Divisions are Asset, Income, Expenditure, Supply Chain and Budget. Sources of revenue for the Municipality are external (grants and subsidies from the national and district spheres of government) and internal (own revenue sources). Key external sources include equitable share, municipal infrastructure grant, integrated electrification grant, and financial management grant. Key internal sources of revenue include property rates, development fund, electricity charges, traffic collections and sale of sites. A detailed reflection of the ratio of external and internal allocation is reflected in the attached budget, which is an annexure to this IDP. For the 2022/2023 financial year the grant allocation amounts to R300, 377.000 while own revenue amounted to R 103,301,831 and total revenue is R403, 678,831.56-.The total capital budget is R93, 686,000.00

The Auditor-General, in the 2018/2019 financial year issued a qualified audit opinion like in the prior year where the municipality also obtained the Qualified audit opinion on the management of financial affairs of Blouberg Municipality with areas of concern being disclosure of cash flow statement in 2018/19 financial year. The 2017/18 findings were amicably dealt with although the 2019/20 financial year audit still in progress due to covid-19 pandemic. The challenge of 2018/19 cash flow statement is already resolved and agreed with the AG and it was found that in the main the matter was on incorrect disclosures. The municipality issues out bills to its residents in Alldays and Senwabarwana on a monthly basis and the billing system used is solar system were Business Connexion (BCX) is the service provider.

Blouberg Municipality, being rural in nature, has challenges of a small revenue base. Because of the high level of indigence and unemployment rate most of the municipal residents are unable to afford payments of municipal services, rates and taxes.

There is also a culture of non-payment by municipal residents and this mostly prevalent in the town of Senwabarwana. Because of this culture, there is a high level of indebtedness and bad debts that have a bearing on the capacity of the Municipality to raise the much-needed revenue and sustain itself financially. It is against this background that the Municipality is currently dependent on grants for its financial performance and if the National Treasury was to stop funding to the Municipality the latter will close shop.

There is also a challenge of the reliability of the municipal billing system, which at times does not reconcile information on bills issued and paid. Another challenge is the reconciliation and integration of all IT systems that have a bearing on the financial performance of the Municipality. The Municipality currently uses cash-focus for payment of creditors, payday for payment of salaries, Solar system for billing etc. Another challenge throughout the years has been the bad audit opinion from the office of the Auditor-General on the financial affairs of the Municipality, the main emphasis being a disclosure of financial information when reporting.

Below is the table illustrating the municipal audit performance for the last five years

2017/2018	2018/2019	2019/2020	2020/2021
QUALIFIED	QUALIFIED	UNQUALIFIED	UNQUALIFIED

To give effect to the sound management of the municipality financial affairs there should be development and adopted the policies in line with the provisions of the Local Government: Municipal Finance Management Act:

- **Tariffs policy**

The policy was developed in terms of section 74 of the Municipal Systems Act. It prescribes procedures and processes for calculating tariffs and their implementation thereof.

- **Indigent support policy**

The policy aims at bringing relief to indigent households through the provision of free basic services by both the municipality and other service delivery agents. The policy annually sets a threshold on the combined amount that families qualify for in order to access free basic services. Annually a determination of two old age grants is used as a baseline. For the 2019/2020 financial year, the threshold was **R3 500, 00** and for the 2022/2023 it will move to **R4 300.00**

- **Credit control and debt collection management policy**

The policy sets out processes and procedures for credit and debt collection, as well as mechanisms for ensuring municipal customers pay for the services consumed.

- **Budget policy**

This policy sets out the principles, which must be followed in preparing a medium term revenue and expenditure framework budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

- **Investment policy**

This policy was compiled in accordance with the Municipal Investment Regulations and ensures that cash resources are managed in the most efficient and effective manner. It ensures that excess cash is invested to generate revenue for the municipality.

- **Cash management policy**

The policy regulates the management of cash flow

- **Supply chain management policy**

The policy is developed to give effect to the Preferential Procurement and Policy Frameworks Act and the MFMA by promoting fair, equitable, transparent, competitive and cost-effective procurement of goods and services, as well as disposal thereof.

- **Property rates policy and by-law**

This policy and by-law are developed and implemented to give effect to the Local Government: Municipal Property Rates Act by ensuring the municipality levy rates and taxes on ratable properties and the regulation of rebates and discounts thereof.

- **Payroll policy**

This policy provides guidelines and restrictions with regard to the compensation of employees.

- **Funding and Reserves policy**

This policy makes provision for ways of dealing with funding as well as allocating reserves for usage of excess funds.

- **Asset Management policy**

This document on the Blouberg Municipality Assets Management Policy is provided to assist Management and Officials of Blouberg Municipality on Asset related issues and to ensure consistent, effective and efficient asset management principles.

- **Cost containment policy**

The purpose of the policy is to regulate spending and to implement cost containment measures starting for the current financial year.

The objectives of this policy are to: ensure that the resources of Blouberg Local Municipality are used effectively, efficiently and economically by implementing cost containment measures.

- **Infrastructure procurement and delivery policy**

This policy establishes the Blouberg Local Municipality's policy for infrastructure procurement and delivery management in accordance with the provisions of the regulatory frameworks for procurement and supply chain management.

- **Virement policy**

The objective of the virement policy is to provide guidelines to be followed, to effect virements of approved budgeted expenditure during the course of financial year.

## **INTERVENTIONS**

The Municipality has developed and adopted finance management policies in line with the requirements of the Municipal Finance Management Act as appear above.

Because of challenges, alluded to earlier in the above paragraphs, a financial turnaround strategy would be prepared which entails, amongst other things, the following:

- activation of the activities of the council established committee (revenue management committee) to deals with issues of revenue enhancement;
- capacitating the senior management, finance portfolio members and staff in the Budget and Treasury Department by enrolling them for the program in financial management;
- Maximizing revenue generation and radically reducing municipal financial costs (costs-down value-up approach);
- A rigorous analysis enabling a response to key challenges;
- Ensuring that the Municipality sustains a path to long-term financial health;
- Being sensitive to the poor, in order to ensure affordability to all classes of households;
- Producing a fiscally sustainable spending pattern;
- Integrating and improving all financial IT systems. IT back-up systems must be made available to ensure the continuous operation of the IT system and the prevention of the unnecessary loss of data.
- Ensuring that service delivery and development agenda of the Municipality remain intact with the Municipality focusing on financial stabilization, alternative funding, and long-term capital planning and competitive tariffs to support sustainability.

To further attain a healthy financial status of the Municipality it is imperative for the Council to broaden the revenue and tax base. This can be attained by extending the municipal billing system to bill non-indigent households in settlements that were previously not billed. On a monthly basis, non-indigents should receive and pay for bills issued by the Municipality and all credit control and debt management policies must be applicable to them.

There is also a need to review the 3\5 financial year plan, which will articulate and implement the sustainability of the municipal finances.

Innovations are needed in the financial viability of the municipality with electronic payment systems that will allow municipal clients to pay for municipal services, rates and taxes with the internet.

### **3.11. KPA. 05 GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

#### **STATUS QUO ANALYSIS**

##### **BACKGROUND ON COUNCIL AND ITS COMMITTEES**

In terms of governance the Municipality comprises of 44 elected public representatives of which 22 are ward Councillors while the remaining 22 are proportional representatives' Councillors. Council, the highest decision making body of the municipality, has established committees to help with the smooth running of Council specific business. The primary committee of Council is the Executive Committee, which is chaired by the Mayor and consists of all chairpersons of portfolio committees. Six portfolio committees are in place, namely, Infrastructure Development; Economic Development and Planning; Budget and Treasury; Community Services; Special Focus; Corporate Services. Over and above these committees, there are section 79 committees, which report directly to Council and such committees include, Ethics and Disciplinary Committee; Local Geographical Names Committee; Petitions and Public Participation Committee; and Municipal Publics Account Committee.

##### **STAKEHOLDERS RELATIONS AND TRADITIONAL LEADERS**

The municipality has and maintains a system of stakeholder relations. There are forums and structures of maintaining stakeholder's relations. Key among such structures is the Mayor-Magoshi forum, which meets quarterly. There are five traditional authorities in Blouberg, viz, Bahananwa Traditional Authority, Kibi Traditional Authority, Babirwa Traditional Authority, Seakamela Traditional Authority and Makgato Traditional Authority. The relationship with the five traditional authorities within Blouberg municipality is very sound. In all key decision-making processes such as planning, approval, implementation, monitoring and evaluation of municipal programmes the five traditional authorities play a key role. Other structures that play a key role are the taxi associations, traditional healers associations and farmers' unions

##### **SPECIAL FOCUS MATTERS**

The municipality has a special focus unit that looks into the interest of special focus groups within its area of jurisdiction. The unit is located in the office of the Mayor and is staffed with three personnel, of which one is a person with disability. Special focus structures are also in place. There is a forum for people with disability, a youth forum and a women forum all with clear articulated programmes.

##### **WARD COMMITTEE SYSTEM**

The ward committees are in the process of being established in all the 22 wards in the municipality. There are only three wards outstanding because of the disputes in those wards. Council has finalised the establishment of all the ward committees by the end of March 2022.

## **COMMUNITY DEVELOPMENT WORKERS**

The municipality has 18 Community Development Workers covering the 21 wards. The programme is funded by CoGHSTA and jointly coordinated with the municipality. There is a good relationship amongst ward Councillors, ward committees and CDWs in the execution of municipal and government wide programmes

## **COMMUNICATION STRATEGY**

There is Communications Division in place and Communication Strategy was developed and approved by Council. Communications Manager heads the Division. There is public participation policy championed by the Speaker's Office. The municipality has established a website and a Face book page to interact with the cyberspace community.

## **AUDIT COMMITTEE AND RISK COMMITTEE**

The Audit Committee is in place and the Manager supports the unit: Internal Audit and an officer to assist the manager. The Audit Committee meets quarterly and submits reports to Council. The Manager serves as the secretariat for the Audit Committee. The Audit Committee also serves as the Performance Audit Committee and it assists with the performance audit.

The Risk Management committee is in place, comprises of senior managers, and is chaired by an external person. The committee sits on a quarterly.

## **IDP AND PMS**

The IDP Division is in place and is responsible for the compilation of the document and the facilitation of IDP meetings. There is the PMS unit located in the office of the municipal manager and it is responsible for performance management. The IDP document is compiled in house and it is approved annually on time. The PMS Policy and Framework are in place and quarterly institutional performance reviews are conducted. The individual performance assessments are conducted quarterly up to the levels of senior managers. The unit provide the technical support during the assessments. For the 2018/2019, financial year the municipality's IDP was rated as HIGH in terms of the assessments conducted annually by the province. From the 2016/2017, financial years to date the Blouberg IDP assessments have been sustained at a **HIGH** rating.

## **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

The municipal public accounts committee was established as a watchdog in the operations of the municipal affairs. The main objective is for the council resolution and committees to account to the public on the matters of the municipality. The committee is functional and it hold its meetings on quarterly basis and reports to council.

The committee comprises of all the political parties represented in the council.

## **BY-LAWS**

All critical by – laws, in line with the powers and functions of the Municipality have been developed and gazetted. These include Standing Rules and Orders; Control of Public Nuisances; Billboards and Advertising; Undertakings that Sell Food to the Public; Solid Waste and Refuse Removal; Streets and Sidewalks; Pollution Control; Water Provision; Sport & Recreation Facilities; Abattoirs; Supply of Electricity; Libraries; Credit Control and Debt Collection; Cemeteries; Impoundment of Animals; Street Trading; Rates By-law and Sand Harvesting. The Municipality will have to prioritize by-laws dealing with liquor trading in line with the appeal by the national government to do so.

## **COMPLAINTS MANAGEMENT SYSTEM**

The front desk personnel dealing with complaints and the Presidential and Premier Hotline queries have been appointed. The suggestion box is also available for members of the public to put in their suggestions. The plan is to beef up the customer care centre with additional call centre personnel.

## **RISK MANAGEMENT AND ANTI-CORRUPTION STRATEGY**

The Strategy has been developed and approved by Council. It was developed to curb eminent and future risks that could occur in the Municipality. The risk register has been compiled with all sorts of risks being identified. The Internal Auditor is the custodian of the strategy. The risk officer was appointed to take care of risk in the institution.

## **OVERSIGHT COMMITTEE\ MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)**

The committee has been established and is functional. It is comprised of all the members of the different political parties represented in the Council. Initially the committee was responsible for annual report only but it is now responsible for all the Council activities. The annual programme of the committee has been developed and approved by Council.

## **CHALLENGES**

The major challenge is with regard to the non-attendance of meetings by some traditional leaders. The farmers are not paying for services such as assessment rates as they always contest some policies and tariffs. The other challenge is with regard to the demarcation of sites illegally by traditional leaders.

## **INTERVENTIONS**

The meetings between the mayor and traditional leaders are scheduled to be held quarterly and they are reimbursed for the kilometres travelled to the meetings. There is catering for every sitting and the meetings are held at the neutral places to avoid conflicts. In case of the misunderstandings bilateral are done with the affected parties.

## **SPECIAL FOCUS CHALLENGES**

There is a challenge of budgetary constraints in the division. The inability to provide the focus groups with transport renders the formations dysfunctional. Lack of proper support is a deterrent for the committees to operate adequately. The outbreak of Covid 19 pandemic rendered the program stagnant because all the contact meetings were abolished.

## **INTERVENTIONS**

The budget for the special focus unit has been increased and there is funding committed for the transport of the committee members. The committees have been relaunched from the wards level.

## **WARD COMMITTEE SYSTEM CHALLENGES**

The major challenge is with regard to the acceptability of other ward committee members by their communities. Some ward committees are not reporting to the various meetings and the relationship with the indunas are not sound. The other challenge is with regard to the resignation and the time to fill the position taking too long.

## **INTERVENTIONS**

The office of the Speaker takes only 30 days to facilitate the filling of the position after having received the notice about the resignation. The ward committees are compelled submit programmes and attendance registers for the meetings where they have reported to the ward Councillor

## **COMMUNITY DEVELOPMENT WORKERS CHALLENGES**

Not all the 22 wards have been covered with the dedicated community development workers. Some CDWs have to travel long distances to carry out their duties. Other CDWs have been assigned two wards. The far areas like farms are not serviced because they are not accessible.

## **INTERVENTIONS**

The submission was done with CoGHSTA to appoint additional CDWs for the outstanding wards. Other racial groups should also be considered for the appointment to reflect on the demographics of the municipality.

## **COMMUNICATION STRATEGY CHALLENGES**

The area that is not fully covered is the corporate branding. Most of the good work done is not covered. There is a challenge of budgetary constraints for the programmes. The older generation is not IT literate and there is a challenge with the municipal website.

## **INTERVENTIONS**

The website is constantly updated and all the documents and policies as well as the required information is placed on it. The remaining challenge is the connectivity of the head office to the satellite offices. The issue at hand is at an advanced stage and shall be finalised soon.

## **3.12 KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

### **ORGANISATIONAL STRUCTURES**

The Council has five full time Councillors and six portfolio committees headed by members of the Executive Committee. There are five departments headed by the section 56 managers. The organisational structure is in place and it is being reviewed annually with the IDP and Budget. There is a clear alignment of the organisational structure, municipal powers and functions referred to supra) and the IDP. The only senior management positions filled are the positions of Municipal Manager and Director Economic Development and Planning.

The Municipality has a staff complement of 194 employees and the vacancy rate as at the adoption of the IDP\Budget in May was sitting at 17 employees.

### **SENIOR MANAGEMENT POSITIONS**

Four of the six senior manager's positions have been filled because the positions of municipal manager and senior manager for the Economic Development and Planning have resigned. The positions have been advertised already.

All the four senior managers have signed the performance contracts.

## EMPLOYMENT EQUITY MATTERS

The municipality has an employment equity plan in place. While the status of the municipality indicates a male, dominated administration strides have been made to address gender parity. At the top management, there is one female director and three male directors. There is a huge challenge on the recruitment and employment of people with disabilities and the plan is to embark on targeted recruitment of such hence a database of people with disabilities has been compiled by the Special Focus Office. The advertisements do not attract whites and other racial groups, as they do not apply for positions. The target for the EEP in the previous financial year was to recruit at least six female middle managers and two whites in terms of the organizational structure.

## SKILLS PROFILE AND GAPS

The municipality has skills base comprised of personnel with general administration skills, some with artisan skills, and few with financial management, engineering, environment and town planning skills. There is generally a shortage of people with financial, town planning and engineering skills and it is difficult to attract and retain such skills given the category of the municipality and the revenue base. For the past years the municipality has lost skilled personnel in the finance, town planning, engineering, auditing and town planning field.

## HUMAN RESOURCE MANAGEMENT PLANS AND POLICIES

All the critical human resource policies have been developed and adopted by Council, *inter alia*, Recruitment, Selection and Appointment; Subsistence and Travelling; Induction; Placement; Overtime; Training and Development etc. The Employment Equity Plan and Skills Development Plan are in place.

## DECENTRALIZATION OF MUNICIPAL SERVICES

The municipality has its head office in Senwabarwana, but has further decentralized its services to six satellite offices, viz, Alldays, Eldorado, Harriswich, Inveraan, Langlaagte and Tolwe. There are also plans to establish the seventh satellite office to cater for areas around Ward 21 & 22. The traffic services have also been decentralised to the Alldays and Eldorado satellite offices with only learner's services offered. Plans are afoot for the learners' services to be offered at Tolwe satellite office pending renovations.

## SWOT ANALYSIS

The strategic plan of any organization can be developed once the proper environmental analysis has been conducted. **SWOT** analysis has been identified as one of the strategic tools for environmental analysis. The analysis focuses on the internal environment by determining the Strengths and Weakness within the organization. When analyzing the external environment, the focus should be on identifying **Opportunities** and **Threats** facing the organization. The following **SWOT** analyses were identified after consultation with the role players as **STRONG** and **Weak** points and are illustrated in the table below:

STRENGTHS (INTERNAL)	WEAKNESSES (INTERNAL)
Public participation	Infrastructure maintenance
Internal capacity	Revenue collection
Effective Council structures	Grant dependent
Electricity infrastructure	By-law enforcement
Alignment of SDBIP and IDP	Compliance with SCM

Credibility of the IDP	Staff turnover
Improved Audit opinion	
<b>OPPORTUNITIES(EXTERNAL)</b>	<b>THREATS (EXTERNAL)</b>
Good relationship with traditional leaders	Unavailability of land for development
Tourism Opportunities	Unlicensed landfill sites
	Council disruptions
Municipality hosts one of six kings in the province	Land claims
100% complete electricity infrastructure	Lack of surface water
Partnerships (mining houses and other NGOs)	Drought
Strategic location	Housing backlog
Mining opportunities	Health facilities backlog
Glen Alpine dam as a source of potable water	High poverty level

#### **KPA 4: LOCAL ECONOMIC DEVELOPMENT**

##### **Key Drivers of the Blouberg Economy**

The economic character of the Blouberg Municipality mirrors that of the country at large. However, some features are peculiar to the Blouberg economic strata. The key economic drivers are as follows:

- Mining;
- Retail and SMME Development
- Agriculture;
- Tourism; and
- Manufacturing;

The next sub-section provides a detail report on the status quo of sectoral activities:

##### **Mining Development**

Blouberg Municipality does not have an operational mine currently. The last mine to be in active operation was the Oaks mine which was operated by the De Beers Consolidated Mines (DBCM) but had to be closed in 2008. However, the municipality is a labour sending area to the De Beers Consolidated Mine's Venetia operations, which is in the Musina Municipality (Vhembe District), as well as the DMI mine neighboring Venetia mine. Both mines produce diamonds from kimberlite pipes that stretch to the Limpopo River. The literature reviewed does not reflect any known adverse impact (social, environmental and economic) of mining in the Blouberg Municipality. Consultations with stakeholders within the municipality, especially traditional leaders and municipal leadership, reflect a gap that needs to be addressed as far as mining regulation is concerned. In terms of legislation, prospecting rights and mining rights are regulated by the Department of Mineral Resources (South Africa, MPRDA).

The main area of concern is that stakeholders view the granting of rights being done without their involvement even when such rights affect their areas of jurisdiction and authority. Furthermore, there is a general concern that the legislated Social and Labour Plans do not address priorities of communities in mining labour sending areas of the municipality. The strategy chapter of this GDS will highlight areas of improvement in this regard.

**a) Venetia Mine**

The mine is in the Vhembe district in the Musina Local Municipality at about 36 kilometers north of Alldays. According to the Social and Labour Plan for the period 2016- 2022 Blouberg Municipality workforce constituted 21,5% of the total workforce for the mine with a contribution of 373 employees of the mine.

The Venetia Mine Socio-Economic Report of 2016 reflected an increase of the Blouberg labour force in the mine to 27.9% with 323 employees out of 1 439 employees. The report also indicates that its payroll for the Blouberg labour sending area for the 2015 financial year amounted to R57 million out of a total payroll of R451 million. Furthermore, the SLP has identified hard to fill skills such as mining engineers, Occupational health and safety personnel, geo-tech engineers, surveyors, technicians, riggers, boilermakers, fitters, mechanics and related skills. The main reason for the lack of such skills, are amongst others, geographical location and general curricula that do not address the skills requirements of the mine. According to the mine's projections in terms of the approved SLP the productive and useful lifespan of the mine is up to 2043 after the underground operation has commenced with its operation while the open pit mine is projected to operate until 2022.



Map 3 reflects the location of Venetia mine

Information has been requested from the Venetia mine on the current labour force, estimated labour force, skills requirements (current and future), and implementation of SLP.

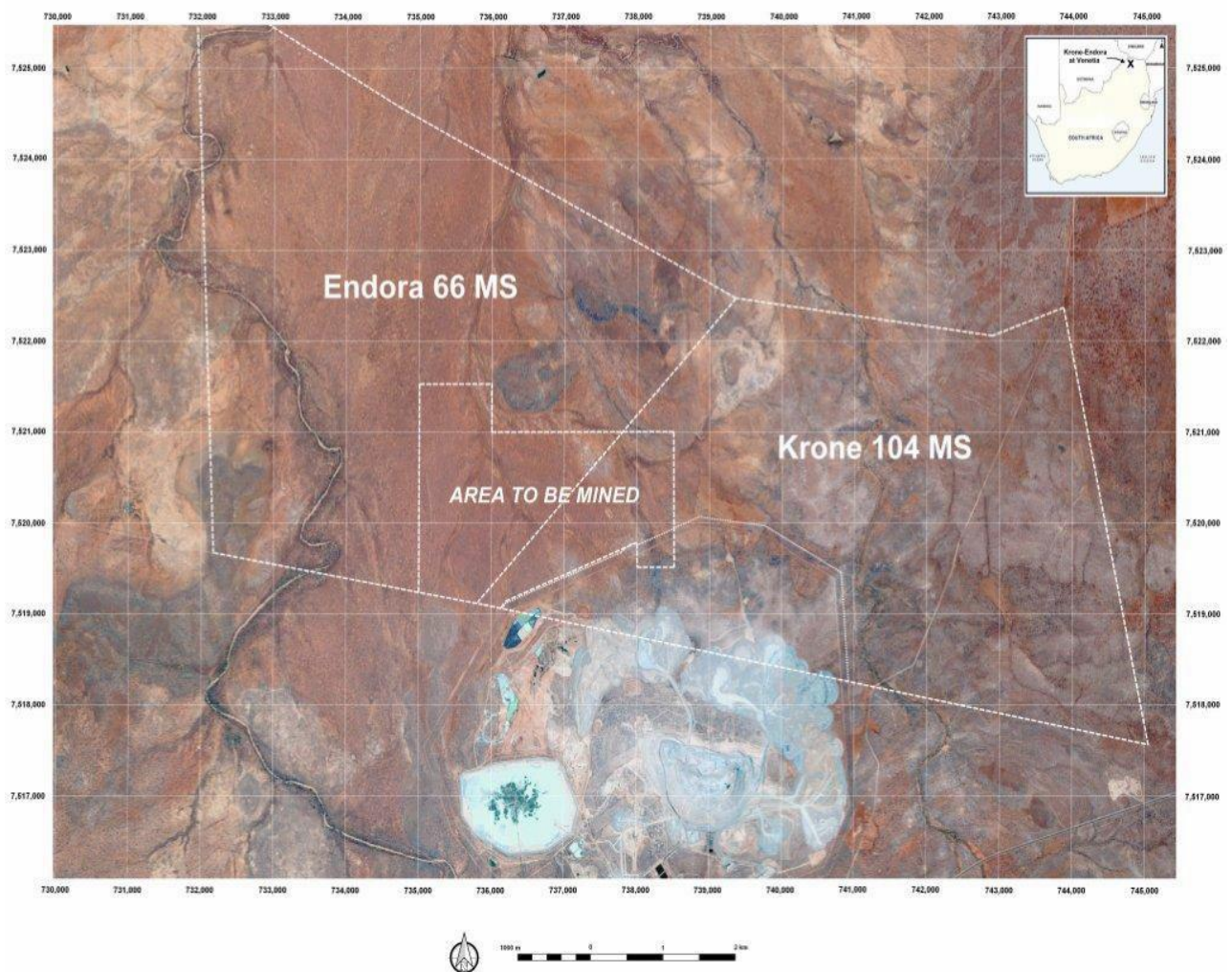
#### b) DMI Minerals Krone-Andorra Diamond Mine

This is a mining operation by Diamcor-a Canadian company-and Nozala Investments (Local BBBEE partner). Nozala Investments has a shareholding of about 500 000 rural women however, representation of local Musina or Blouberg women could not be verified and will need further investigations. The mine will focus on processing the alluvial gravels, which eroded off the Venetia.

Kimberlite Pipes and it is located on the northern part of Venetia mine on the farms Krone 104 MS and Andorra 66MS.

The mining operations were acquired from De Beers mine through what is said to have been a competitive acquisition process in 2011.

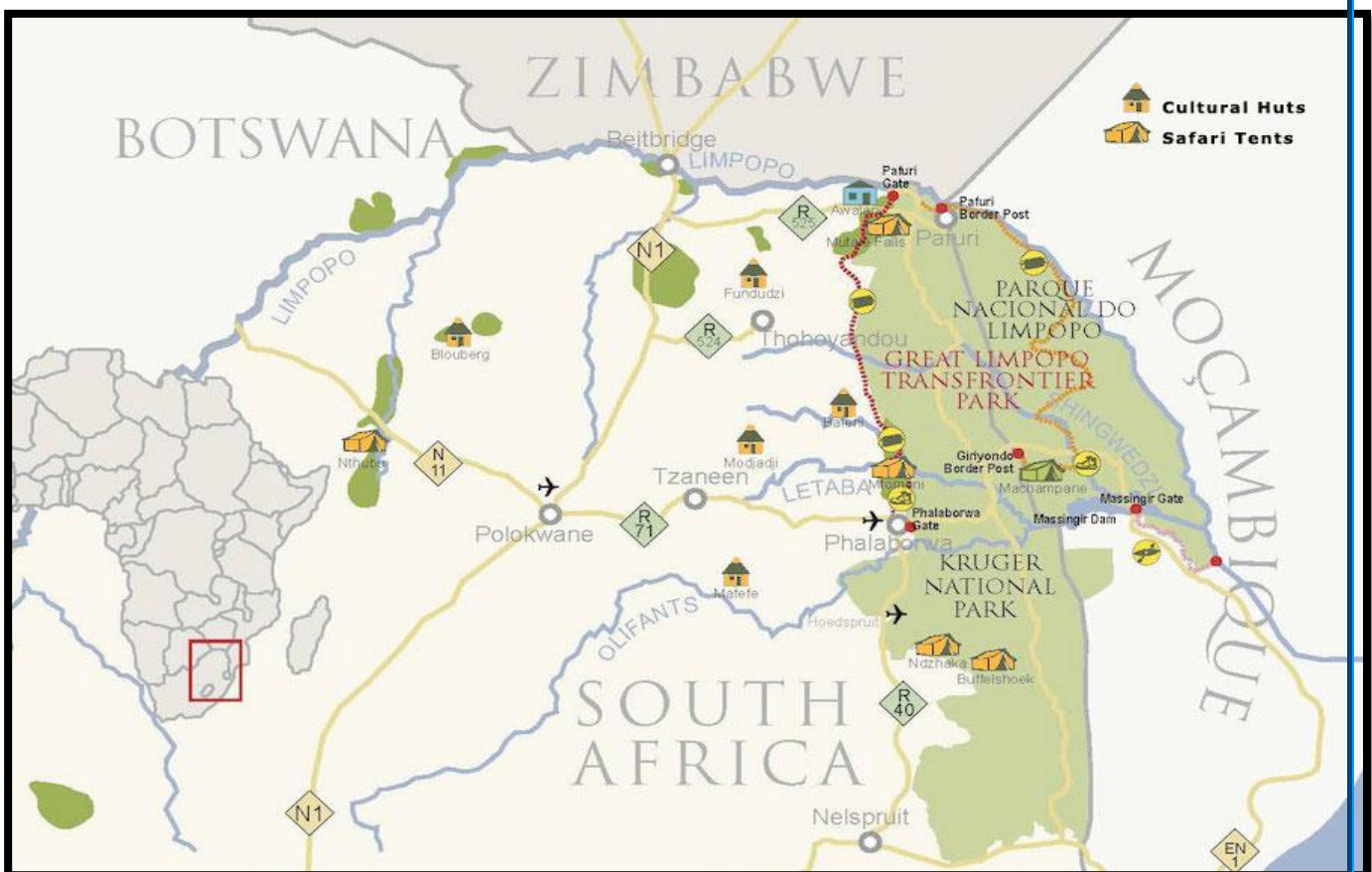
In terms of the rights granted to the company, a 30-year term has been granted to **exclusively** mine and recover diamonds on over 657.71 hectares of the total land value of about 5,900 hectares. Together with the municipality, there is a need to partake in the SLP of this mine as well as general stakeholders' relationships.



### c) Haccra Mine

On the northern part of the Mogalakwena municipality and the South Western part of Blouberg Municipality, a huge mining operation is in the pipeline. A mining company, Ironveld Plc, has been granted a mining license to mine at farms overlapping from Mogalakwena municipality to Blouberg Municipality to produce high purity iron, vanadium and titanium. According to Ironveld, final financial results for the year ended 30 June 2016 execution was awaited for farms such Non Plus Ultra, which is adjacent to Nonnewerth, La Pucella and Altona. (Ironveld, 2016). The operation of the mines will also result in the construction and operation of a 15 MW DC furnace smelter at the farm Altona by the mining company. A mining license has been granted by the Department of Mineral Resources for mining to commence on the farm Harriet's wish, Aurora and Cracow under the banner of HACRA mining in the Blouberg area.

The mine will trigger many transport activities for the conveyancing of goods, services and people as input and output factors to and from the mine and the aspect of settlement planning and transport, planning must be adequately provided for.



#### **d) Platinum Group Metals (RSA) (Pty) Ltd**

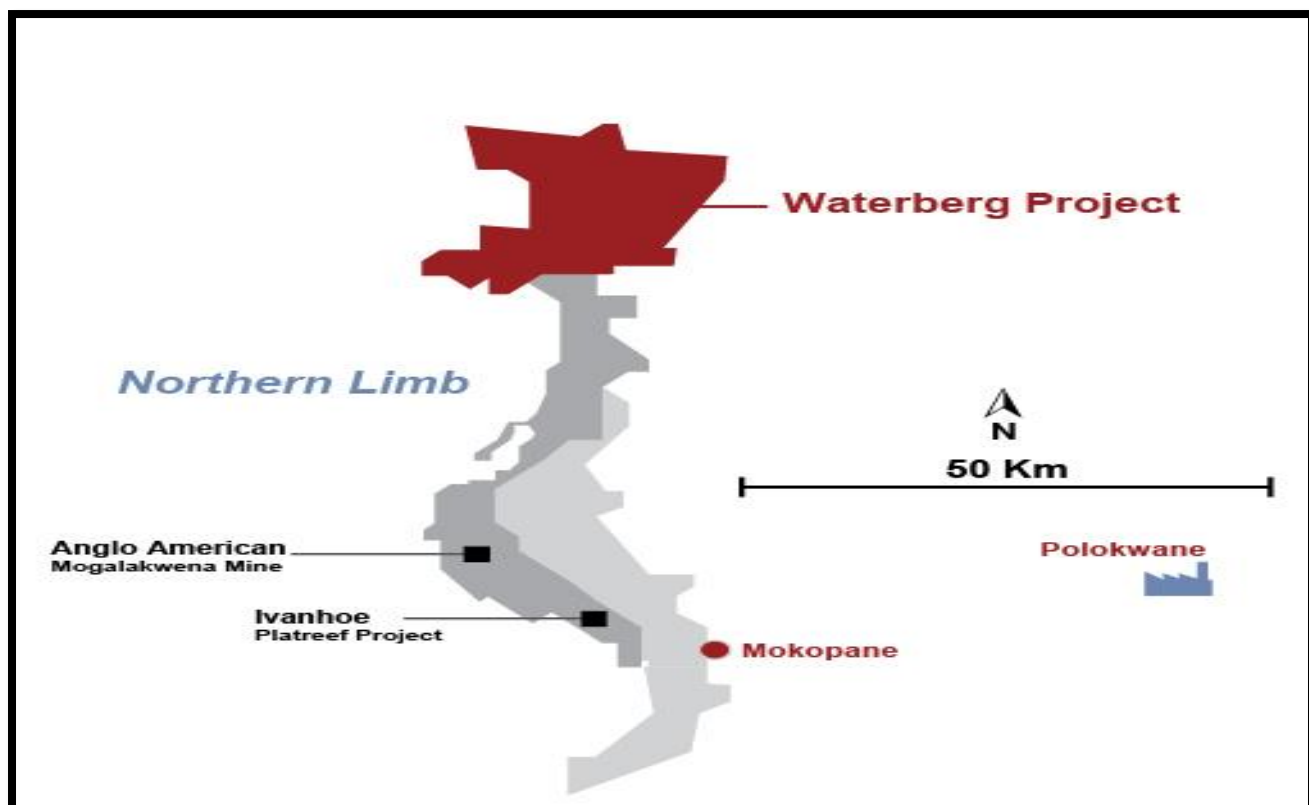
Platinum Group Metals successfully submitted several Prospecting Right applications within the Blouberg and Mogalakwena Local Municipalities in Limpopo Province. The development is known as the Waterberg Project since it is a continuation of the platinum and related group mining in the Mogalakwena Municipality of the Waterberg District. PGM's Waterberg Project is a joint venture between Platinum Group (37.05%), JOGMEC (Japan Oil, Gas and Metals National Corporation) (21.95%), BEE partner Mnombo Wethu Consultants (Pty) Ltd. (26%) and Impala Platinum Holdings Ltd (Implants) (15%). Because of Platinum Group's 49.90% ownership in Mnombo the Company has an effective interest in the Waterberg JV of 50.02%. There is effectively no local content in the structuring of the ownership and shareholding of the mining group for local companies, local being Waterberg or Capricorn.

According to the prospecting rights issued by the DMR, the lifespan of the prospecting license is five years from date of issue with the expiry of the right being 2018 as the license was issued in 2013. According to the Platinum Group Metals first quarter financial results for the three months ended November 30, 2017 released in January 2018, the group plans to file its mining rights license in 2018. According to the Department of Mineral Resources, the Prospecting Right applications cover a total of 44 farms that form a contiguous area of about 1 155 km<sup>2</sup>. This area straddles the border of the Blouberg and Mogalakwena Local Municipalities in Limpopo Province. The greater percentage of the project area falls within the Blouberg municipal area, with only 77 km<sup>2</sup> (about 7%) falling in Mogalakwena.

The Group indicates that the Waterberg Project has the potential to be a low-cost platinum and palladium producer based on a fully mechanized mine plan. The deposit is dominated by palladium whose price has approximately doubled since late 2015 due to its primary use in catalytic converters for automobiles and limited market supply. Other minerals are gold, Radium and palladium. The original feasibility studies have clearly shown positive results hence the mine has invested huge sums of money for drilling with a view to increase the confidence in certain areas of the known mineral resource to the measured category. According to PGM's 2016 independent Pre-Feasibility Study (PFS) completed, the Waterberg Project is identified as one of the largest, lowest cost.

Undeveloped PGM assets globally. The initial life span of the mine is projected at 18 years from the first year of operation with additional years to be confirmed with the expansion of exploration projects.

The following sketch shows the relations between the Waterberg project and other existing mines in the continuum



**f) STEAMBOAT MINING PROJECT- CUCHRON MINE DEVELOPMENT AND THE STEAMBOAT BENEFICIATION PLANT AT GA-KIBI**

Cuchron (Pty) Ltd and Steamboat Graphite (Pty) Ltd are the new mining houses within the Blouberg municipality. They intend to invest on the Mine Development activities, Beneficiation Plant and associated infrastructure. The projects are located on the farms Steamboat 306MR and Inkom 305MR, which are situated approximately 36km south-west of Alldays and 54km north-west of Vivo in the Blouberg Local Municipality, Capricorn District of Limpopo Province within Kgoshi Kibi's Traditional Council. The combined extent of the two projects are 27ha in total. The mine is still on EIA process in preparation for the mining license. The stakeholders will be notified once the EIA report is available for comments.

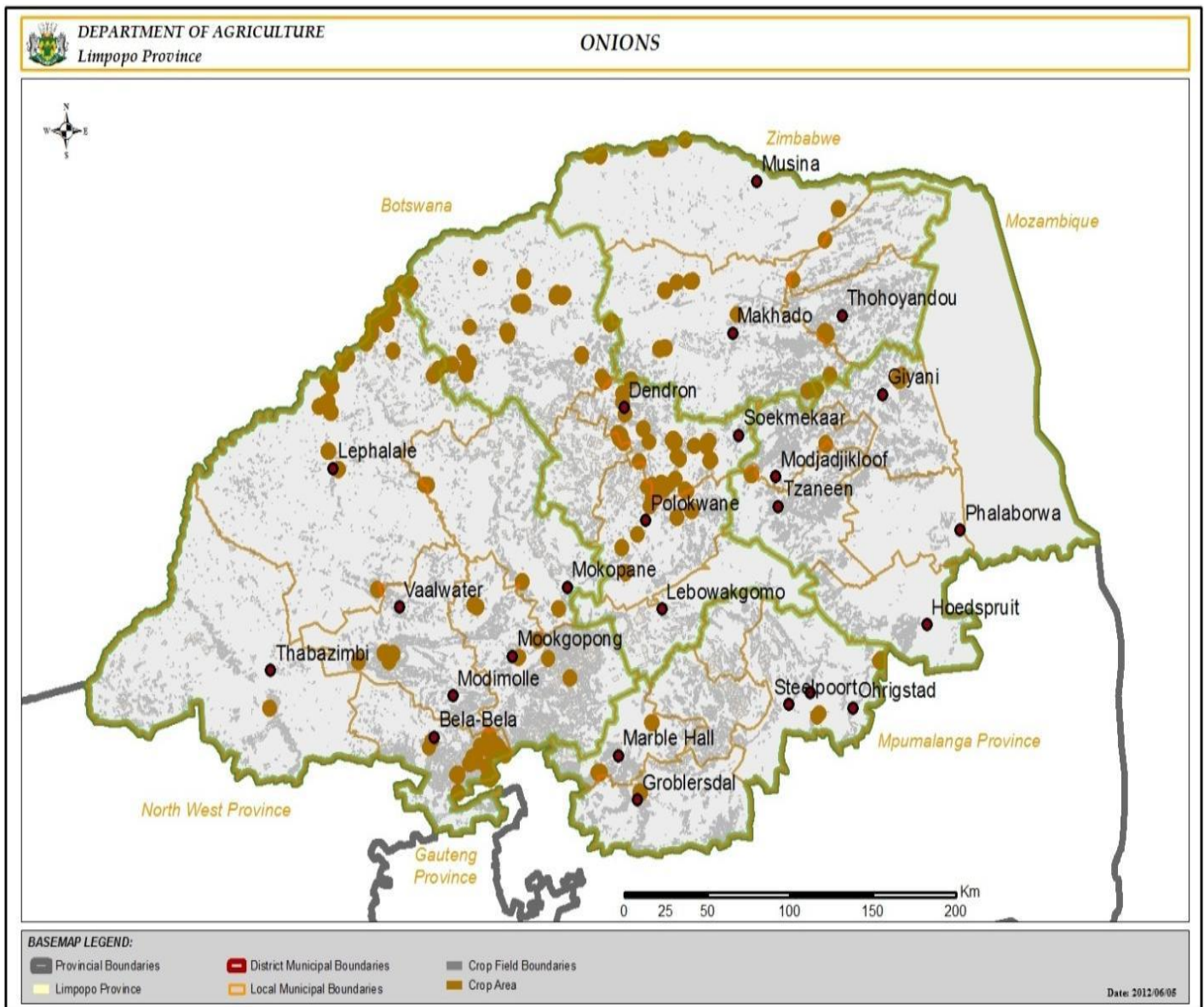
**g) NAKEDI MINING PTY (LTD) - MANGANEES MINING DEVELOPMENT AROUND TOLWE AREA**

Nakedi Mining PTY (LTD) bought on the abandoned manganese mine in the Tolwe area to resuscitate the mining activities. The company has since applied for the mining license and the prospecting activity has brought on positive results. The success will bring with it the much-needed economic boost in the area.

## AGRICULTURAL DEVELOPMENT

### a) Crop/Vegetable Farming

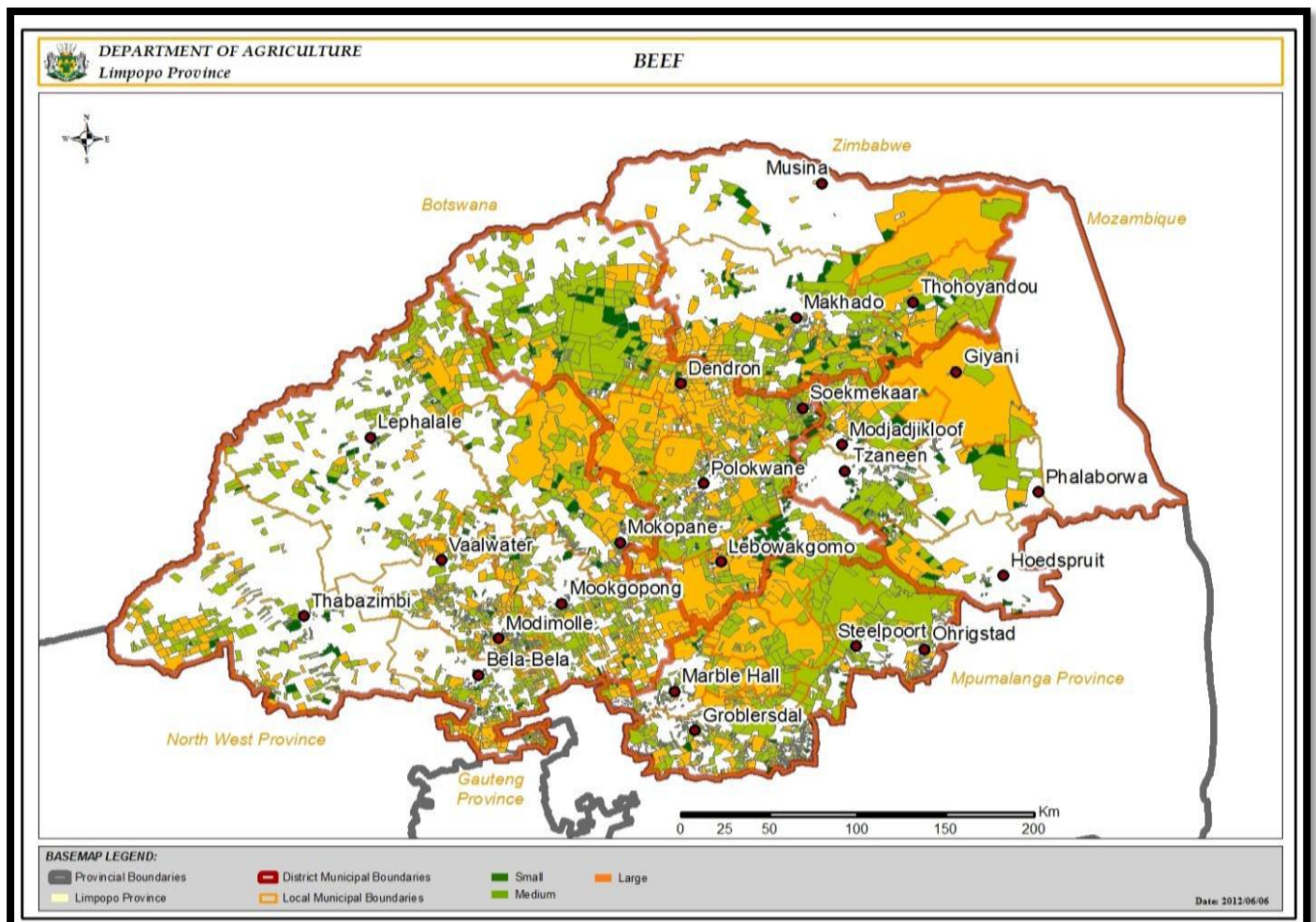
According to the Limpopo Agro-Processing Strategy (2012) Blouberg Municipality is one of the biggest producers and exporters of tomatoes, onions and potatoes in the Limpopo Province alongside Mole mole, and Makhado Municipalities and furthermore the strategy proposes that such production should be expanded. What is lacking is that the processing of these produce is not made in the respective municipalities but mainly in the province of Gauteng where finished products are sold at higher prices to these exporting municipalities. Furthermore, the strategy also identifies tobacco farming as one of the strong pillars of agricultural development in the Blouberg area.



Map 7 above reflects the performance of onion production in the Limpopo Province per municipality.

## b) Livestock and Game Farming

Blouberg Municipality has comparative and competitive advantages about the production of red meat in the form of beef and goat's production.



Map 8 above shows the performance of BLM on beef production in the Limpopo Province

Blouberg municipality has also benefited from the Limpopo IDC Nguni Cattle Development Program me. The program me is a partnership between the Limpopo Department of Agriculture, IDC and University of Limpopo and to date the community of Junior sloop in ward 17 has benefited from the program me. However, institutional weaknesses on the program me for the benefitting community of Junior sloop have resulted in the collapse of the program me in 2017.

Other opportunities in farming involve game farming, which is also used for ecotourism in the southwestern part of the municipality in areas such as Baltimore, Tolwe, and Maastroom, as well as in the regions northern and western parts of Alldays.

Some challenges encountered in the sector relate to poor skills, group approaches to the sector, which resulted in cooperatives running down established operations. This sector is also racially divided in the municipality. In terms of agricultural development, most white farmers farm on a commercial basis while most black farmers practice subsistence farming. Membership of organized commercial farmers is also done along racial lines. In the Blouberg

area, white commercial farmers are affiliated to various organized farmers' unions such as Koedoesrand Landbou Unie (KDLU), Bo-Brakrivier Boerevereniging, Transvaal Agricultural Union, while black commercial farmers are affiliated to National African Farmers Union.

## **PARTNERSHIPS WITH EXTERNAL STAKEHOLDERS**

### **ANGLO AMERICAN MUNICIPAL CAPACITY DEVELOPMENT SUPPORT**

The Blouberg Local Municipality is one of nine municipalities that are part of the Anglo American Municipal Capacity Development Program me, developed through a memorandum of agreement with the Department of Cooperative Governance and Traditional Affairs (COGTA).

The capacity development program is designed to strengthen the capabilities of local municipalities and contribute to sustainable service delivery in municipalities where Anglo American Business Unit operations and host communities are located. Anglo American, its Business Units and mines, with the Council for Scientific and Industrial Research (CSIR) as the implementing agent, supports the program me. The program me was developed in recognition of the specific challenges facing mining municipalities and especially mining regions under transition. The emphasis in the program me is on institutional, organizational and individual capacity, in line with government's capacity development framework, and aims to complement existing service delivery functions within local municipalities.

The Anglo MCDP in Blouberg was initiated after extensive engagement with the municipality counterparts and collaboration is in the process of being formalized through a Memorandum of Understanding between the various role players. The focus areas, capability development outcomes and initiatives to enable that, have been informed by, and co-developed through, a series of work sessions between the Anglo MCDP Team and municipal counterparts. During 2022, the program will contribute to strengthening capabilities with regards to facilitate and manage sustainable development and service delivery for existing and future townships; as well as strengthen strategic development planning.

### **MISA MUNICIPAL CAPACITY DEVELOPMENT IMPLEMENTATION PLAN**

The Municipal Infrastructure Support Agent (MISA) is a national government component constituted in terms of Section 7(2) Schedule 3 of the Public Service Act of 1994 (as amended), accountable to the Minister for Cooperative Governance and Traditional Affairs. This initiative is an integral part of the Department of Cooperative Governance's program me towards improving municipal infrastructure provisioning and maintenance for accelerated service delivery, in line with the objectives of the Back to Basics Strategy. According to the Proclamation Notice, MISA is mandated to:

- Support municipalities to conduct effective infrastructure planning to achieve sustainable service delivery;

- Support and assist municipalities with the implementation of infrastructure projects as determined by the municipal Integrated Development Plans (IDPs);
- Support and assist municipalities with the operation and maintenance of municipal infrastructure; and
- Build the capacity of municipalities to undertake effective planning, delivery, operations and management of municipal infrastructure

Municipal Infrastructure Support Agency developed an implementation plan for capacity development to enable Blouberg municipality to consider collective programs to address common challenges. The capacity gaps identified were analysed in order to derive capacity development initiatives that will address these gaps. The initiatives were then further detailed to include key actions, the type of activity as well as indicative periods, estimated costs, and support institutions, which consolidate into a detailed implementation plan.

The implementation plan provides an integrated view of the specific themes:

- Individuals
- Institutional
- Enabling Environment

This approach was undertaken to assist the municipality to deal with the common issues amongst the various divisions simultaneously and consolidate improvement opportunities. The proposed solutions are categorized into the following activity types:

- Training and Development: Formal Academic Pursuits.
- Training and Development: Short Courses.
- Mentoring and Coaching.
- Recruitment.
- Temporary Capacity Augmentation.
- Policy/Process Review, Refinement and Deployment.
- Policy/Process Creation and Deployment.
- System Development and Deployment.
- Strategic Planning

The programme has been implemented since 2019 and is reviewed annually for alignment with the IDP programs. Currently there are interns serving within our municipality for technical services and Town planning services.

## CHAPTER 4: STRATEGIES PHASE

### 4.1 INTRODUCTION

The attainment of these objectives and strategies will require the collective efforts of all spheres of government and the private sector. While there has been no commitment on these objectives from other spheres of government it is pre-empted that through the IGR fora there will be a buy-in and commitment of resources for the attainment of such. It should be noted that there is an observation that with the resources available at the national fiscus not all millennium development goals will be attained as planned.

### 4.2. MUNICIPALITY' VISION

A participatory municipality that turns the prevailing challenges into opportunities for growth and development through the optimal utilization of available resources.

### 4.3. MUNICIPALITY' MISSION

To ensure the delivery of quality services through community participation and the creation of enabling environment for economic growth and job creation

### 4.4. MUNICIPALITYS MOTTO

Kodumela moepa thutse (Persevere)

### 4.5. MUNICIPALITYS BROAD OBJECTIVES

The municipality's strategies seek to address the following objectives:

- To deliver basic services to communities in a sustainable manner in a quest to create a better life for all
- To create an environment for local economic growth and job creation, focusing on the competitive advantages of the municipality
- To mobilize the broadest section of the community behind the municipality's endeavors to develop them with other government departments, public institutions, private sector, NGOs and CBOs as the municipality's critical partners.

### 4.6. MUNICIPAL OBJECTIVES AND STRATEGIES

The Municipality has developed and identified municipal objectives and strategies to address challenges identified in the analysis phase.

#### KEY PERFORMANCE AREA 1: SPATIAL RATIONALE

	STRATEGIC ISSUES	OBJECTIVES	STRATEGIES
1	Spatial Planning, Access to land and housing	<ul style="list-style-type: none"><li>• To achieve an inclusive, sustainable and transformed spatial development</li><li>• To provide different housing typologies to 2500 households by 2026</li><li>• To develop new townships where there is a need</li></ul>	<ul style="list-style-type: none"><li>• Acquisition of strategically located land with the assistance of the Department of Rural Development and Land Reform, the National Housing Agency and CoGHSTA</li><li>• Development and implementation of a Land Use Management Scheme.</li><li>• Development and implementation of master plans to guide the growth of settlements starting with growth points and corridors of development</li><li>• Formalization of existing settlements</li></ul>

		<ul style="list-style-type: none"> <li>• To dispose and acquire land to maximize land accessibility</li> <li>• To Ensure land tenure security</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of tenure upgrading programs to ensure security of tenure for residents</li> <li>• Development and maintenance of good relations with traditional authorities</li> <li>• Engaging CoGHSTA on the provision of quality low cost houses as well as rental housing for the gap market</li> <li>• Radical shift away from Apartheid style of segregated development according to class to the implementation of integrated human settlements along the breaking new ground policy</li> <li>• Identification and demarcation of land for residential, business, agriculture and industrial purposes especially in areas of strategic importance</li> <li>• Building the planning capacity of the municipal personnel</li> <li>• Update the spatial data and infrastructure of the municipality to preserve spatial information</li> </ul>
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## KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY

	STRATEGIC ISSUES	OBJECTIVES	STRATEGIES
1	Access to clean water	To provide clean drinking water to all villages according to RDP standards and yard connections by the end of 2026	<ul style="list-style-type: none"> <li>• Long term strategy is to move away from reliance on underground water to reliance on surface water using the Glen Alpine and Blouberg (Masethuku) dams as major sources of water</li> <li>• The District, as the WSA, must engage DWA and Water Users Association of the Glen Alpine dam and the Mogalakwena River to change the use of water from commercial agricultural use to domestic use</li> <li>• The local municipality, together with the district, must review and implement the Water Services Development Plan which will also guide on the maintenance and upgrading of water assets to cover for the growth of settlements especially growth points and corridors of development.</li> <li>• Develop systems to detect water leakages in communities</li> <li>• Rehabilitation and maintenance of existing boreholes and water infrastructure</li> <li>• Improvement of cost recovery strategy to curb wastage of water</li> </ul>

			<ul style="list-style-type: none"> <li>• Identification of illegal connections and curbing them especially those affecting the rising main</li> <li>• Implementation of a Free Basic Water strategy</li> <li>• User paying for higher level of services</li> <li>• The usage of term contractors to avoid water services interruptions</li> <li>• Resuscitation and training of water committees in communities</li> <li>• Embark on awareness campaigns on water saving techniques among community members</li> <li>• To curb or reduce theft of diesel engine pumps there should be a change to electric water pumps and installation of tracking devices such as micro-chips</li> <li>• Engage the Municipal Demarcation Board and CDM to grant powers and functions of water and sanitation to Blouberg Municipality.</li> <li>• Building the water treatment plant for the cleaning of water.</li> </ul>
2	Access to sanitation	<p>To provide each household with a VIP toilet according to National sanitation policy standards by 2026</p> <p>To have awareness programs in place focusing on health and hygiene related to sanitation.</p> <p>To upgrade the WWTW for the urban areas.</p>	<ul style="list-style-type: none"> <li>• Construction of sanitation facilities that adhere to policy standards with the priority targeting areas where the underground water table is closer to the surface</li> <li>• Enter into partnership with NGOs to fast track the provision of the service</li> <li>• Provision of Free Basic Sanitation to indigent households</li> <li>• User paying for higher level of services</li> </ul>
3	Access to energy services	<p>To ensure minimal energy consumption by users as per the national energy reduction strategy</p>	<ul style="list-style-type: none"> <li>• Using own electricity license to electrify extensions in villages that have grown over the years since their electrification.</li> <li>• Soliciting ESKOM for the provision of electricity to extensions to reduce backlogs in areas of ESKOM supply</li> <li>• Having a fully functional local energy forum</li> <li>• Exploration of alternative sources of energy (non-grid)</li> <li>• Development and implementation of an energy master plan</li> <li>• Provision of Free Basic Electricity to indigent households</li> <li>• Embark on energy saving campaigns to reduce unnecessary energy consumption</li> </ul>

4	Access to storm water	<p>To tar additional 150 km of roads and re – gravel 500 km of access roads by the end of 2026</p> <p>To maintain internal streets and access roads on a continuous basis</p> <p>To ensure access to storm water facilities by all communities</p> <p>To construct low water bridges</p> <p>To build bus stop shelters and taxi ranks in strategic locations.</p> <p>To construct storm water catchment areas.</p>	<ul style="list-style-type: none"> <li>• Engagement of Roads Agency-Limpopo on the tarring of roads especially the ones linking to nodes of economic activities</li> <li>• Engagement of the Department of Public Works and Roads for a grading programme and adherence to such</li> <li>• Sustaining and beefing up the municipal roads unit and capacity building to the three clusters established</li> <li>• Partnership with the local mining houses (De Beers and Coal of Africa) to help in funding and implementing some of the programs on building new roads and maintaining existing ones.</li> <li>• Embark on programs of upgrading some internal streets with the provision of storm water drainage facilities</li> <li>• Coordination of roads development and maintenance</li> <li>• Development of Integrated Roads and Transport master plan developments</li> <li>• Sustaining the local roads and transport forum</li> </ul>
5	Public transport	<p>To ensure all settlements have access to affordable and sustainable public transport by 2026</p> <p>To ensure availability of infrastructure to support public transport</p> <p>To build capacity to the transport industry</p>	<ul style="list-style-type: none"> <li>• Engage public transport operators to extend areas of coverage as well as hours of operation</li> <li>• Embark on campaigns that promote the use of public transport development specially to reduce global warming</li> <li>• Construction of new taxi ranks and upgrading of informal taxi ranks</li> <li>• Construction of taxis and bus shelters along major roads</li> <li>• Capacity building to the taxi industry e.g. on business management, safety awareness, customer care etc.</li> <li>• Provide road surfacing with paving blocks.</li> </ul>
6	Waste management	<p>To provide and improve waste management and refuse removal to 100% of the population by 2026</p>	<ul style="list-style-type: none"> <li>• Development and implementation of an integrated waste management plan</li> <li>• Provision of onsite storage systems</li> <li>• Establishment and operation of compliant/licensed landfill sites and transfer stations</li> <li>• Provision of regular waste collection</li> <li>• Purchase and maintenance of additional waste bins, waste compactor and waste plant.</li> <li>• Provision of environmental awareness of the detrimental effects of waste.</li> </ul>

			<ul style="list-style-type: none"> <li>• Enlisting the services of contract general workers to rollout the function</li> <li>• Integrating the CWP and EPWP and the use of municipal staff into the waste program me</li> </ul>
6	Access to educational facilities	<p>To ensure that all learners have access to education by 2026</p> <p>Standard ECD facilities-85% BY 2030</p> <p>Establish and support learner ship programs through SETAs</p>	<ul style="list-style-type: none"> <li>• Building additional classrooms in areas with few classrooms</li> <li>• Identification of inaccessible educational facilities</li> <li>• Engagement of the departments of education and public works to provide the necessary infrastructure</li> <li>• Fostering partnerships to achieve the objective</li> <li>• Provision of learner with bicycles and scholar transport</li> <li>• Building of new schools</li> <li>• Promotion of ABET projects</li> <li>• Construction of early childhood educational facilities to all settlements with a minimum of five facilities constructed per year.</li> </ul>
6	Access to health	To ensure that all residents in the municipal area have access to primary health care facilities within 5km walking distance by 2026	<ul style="list-style-type: none"> <li>• Coordination of the establishment of and increasing clinics and mobile centers in the area.</li> <li>• Operationalization of the clinics and health centers 24 hours for seven days.</li> <li>• Lobbying the Department of Health to upgrade old clinics such as Schoongezicht and build new ones in areas outside the norm</li> <li>• Upgrading Ratšhaatšhaa and Blouberg health centers to be fully-fledged hospitals</li> <li>• Provision of mobile health facilities</li> <li>• Establishment of a program me of volunteerism</li> </ul>
7	Access to communication	To give 80% of the population access to posts and telecommunication by 2026	<ul style="list-style-type: none"> <li>• Building of new post offices</li> <li>• Establishment of telecentres</li> <li>• Facilitating the increase in cellular network coverage by partnering with major cellular operators to provide such</li> <li>• Supporting and encouraging the establishment of Thusong Service Centers (MPCC)</li> <li>• Supporting and facilitating the establishment of a community radio station</li> <li>• Establishing a local publication and newsletters</li> </ul>
8	Emergency services	To provide 100% of the population with access to emergency services by 2026	<ul style="list-style-type: none"> <li>• Development of a disaster management plan</li> <li>• Building emergency stations</li> </ul>

09	Sports recreation and	<p>To ensure and improve access to recreation and sporting facilities to 90% of the population by the end 2026</p> <p>To promote the effective use and maintenance of sports facilities</p>	<ul style="list-style-type: none"> <li>• Encouraging people to participate in sporting activities</li> <li>• Construction of multipurpose sports complex</li> <li>• Renovation and upgrading existing sports grounds</li> <li>• Diversification of sporting codes</li> <li>• Encouraging coaching clinics and sporting competitions</li> </ul>
10	Environment	<p>To provide a sound environmental conservation and management plan.</p> <p>To have a well-coordinated environmental strategy by 2026</p>	<ul style="list-style-type: none"> <li>• Adoption of Integrated Environmental Management principles for all development projects</li> <li>• Development and conducting environmental awareness campaigns</li> <li>• Exploration and promotion of alternative energy sources, which are not harmful to the environment.</li> <li>• Ensuring compliance with environmental laws, especially NEMA.</li> </ul>
11	HIV-AIDS	<p>To reduce and prevent the infection of HIV-AIDS related deaths by 2030</p> <p>To establish programs to deal with the effects of HIV-AIDS, especially for AIDS orphans</p> <p>To encourage home based care</p>	<ul style="list-style-type: none"> <li>• Co-coordinating and supporting municipality – based AIDS awareness in conjunction with the Department of Health and Social Development</li> <li>• Developing HIV-AIDS support programs</li> <li>• Partnership with the private sector to deal with the scourge of HIV.</li> </ul>

### KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

	STRATEGIC AREA	OBJECTIVES	STRATEGIES
1	Local Economic development	<ul style="list-style-type: none"> <li>• To promote job creation in the municipality by 6% annually</li> <li>• To create and promote LED initiatives in the SMME sector</li> <li>• To broaden the skills base of the communities</li> <li>• To acquire strategically located land for economic development.</li> <li>• To attract tourists to the municipality.</li> <li>• To market tourism destinations adequately.</li> <li>• To improve infrastructure leading to the tourism areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing current LED strategy and subsequent implementation through partnership</li> <li>• Planning and coordinating LED activities</li> <li>• Supporting entrepreneurial development</li> <li>• Supporting and promoting local procurement</li> <li>• Implementation of local empowerment strategies that include joint venturing in the implementation of projects</li> <li>• Skills development and capacity building programs for locals.</li> <li>• Engage the Capricorn FET College to ensure the curriculum offers market-related programs</li> <li>• Develop a database of unemployed graduates and prioritize re-skilling where needed</li> <li>• Engage the SETAs to assist on skills development programs for community members</li> <li>• Lobby for the establishment of additional institutions of higher learning</li> <li>• Supporting and promoting lab our intensive methods in community based infrastructure projects.</li> <li>• Together with the provincial and national government there is a need to embark on programs such as Community Work programme and Expanded Public Works Programme to create a safety job net for local communities</li> <li>• Place marketing and investor attraction (development of place marketing brochures and video and placing such on the municipal website)</li> <li>• Identification of strategically located land and acquisition thereof</li> <li>• Provision of preferential tariffs on rates and taxes to help in the expansion and retention of business, farms and industries</li> <li>• Provision of supporting infrastructure such as roads networks, energy supply and water and sanitation supply to aid business development.</li> <li>• To explore tourism potential in the municipality</li> </ul>

#### KEY PERFORMANCE AREA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

	STRATEGIC AREA	STRATEGIC OBJECTIVES	STRATEGIES
1.	Good governance and public participation	<ul style="list-style-type: none"> <li>Enhance total community participation</li> <li>Ensure the attainment of a clean audit in line with Operation clean target of 2026</li> </ul>	<ul style="list-style-type: none"> <li>Sustain good community participation practice as contained in the communication strategy</li> <li>Develop and implement action plan to address all issues raise by the Auditor—General</li> <li>Capacitate and strengthen the MPAC</li> <li>Establish and capacitate the risk unit and risk committee</li> <li>Sustain the functionality of the internal audit committee</li> <li>Establish an internal pre-audit committee</li> </ul>
2.	General planning (long term planning)	<ul style="list-style-type: none"> <li>To ensure forward long term planning in line with the national government vision 2030</li> </ul>	<ul style="list-style-type: none"> <li>Municipality to develop a growth and development strategy (Blouberg Vision 2030)</li> <li>Cluster development along nodes and corridors of development</li> <li>Quantify all backlogs and develop a priority list for all such backlogs as reflected in the tables below</li> </ul>

#### KEY PERFORMANCE AREA 5: FINANCIAL VIABILITY AND MANAGEMENT

	STRATEGIC AREA	STRATEGIC OBJECTIVES	STRATEGIES
1	Financial sustainability	<p>Submission of the credible reports in time to comply with Treasury Laws &amp; regulations</p> <p>Realistic and credible budgeting</p> <p>Compliance with Treasury laws &amp; regulations</p> <p>Proper accountability</p> <p>Improved and stable income generation</p> <p>Improved compliance of SCM laws &amp; regulations.</p>	<ul style="list-style-type: none"> <li>Capacitate budget &amp; Treasury office [(employ additional employee (Accountant))]</li> <li>Proper research to be conducted for proper budgeting</li> <li>BCX to take over control of the financial system (both software &amp; hardware)</li> <li>Additions of two cashiers at the main office and also each satellite must have a cashier</li> <li>The concerns departments must develop strategies on how to collect revenue.</li> </ul>

		<p>Credible contract management</p> <p>Improve compliance of SCM laws &amp; regulations. Improve effective and efficiency of the services.</p> <p>Improve accounting treatment of transactions</p> <p>All incidents occurred will be claimed</p> <p>Accurate accounting treatment (assets)</p> <p>Enhance sound financial management and viability.</p> <p>Increase municipal revenue base by 80% by 2026</p> <p>Recover all outstanding debts by end of 2022/2023 financial year.</p> <p>Proper billing system that exempt indigent's households.</p> <p>Ensure that the municipality complies with mSCOA</p>	<ul style="list-style-type: none"> <li>• With forever changing Municipal laws &amp; regulations, attendance of relevant workshops are key in this unit.</li> <li>• Contract amendments must be communicated with SCM prior and even post execution.</li> <li>• Provide awareness of SCM process and enforce adherence of SCM regulations.</li> <li>• Intensify the training on accounting standards/GRAP</li> <li>• Assign the responsibility to the identified division officially.</li> <li>• Replacement of the assets</li> <li>• Development of a financial recovery plan</li> <li>• Implement the approved financial management policies in line with the Municipal Finance Management Act</li> <li>• Reduction of operational expenditure by cutting down on unnecessary costs (cost containment measures)</li> <li>• Continuous updates/reconciliation of the valuation roll through the compilation of supplementary rolls so that revenue out of rates and taxes can be augmented</li> <li>• Ensure the municipality is mSCOA compliant by regular sittings of the established committees for continuous drive of the processes,</li> </ul>
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#### KEY PERFORMANCE AREA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

	STRATEGIC AREA	STRATEGIC OBJECTIVES	STRATEGIES
1.	Municipal transformation and organizational development	<ul style="list-style-type: none"> <li>• To review the organogram to align with the municipal powers and functions</li> <li>• To comply with the policy of staff retention of skilled personnel by 2026 and the sustenance of such retention thereafter</li> <li>• To address skills gaps</li> <li>• To address the plight of special focus groups such as youth, women, children and the elderly</li> <li>• To decentralize municipal services to communities for them to access such within reduced distances</li> <li>• To promote employment equity in the work place to reflect the representation of women, youth, people living with disability and other racial groups within the demographics of the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of the organogram to align with powers and functions, especially with regard to services decentralized to satellite offices and service points</li> <li>• Development and implementation of the staff retention policy</li> <li>• Development and implementation of a credible WSDP specially to attend to training and development in priority areas such as Finance, Engineering, Auditing and Town planning</li> <li>• Beefing up the special focus unit to have personnel responsible for children and the elderly while sustaining and strengthening the existing youth and disability desk.</li> <li>• Sustain existing satellite offices and establish new ones</li> <li>• Assess the level of equity at the work place and identify sectors that need to be addressed in terms of equity targets, especially for the representatively of Whites and Indians</li> </ul>

## CHAPTER 5: PROJECTS PHASE

Project No.	Project Name	Project Description	Location	Funding	Key performance indicator	IDP/Budget Targets					IDP/ Budget (R)				
						2022/23	2023/24	2024/25	2025/26	2026/27	2022/23	2023/24	2024/25	2025/26	2026/27
KPA :	BASIC SERVICE DELIVERY														
ELECTRICITY UNIT															
BSID 1	Electrical equipment	Purchasing of electrical equipment	BLM	Own	Number of Electrical Equipment purchased by June 2023	30 Electrical Equipment purchased by June 2023	30 Electrical Equipment purchased by June 2024	30 Electrical Equipment purchased by June 2025	30 Electrical Equipment purchased by June 2026	30 Electrical Equipment purchased by June 2027	R1,060,000.00	R1 908 000.00	R202 248.00	R2143 828.00	N/A
BSID 2	Rock drill	Purchasing of rock drill	BLM	Own	Number of rock drill to be purchased by June 2122	1 rock drill to be purchased by June 2023	N/A	1 rock drill to be purchased by June 2025	N/A	N/A	N/A	R350 000	R400 000.00	N/A	N/A

BSID 3	Transformers	Purchasing and installation of new Transformers on emergency	BLM	Own	Percentage new transformers purchase and installed by June 21 as an when a need arise	Percentage new transformers purchase and installed by June 2023 as an when a need arise	Percentage new transformers purchase and installed by June 2023 as an when a need arise	Percentage new transformers purchase and installed by June 2023 as an when a need arise	Percentage new transformers purchase and installed by June 2023 as an when a need arise	Percentage new transformers purchase and installed by June 2023 as an when a need arise	R100 000.00	R200 000.00	R300 000.00	R500 000.00	R500 000.00
BSID 4	Transformers	Reconditioning of transformers	BLM	Own	Number of transformers to be reconditioned by June 2223	10 Transformers reconditioned by June 2023	10 Transformers reconditioned by June 2024	10 Transformers reconditioned by June 2025	10 Transformers reconditioned by June 2026	10 Transformers reconditioned by June 2027	R500 000.00	R656 000.00	R574 160.00	R608 609.00	R608 609.00
BSID 5	Hi-up bucket	Purchasing of Hi-up bucket	BLM	Own	Number of hi-up buckets purchased by June 2023	1 Hi-up bucket purchased by June 2023	Purchasing of Hi-up bucket	Purchasing of Hi-up bucket	Purchasing of Hi-up bucket	1 Hi-up purchased by June 2023	N/A	N/A	R150 000.00	N/A	R200 000.00

BSID 6	Auto-recloser	Purchasing of Auto-recloser	BLM	Own	Number of Auto-recloser purchased and installed by June 2023	1 Auto-recloser purchased by June 2023	1 Auto-recloser purchased by June 2024	1 Auto-recloser purchased by June 2025	1 Auto-recloser purchased by June 2026	1 Auto-recloser purchased by June 2027	N/A	R636 000.00	R674 160.00	R700 000.00	R720 000.00
BSID 7	TID ROLL OVER	Replacement of meters installed before 2015 to STS6 compliant by November 2024	BLM	Own	Number of prepaid meters upgraded and replaced	6 500 meters replaced	6 500 meters replaced	N/A	N/A	N/A	N/A	R15 000 000.00	R10 000 000	N/A	N/A
BSID 8		Upgrading of prepaid meters to STS6/	BLM	Own	Number of prepaid meters upgraded	prepaid meters upgraded	prepaid meters upgraded	N/A	N/A	N/A	N/A	R2000 000.00	N/A	N/A	N/A
BSID 9	Poles	Replacement of dilapidated poles	BLM	Own	Number of dilapidated poles replaced by June 2023	Simpson ,Grootpan	,The-Grange, Mosehlang,	Milbank and Diepsloot	Vienna to Aurora, Sias	Swartz to Non-Parella and Montz	R 200 000	R212 000.00	R224 720.00	R238 203.20	R252 495.392

BSID 10	Elect rifica tion of exte nsio ns	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Witte n	INEP	Number of households connected and energized by June 2023	Number of household s connected and energized by June 2023	N/A	N/A	N/A	N/A	R12 494 000.00	N/A	N/A	N/A	N/A
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BSID 11	Elect rifica tion of exte nsio ns	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Lekg wara	INEP	Number of households connected and energized by June 2023	Number of household s connected and energized by June 2023	N/A	N/A	N/A	N/A	R 960 000.00	N/A	N/A	N/A	N/A
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BSID 12	Elect rifica tion of exte nsio ns	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Diep sloot	INEP	Number of households connected and energized by June 2023	Number of household s connected and energized by June 2023	N/A	N/A	N/A	N/A	R266 000.00	N/A	N/A	N/A	N/A
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BSID 13	Elect rifica tion of exte nsio ns	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tend er documen ts, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Allda ys	INEP	Number of households connected and energized by June 2023	Number of household s connected and energized by June 2023	N/A	N/A	N/A	N/A	R280 000.00	N/A	N/A	N/A	N/A
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BSID 14	Elect rifica tion of exte nsio ns	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	BLM	INEP	Number of households connected and energized by June 2024	Mochemi,	N/A	N/A	N/A	N/A	N/A	R1 000 000.00	N/A	N/A	N/A
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BSID 15	Elect rifica tion of exte nsio ns	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tend er documen ts, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	BLM	INEP	Number of households connected and energized by June 2026	N/A	N/A	N/A	Numbe r of househ olds connec ted and energiz ed by June 2026.W itten,Dit habane ng,Hlak o,New- Jerusal em,Earl ydawn, Geno, Mokhur umeMil tonduff, Mongal o,Swee thome, Baysw ater,Ad dney,N ormand y,	Numbe r of househ olds connec ted and energiz ed by June 2027.A T Vienna, Earlyda wn,Kga tla,Silv ermine, Gedion ,Innes,	N/A	N/A	N/A	R7 000 000.00	R9 000 000.00
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<b>BSID 16</b>	Construction of Substation	Confirmation of the Project on the IDP, Project Registration, Compilation of Specification/Tender documents, Tender advert, Evaluation, Appointments, Design, Construction, closeout	BLM	INEP	Phase 2 of Substation constructed by June 2023	Phase 2 of Senwabarwana Substation	Phase 3 of Senwabarwana Substation	Phase 4 of Senwabarwana Substation	Feeder lines at, Addney, Goedrou and Witten	Phase 5 of Senwabarwana Substation	R20 138 000.00	R22 000 000.00	R24 033 000.00	R10 000 000.00	N/A
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KPA		BASIC SERVICE DELIVERY													
ROADS AND STORM WATER															
BSID 17	Road Maintenance	Senwabarwana Road Maintenance	Senwabarwana	Equitable shares	Square meters of patching potholes, number of road signs and construction of speed humps, square meters and km of road markings at Senwabarwana Internal Streets and Storm water done by June 2023	Square meters of patching potholes and square meters of road markings at Senwabarwana Internal Streets	Square meters of patching potholes, number of road signs and construction of speed humps, square meters of road markings at Senwabarwana Internal Streets	Square meters of patching potholes, number of road signs and construction of speed humps, square meters of road markings at Senwabarwana Internal Streets	Square meters of patching potholes, number of road signs and km of road markings at Senwabarwana Internal Streets	Square meters of patching potholes, number of road signs and km of road markings at Senwabarwana Internal Streets	R400 000.00	R424 000.00	R449 440.00	R680 000.00	R690 000.00

<b>BSID 18</b>	Road Main tena nce	Dilaenen g Road Maintena nce	Dilae neng	Equit able share s	Square meters of patching potholes, number of road signs and construction of speed humps, km and square meters of road markings at Dilaeneng water done by June 2023.	Square meters of patching potholes at Dilaeneng Internal Streets	Square meters of patching potholes, number of road signs and constructi on of speed at Dilaenen g Internal Streets	Square meters of patchin g pothole s, number of road signs and square meters of road markin gs at Dilaene nga Internal Streets	Square meters of patchin g pothole s, number of road signs and square meters and km of road markin gs at Dilaene nga Internal Streets	R100 000.00	R175 000.00	R100 000.00	R100 000.00	R100 000.00
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<b>BSID 19</b>	Road Maintenance	Witten Road Maintenance	Witten	Equitable shares	Square meters of patching concrete drift, number of road signs, square meters and km of road markings at Witten Internal Streets and Storm water done by June 2023	Square meters of patching concrete drift, number of road signs at Witten Internal Streets	Square meters of patching potholes and number of road signs at Witten Internal Streets	Square meters of patching potholes and number of road signs at Witten Internal Streets	Square meters of patching concrete drift, number of road signs, square meters and km of road markings at Witten Internal Streets	Square meters of patching concrete drift, number of road signs, square meters and km of road markings at Witten Internal Streets	R30 000.00	35 000.00	R40 000.00	R50 000.00	R50 000.00
<b>BSID 20</b>	Road Maintenance	Puraspan Road Maintenance	Puraspan	Equitable shares	Number of road signs and construction of speed humps complete with markings, square meters and km of road markings at Puraspan Internal	Number of road signs and construction of speed humps complete with markings at Puraspan	Number of road signs and construction of speed humps complete with markings, square	Number of road signs and square meters and kilometres of road marking	Number of road signs and square meters and kilometres of road	Number of road signs and square meters and kilometres of road	R100 000.00	R120 000.00	R130 000.00	R140 000.00	R140 000.00

					Streets and Storm water done by June 2023.	Internal Streets	meters of road markings at Puraspan Internal Streets	s at Puraspan Internal Streets	markings at Puraspan Internal Streets	markings at Puraspan Internal Streets					
<b>BSID 21</b>	Road Maintenance	Avon Road Maintenance	Avon	Equitable shares	Square meters of patching potholes, number of road signs, square meters and km of road markings at Avon Internal Streets and Storm water done by June 2023	Square meters of patching potholes, number of road signs at Avon Internal Streets	Square meters of patching potholes, number of road signs at Avon Internal Streets	Square meters of patching potholes, number of road signs, square meters and km of road markings at Avon Internal Streets	Square meters of patching potholes, number of road signs, square meters and km of road markings at Avon Internal Streets	Square meters of patching potholes, number of road signs, square meters and km of road markings at Avon Internal Streets	R50 000.00	R60 000.00	R110 000.00	R120 000.00	R120 000.00

<b>BSID 22</b>	Road Maintenance	Indermark Road Maintenance	Indermark	Equitable shares	Square meters of patching potholes, number of road signs, square meters and km of road markings at Indermark Internal Streets and Storm water done by June 2023	Square meters of patching potholes, number of road signs at Indermark Internal Streets	Square meters of patching potholes, number of road signs, square meters and km of road markings at Indermark Internal Streets	Square meters of patching potholes, number of road signs, square meters and km of road markings at Indermark Internal Streets	Square meters of patching potholes, number of road signs, square meters and km of road markings at Indermark Internal Streets	Square meters of patching potholes, number of road signs, square meters and km of road markings at Indermark Internal Streets	R90 000.00	R110 000.00	R120 000.00	R130 000.00	R130 000.00
<b>BSID 23</b>	Road Maintenance	Kromhoek Road Maintenance	Kromhoek	Equitable shares	Square meters of patching potholes, number of road signs, square meters and km of road markings at Kromhoek Internal	Square meters of patching potholes, number of road signs, square meters and km of road	Square meters of patching potholes, number of road signs, square meters and km	Square meters of patching potholes, number of road signs, square meters	Square meters of patching potholes, number of road signs, square meters	Square meters of patching potholes, number of road signs, square meters	R50 000.00	R60 000.00	R65 000.00	R50 000.00	R50 000.00

					Streets and Storm water done by June 2023	markings at Kromhoek Internal Streets	of road markings at Kromhoek Internal Streets	and km of road markings at Kromhoek Internal Streets	square meters and km of road markings at Kromhoek Internal Streets	square meters and km of road markings at Kromhoek Internal Streets					
<b>BSID 24</b>	Road Maintenance	Devrede Road Maintenance	Devrede	Equitable shares	Number of road signs and construction of speed humps, km and square meters of road markings and square meters of concrete drift repairing at Devrede Internal Streets and Storm water done by June 2023	Number of road signs and construction of speed humps and square meters of concrete drift repairing at Devrede Internal Streets	Number of road signs and construction of speed humps at Devrede Internal Streets	Number of road signs and square meters of road markings at Devrede Internal Streets	Number of road signs and square meters and km of road markings at Devrede Internal Streets	Number of road signs and square meters and km of road markings at Devrede Internal Streets	R100 000.00	R115 000.00	R50 000.00	R60 000.00	R60 000.00

<b>BSID 25</b>	Road Main tena nce	Taaibosc h Road Maintena nce	Taaibosc h	Equit able share s	Number of road signs and construction of speed humps, km of sweeping and square meters of patching potholes, square meters and km of road markings at Taaibosch Internal Streets and Storm water done by June 2023	Square meters patching of potholes at Taaibosch internal streets.	Square meters patching of potholes , number of constructi on of speed humps at Taaibosc h internal streets	Square meters patching of potholes , number of construc tion of speed humps, square meters and km of road marking s at Taaibos ch internal streets	Square meters patchin g of pothole s , number of constru ction of speed humps, square meters and km of road markin gs at Taaibo sch internal streets	Square meters patchin g of pothole s , number of constru ction of speed humps, square meters and km of road markin gs at Taaibo sch internal streets	R200 000.00	R230 000.00	R100 000.00	R100 000.00	R100 000.00
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<b>BSID 26</b>	Road Main tena nce	Alldays Road Maintena nce	Allda ys	Equit able share s	Number of road signs and construction of speed humps, and square meters of patching potholes, square meters and km of road markings at Alldays Internal Streets and Storm water done by June 2023	Square meters patching of potholes at Alldays internal streets	Square meters patching of potholes, number of constructi on of speed humps, square meters of road markings at Alldays internal streets	Square meters patching of potholes , number of construc tion of speed humps, square meters of road marking s at Alldays internal streets	Square meters patchin g of pothole s, number of constru ction of speed humps, square meters and km of road markin gs at Alldays internal streets	Square meters patchin g of pothole s, number of constru ction of speed humps, square meters and km of road markin gs at Alldays internal streets	R300 000.00	R318 000.00	R337 080.00	R600 000.00	R600 000.00
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<b>BSID 27</b>	Road Maintenance	Desmond Park Road Maintenance	Desmond Park	Equitable shares	Number of road signs and construction of speed humps, km of sweeping and square meters of patching of damaged sections at Desmond Park Internal Streets and Storm water done by June 2023	Number of road signs and construction of speed humps at Desmond Park Internal Streets	Number of road signs and construction of speed humps, square meters of road markings, square meters of patching damaged sections at Desmond Park Internal Streets	Number of road signs and square meters of patching potholes in Desmond Park Internal Streets.	Number of road signs and square meters of patching potholes in Desmond Park Internal Streets.	Number of road signs and square meters of patching potholes in Desmond Park Internal Streets.	R150 000.00	R159 000.00	R168 540.00	R100 000.00	R100 000.00
<b>BSID 28</b>	Road Maintenance	Millennium Park Road Maintenance	Millennium Park	Equitable shares	Square meters of road markings and number of road signs at Millennium Park Internal Streets and Storm water	Square meters of road markings and number of road signs at Millennium	Square meters of road markings at Millennium Park Internal streets	Square meters of road markings at Millennium Park Internal streets	Square meters of road markings at Millennium Park	Square meters of road markings at Millennium Park	R30 000.00	R3 5000.00	R40 000.00	R40 000.00	R40 000.00

					done by June 2023	Park Internal streets			Internal streets	Internal streets						
<b>BSID 29</b>	Culverts	Construction of new culverts	BLM	Equitable shares	Number of culverts constructed complete with wing-walls by June 2023	Number of culverts constructed complete with wing-walls	Number of culverts constructed complete with wing-walls	Number of culverts constructed complete with wing-walls	Number of culverts constructed complete with wing-walls	Number of culverts constructed complete with wing-walls	R150 000.00	R500 000.00	R660 000.00	R700 000.00	R700 000.00	
<b>BSID 30</b>	Machinery	Purchase of Walk-Behind Drum Roller	BLM	Own	Number of machinery purchased	Number of machinery purchased	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R200 000.00	N/A	
<b>BSID 31</b>	Machinery	Purchase of Asphalt Cutter	BLM	Own	Number of machinery purchased	-	Number of machinery purchased	N/A	N/A	N/A	N/A	R70 000.00	N/A	N/A	N/A	
<b>BSID 32</b>	Materials	Road Maintenance Materials	BLM	Own	Number of road construction materials purchased	Number of road construction materials purchased	Number of road construction materials purchased	Number of road construction materials	Number of road construction materials	Number of road construction materials	R20 000.00	R127 200.00	R134 832.00	R350 000.00	R350 000.00	

								purchas ed	purcha sed	purcha sed					
KPA	BASIC SERVICE DELIVERY														
PROJECT MANAGEMENT UNIT															
BSID 33	Con struc tion of Sen wab arwa na Inter nal Stre et and Stor m wate r Pha se 11	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documen ts, Tender advert, Evaluatio n, Appointm ents, Design, Construct	Sen wab arwa na	MIG	Kilometres of Senwabarwan a internal street phase 11A constructed from gravel to tar and Storm- water channel completed by June 2023	Kilometres of Senwabar wana internal street phase 11 constructe d from gravel to tar and Storm- water channel completed by June 2023	Kilometre s of Senwaba rwana internal street phase 11 construct ed from gravel to tar and Storm- water channel complete d by June 2024	N/A	N/A	N/A	R 5 718 498	N/A	N/A	N/A	N/A

		ion, closeout.													
BSID 34	Con struc tion of Sen wab arwa na Inter nal Stre et and Stor m wate r Pha se 11	Confir mat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documen ts, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout.	Sen wab arwa na	MIG	Kilometres of Senwabarwan a internal street phase 11 B constructed from gravel to tar and Storm- water channel completed by June 2023	Kilometres of Senwabar wana internal street phase 11 constructe d from gravel to tar and Storm- water channel completed by June 2023	Kilometre s of Senwaba swana internal street phase 11 construct ed from gravel to tar and Storm- water channel complete d by June 2024	N/A	N/A	N/A	R 7 009 870	N/A	N/A	N/A	N/A

BSID 35	Construction of Alldays internal street and storm water control phase 2	Confirmation of the Project on the IDP, Project Registration, Compilation of Specification/Tender documents, Tender advert, Evaluation, Appointments, Design, Construction, closeout.	Alldays	MIG	Kilometres of Alldays internal street phase 2 upgraded from gravel to tar and Storm-water channel completed by June 2024	Kilometres of Alldays internal street phase 2 upgraded from gravel to tar and Storm-water channel completed by June 2024	Kilometres of Alldays internal street phase 2 upgraded from gravel to tar and Storm-water channel completed by June 2024	N/A	N/A	N/A	R 24 176 190	R20 223 181.00	N/A	N/A	N/A
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BSID 36	Con struc tion of Avo n Multi purp ose Com muni ty centr e	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tendr er documen ts, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Avon	MIG	Number of Multipurpose community centre constructed and completed at Avon by June 2023	Number of Multipurpo se community centre constructe d and completed at Avon by June 2023					R7 000 000.00				
							N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A

BSID 37	Con struc tion of Dan zig Crèc he	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluation, Appointm ents, Design, Construct ion, closeout	Dan zig	MIG	Number of Crèche constructed completed at Danzig by June 2023	Number of Crèche constructe d completed at Danzig by June 2023	N/A	N/A	N/A	N/A	R1 850 000.00	N/A	N/A	N/A	N/A
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BSID 38	Construction of Dithabaneng Crèche	Confirmation of the Project on the IDP, Project Registration, Compilation of Specification/Tender documents, Tender advert, Evaluation, Appointments, Design, Construction, closeout	Dithabaneng	MIG	Number of Crèche constructed and completed at Dithabaneng by June 2023	Number of Crèche constructed and completed at Dithabane by June 2023	N/A	N/A	N/A	N/A	R1 850 000.00	N/A	N/A	N/A	N/A
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BSID 39	Groodraai Culvert	Confirmation of the Project on the IDP, Project Registration, Compilation of Specification/Tender documents, Tender advert, Evaluation, Appointments, Design, Construction, closeout	Groodraai	MIG	Number of culverts constructed complete with wing-walls by June 2024	N/A	Number of culverts constructed complete with wing-walls by June 2024	N/A	N/A	N/A	N/A	R2 500 000.00	N/A	N/A	N/A
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BSID 40	Con struc tion of Lekg wara inter nal stree t and stor m wate r contr ol	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Lekg wara	MIG	Kilometres of Lekgwara Internal Street and Storm water	N/A	Kilometre s of Lekgwara Internal Street and Storm water	Kilometr es of Lekgwar a Internal Street and Storm water	N/A	N/A	N/A	R19 858 820.00	R6 141 180.00	N/A	N/A
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BSID 41	Con struc tion of Culv ert Toiw erfo ntein	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Toiw erfon tein	MIG	Control constructed from gravel to pavement and Storm-water control completed by June 2025. Number of culverts constructed complete with wing-walls by June 2025	N/A	control construct ed from gravel to pavemen t and Storm- water control complete d by June 2025	Control construc ted from gravel to paveme nt and Storm- water control comple ted by June 2025Nu mber of culverts construc ted comple te with wing- walls by June 2025	N/A	N/A	N/A	N/A	R2 500 000.00	N/A	N/A
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BSID 42	Con- struc- tion of Inver- aan Inter- nal Stre- et and Stor- m water con- trol	Confir- ma- tion of the Project on the IDP, Project Registra- tion, Compila- tion of Specifi- cation/ Tender documen- ts, Tender advert, Evaluati- on, Appoint- ments, Design, Construct- ion, closeout	Inver- aan	MIG	Kilometres of Inveraan of Internal Street and Storm water control constructed from gravel to pavement and Storm-water control completed by June 2027	N/A	N/A	Kilometres of Inveraan internal street phase 11 upgraded from gravel to tar and Storm- water channel completed by June 2027	Kilometres of Inveraan internal street phase 11 upgraded from gravel to tar and Storm- water channel completed by June 2027	N/A	N/A	R19 037 260.00	N/A	N/A
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BSID 43	Construction of Boslaagte Internal Street and Storm water control	Confirmation of the Project on the IDP, Project Registration, Compilation of Specification/Tender documents, Tender advert, Evaluation, Appointments, Design, Construction, closeout	Boslaagte	MIG	Kilometres of Inveraan of Internal Street and Storm water control constructed from gravel to pavement and Storm-water control completed by June 2027	N/A	N/A	Kilometres of Boslaagte internal street upgraded from gravel to pavement and Storm-water channel completed by June 2027	Kilometres of Boslaagte internal street upgraded from gravel to Pavement and Storm-water channel completed by June 2027	N/A	N/A	R9 000 000.00	N/A	N/A
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BSID 44	Rehabilitation of Senwabarwana main road and Storm water control	Confirmation of the Project on the IDP, Project Registration, Compilation of Specification/Tender documents, Tender advert, Evaluation, Appointments, Design, Construction, closeout	Senwabarwana main road	MIG	Kilometres of Inveraan of Internal Street and Storm water control constructed from gravel to pavement and Storm-water control completed by June 2027	N/A	N/A	Kilometres of Senwabarwana main road and Storm water control rehabilitated completed by June 2026	Kilometres of Senwabarwana main road and Storm water control rehabilitated completed by June 2026	N/A	N/A	N/A	R18 216 560.00	R18 216 560.00	N/A
BSID 45	Construction of Inter	Confirmation of the Project on the IDP,	Machaba, Kwang, Thal	MIG	Kilometres of internal street constructed from gravel to pavement and	N/A	N/A	N/A	Kilometres of internal street constru	Kilometres of internal street constru	N/A	N/A	N/A	R30 000 000.00	R10 000 000.00

	nal Stre et and Stor m wate r contr ol	Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluation, Appointm ents, Design, Construct ion, closeout	ane, Mato ana, and Ha- Kob e, Witte n to Mille nniu m park, Sen wab arwa na ext. 7, Man kgak gatla and Tsw etjan e scho ol		Storm-water control completed by June 2027				cted from gravel to pavem ent and Storm- water control comple ted by June 2027	cted from gravel to pavem ent and Storm- water control comple ted by June 2027					
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BSID 46	Con struc tion of Moc hemi Acce ss road and Stor m water - RAL roads	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluation, Appointm ents, Design, Construct ion, closeout	Moc hemi Acce ss road	MIG	Kilometres of Mochemi Access road constructed from gravel to pavement and Storm-water channel completed by June 2022	-	Kilometre s of Mochemi Access road construct ed from gravel to pavemen t and Storm- water channel complete d by June 2026	Kilometr es of Mochem i Access road construc ted from gravel to paveme nt and Storm- water channel comple ted by June 2026	Kilomet res of Mochem i Access road constru cted from gravel to pavem ent and Storm- water channe l comple ted by June 2026	N/A	N/A	N/A	N/A	R22 222.22	R4 200 000.00
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BSID 47	Con struc tion of Pinki e Seb otse Spor ts facili ty	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documents, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Pinki e Seb otse	MIG	Number of sport complex Constructed by June 2023	Number of sport complex Constructe d by June 2023	N/A	N/A	N/A	N/A	R2 803 442.00	N/A	N/A	N/A	N/A
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BSID 48	Con struc tion of Fenc es along the Byp ass road	Confir mat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documen ts, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Bou ndar y betw een Des mond park and Tibu nyan a along the bypa ss road	OWN	Number of Fence Constructed by June 2023	Fence Constructe d by June 2023					R150 000.00	N/A	N/A	N/A	N/A
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BSID 49	Con struc tion of GA KIBI Spor ts facili ty	Confirmat ion of the Project on the IDP, Project Registrati on, Compilati on of Specifica tion/Tender documen ts, Tender advert, Evaluatio n, Appointm ents, Design, Construct ion, closeout	Pinki e Seb otse	MIG	Number of sport complex Constructed by June 2024	-		Number of sport complex Construct ed by June 2024	-	-	-	-	R11 000 000.00	-	-	-
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BSID 50	Feasibility design report	Confirmation of the Project on the IDP, Project Registration, Compilation of Specification/Tender documents, Tender advert, Evaluation, Appointments, Design, Construction, closeout	BLM	OWN	Number of Feasibility Design report completed	Feasibility Design report completed	Number of Feasibility Design report completed	Number of Feasibility Design report completed	Number of Feasibility Design report completed	Number of Feasibility Design report completed	N/A	R2 000 000.00	R1 000 000.00	R1 000 000.00	R1 000 000.00
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BSID 51	Con struc tion of Sen wab arwa na Multi pur pose Com muni ty centr e	Confir mat ion of the Pro ject on the IDP, Pro ject Regis trati on, Com pila tion of Speci fica tion/ Tender docu ments, Tender advert, Evalu ation, Appoint ments, Design, Construct ion, closeout	Sen wab arwa na	MIG	Number of Multipurpose community centre constructed and completed at Senwabarwana by June 2025	-	One Multipur pose communit y centre construct ed and complete d at Senwaba rwana n by June 2025	Number of Multipur pose communi ty centre construct ed and comple ted at Senwab arwana n by June 2025	N/A	N/A	N/A	R10 000 000.00	0	0	0
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BSID 52		Free basic electricity	Provision	Equitable shares	Number of the indigents provided with free basic electricity	5340 Indigent provided with Free basic electricity	5340 Indigent provided with Free basic electricity	5340 Indigent provided with Free basic electricity	5340 Indigent provided with Free basic electricity	5340 Indigent provided with Free basic electricity	R 1408 973	R 1493 511	R 1583 122	R 1583 122	R 1583 122
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT															
Project No.	Project Name	Project Description	Location	Funding	Key performance indicator	IDP/Budget Targets					IDP/ Budget (R)				
						2022/23	2023/24	2024/25	2025/26	2026/27	2022/23	2023/24	2024/25	2025/26	2026/27
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
AUXILLARY SERVICES															
MTO D01	Fleet management	New acquisition	BLM	OWN	Number grade and tipper trucks purchase	01 Grader and 2x tipper trucks	02 Graders	02 grader, x1 TLB and a truck	02 grader ,1x Excavator, 1x tanker , 1x tipper truck	0	R 7 000 000.00	R7 000 000.00	R10 000 000.00	R15 000 000.00	0

KPA		MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
INFORMATION TECHNOLOGY UNIT															
MTO D02	IT Mast er Plan	IT Master Plan	BLM	OWN	Developed IT Master Plan	N/A	01 Develope d IT Master Plan	-	-		R 250 000	N/A	N/A	N/A	N/A
MTO D03	Eta blish ment Disa ster Rec over y centr e	Disaster Recovery centre	BLM	OWN	number Disaster Recovery Centre established and maintained	N/A	N/A	01 Disaster Recover y Centre establish ed	Mainte nance and Testing	N/A	R 500 000	N/A	N/A	R300 0000.00	R400 000.00
MTO D04	Wi-Fi Insta llation	Installatio n of Wi-Fi at all Municipal Offices	BLM	OWN	Number of municipal offices Installed with Wi-Fi	04 municipal offices Installed with Wi-Fi	03 municipal offices Installed with Wi-Fi	N/A	N/A	N/A	N/A	N/A	R1 300 000.00	N/A	N/A
KPA		MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
INFORMATION TECHNOLOGY UNIT															
MTO D05	IT Sup port	Appointm ent of service provider	BLM	OWN	Number of Service Providers	N/A	N/A	01 Service Provider appointe	N/A	N/A	N/A	N/A	R1, 400. 00	N/A	N/A

		for IT Support			appointed for IT support			d for IT support							
MTO D06	Cloud back-up	Payday Cloud back up system	BLM	OWN	Number Service Provider appointed for	01 Service Provider appointed	N/A	N/A	N/A	N/A	R170 000.00	N/A	N/A	N/A	N/A
INFORMATION TECHNOLOGY UNIT															
MTO D07	IT Audit	Appointment of service provider to conduct IT Audit	BLM	OWN	Number of IT Audit conducted	N/A	01 IT Audit conducted	N/A	N/A	N/A	N/A	R2,100 00	N/A	N/A	N/A
MTO D08	System Cloud	Migration from system centre to cloud	BLM	Own	% migration from system centre to cloud system	N/A	N/A	N/A	% migration from system centre to cloud System	% migration from system centre to cloud system	N/A	N/A	N/A	R700,00 0.00	R400,000 .00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
HUMAN RESOURCE UNIT															
MTO D09	TRAINING	Training for councillors	BLM	Own	Training of 44 Cllrs according to their portfolio	44 councillors trained	44 councillors trained	44 councillors trained	44 councillors trained	44 councillors trained	R500 000.00	R530 000.00	R561 800.00	R1 191 016.00	R1 262 476,96

MTO D10		Training for officials & Interns	BLM	Own	Training of 190 employees according to WSP	95 of employees received training	95 of employees received training	95 of employees received training	95 of employees received training	95 of employees received training	R700 000.00	R742 000.00	R786 520.00	R833 711.2	R1,893 715,44
MTO D11		Municipal employees bursaries	BLM	OWN	Number employees allocated with municipal bursaries	Granting bursaries to municipal employees	Granting bursaries to municipal employees	Granting bursaries to municipal employees	Granting bursaries to municipal employees	Granting bursaries to municipal employees	R265 000.00	R280 900.00	R297 754.00	R315 619.24	R334 556.3944
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
HUMAN RESOURCE UNIT															
MTO D12	Clocking system	Procurement of devices	BLM	Own	Procurement of new Devices	N/A	N/A	Replacement of all damaged Devices	Replacement of all damaged Devices	Replacement of all damaged Devices	R 100 000	N/A	R100 000.00	R106 000.00	R112 3.0060
MTO D13	Organisational transformation	Appointment of service provider for Policy Development and	BML	OWN	Number of HR policies developed and rationalized	N/A	N/A	N/A	15 HR Policies Developed and rationalized	N/A	N/A	N/A	N/A	R500 000.00	N/A

		rationaliz ation													
MTO D14		Procurem ent of Organisa tional Design software	BML	OWN	Number OD software procured	N/A	01 OD software procured	N/A	N/A	N/A	N/A	R200 000	N/A	N/A	N/A
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
HUMAN RESOURCE UNIT															
MTO D15	Emp loye e well ness	Awarene ss campaig n and medical surveillan ce	BLM	OWN	Number employee wellness campaigns conducted	02 employee wellness campaigns conducted	02 employee wellness campaign s conducte d	02 employe e wellness campaign s conduct ed	02 employ ee wellnes s campai gns conduct ed	02 employ ee wellnes s campai gns conduct ed	R50 000.00	R53 000.00	R53 000.00	R56 180.00	R59 550.8
MTO D16	PPE	Uniform and protectiv e clothing	BLM	OWN	Number of employees provided PPE	90 employees provided PPE	90 employee s provided PPE	90 employe es provided PPE	90 employ ees provide d PPE	90 employ ees provide d PPE	R700 000	R795 000	R842 700	R893 262	R946 857.72
						IDP/Budget Targets					IDP/ Budget (R)				

Proje ct No.	Proj ect Nam e	Project Descripti on	Loc atio n	Fund ing	Key performance indicator	2022/23	2023/24	2024/25	2025/2 6	2026/2 7	2022/2 3	2023/24	2024/2 5	2025/26	2026/27
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
WASTE AND ENVIRONMENTAL MANAGEMENT UNIT															
MTO D17	Was te Man age ment	Procure ment of Waste tractor X Chassis	BLM	Own	Number Waste tractor X Chassis purchased	N/A	N/A	01 Waste tractor X Chassis purchas ed	N/A	Procur e of one (1)Was te tractor X Chassi s	OPEX	OPEX	R600 000	OPEX	OPEX
MTO D18		Conduct waste disposal facilities external audits	BLM	Own	Number external audits reports for Alldays landfill site and Taaiboschgro et Transfer Station completed	01 external audits reports for Alldays landfill site and Taaibosch groet Transfer Station completed	01 external audits reports for Alldays landfill site and Taaibosc hgroet Transfer Station complete d	01 external audits reports for Alldays landfill site and Taaibosc hgroet Transfer Station complet ed	01 externa l audits reports for Alldays landfill site and Taaibo schgro et Transfe r Station	01 externa l audits reports for Alldays landfill site and Taaibo schgro et Transfe r Station	R200 000.00	R200 000.00	R200 000.00	R200 000.00	R200 000.00

									comple ted	comple ted					
KPA															
WASTE AND ENVIRONMENTAL MANAGEMENT UNIT															
MTO D19		Extensio n of waste manage ment services	BLM	Own	63 purchased industrial bins and distributed at strategic places(Vivo, Alldays, Senwabarwan a,Raweshi,Eld orado & Langlaagte)	N/A	40 purchase d industrial bins and distribute d at strategic places(20 Vivo,10 Alldays &10 Senwaba swana)	20 purchas ed industrial bins and distribut ed at strategic places(1 0 Raweshi &10 Eldorado )	3 purcha sed industri al bins and distribu ted at strategi c places( Langla gte)	N/A	N/A	R 500 000.00	R600 000.00	R200 000.00	OPEX
MTO D20		Procurem ent of househol d wheelie bins	BLM	Own	Number of procured household wheelie bins	N/A	3000 wheelie bins procured	N/A	3000 wheelie bins procure d	N/A	N/A	R600 000.00	N/A	R700 000.00	N/A
MTO D21		Procurem ent of recycling container	BLM	Own	Number of recycling containers purchased	N/A	N/A	10 recycling containe rs	N/A	N/A	N/A	N/A	R 500 000.00	N/A	N/A

								purchas ed							
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
WASTE AND ENVIRONMENTAL MANAGEMENT															
MTO D22	Was te Man age ment	Conduct Cleaning Campaig ns	BLM	Own	Number of cleaning campaigns conducted	04 cleaning campaigns conducted	04 cleaning campaign s conducte d	04 cleaning campaig ns conduct ed	04 cleanin g campaig ns conduct ed	04 cleanin g campaig ns conduct ed	R100 000.00	R110 000.00	R120 000.00	R140 000.00	R150 000.00
MTO D23		Sign boards, notices and flyers	BLM	Own	Number of Sign boards, notices and flyers procured	20 Sign boards, 10 notices and 100 flyers procured	-20 Sign boards, 10 notices and 100 flyers procured	-20 Sign boards, 10 notices and 100 flyers procured	-20 Sign boards, 10 notices and 100 flyers procure d	-20 Sign boards, 10 notices and 500 flyers procure d	R150 000.00	R159 000.00	R168 540.00	R250 000.00	R300 000.00
MTO D24		Manage ment and operation of Senwaba swana landfill site	Sen wab arwa na Land fill site (War d 19)	Own	Number Compliant Senwabarwan a Landfill site reports compiled	12 Managem ent and operation of Senwabar wana landfill site	12 Manage ment and operation of Senwaba swana landfill site	12 Manage ment and operatio n of Senwab arwana landfill	12 Manag ement and operati on of Senwa barwan a	12 Manag ement and operati on of Senwa barwan a	R3,551 000.00	R5000 000.00	R5000 000.00	R5000 000.00	R5000 000.00

						reports compiled	reports compiled	site reports compiled	landfill site reports compile d	landfill site reports compile d					
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
WASTE AND ENVIRONMENTAL MANAGEMENT UNIT															
MTO D25	Was te Man age ment	Appointm ent of Engineer s for the designs of Alldays Landfill Site.	Allda ys Land fill Site	Own	Number landfill designs developed Approved	01 Submitted and Approved design plan for Alldays landfill site	Complete d Landfill site	Operatio n and manage ment	Operati on and Manag ement	Operati on and Manag ement	N/A	N/A	R4000 000.00	R4,500 000.00	R5000 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
WASTE AND ENVIRONMENTAL MANAGEMENT UNIT															
MTO D26	Envi ron ment al Man age ment	Rehabilit ation of degraded wetlands	BLM	Own	Number of wetlands rehabilitated through fencing and maintenance	N/A	N/A	02 wetlands rehabilit ated through fencing and mainten ance	Rehabil itation and mainte nance of wetland s	Rehabil itation and mainte nance of wetland s	N/A	N/A	R450 000.00	R500 000.00	N/A

MTO D27		Open space management and Greening in Alldays and Senwabarwana	Alldays (Ward 18) and Senwabarwana (Ward 19)		Number of open spaces managed through greening	N/A	N/A	03 open spaces managed through greening in Senwabarwana	02 open spaces managed through greening in Alldays	Management of open spaces	N/A	N/A	N/A	R500 000.00	R500 000.00
MTO D28		Construction of Alldays Cemetery	Alldays (Ward 18)		N/A	N/A	Constructed Alldays cemetery	Operation and Management	- Operation and Management	Operation and Management -	N/A	N/A	R 6 000 000.00	R 140 000.00	R 160 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
WASTE AND ENVIRONMENTAL MANAGEMENT UNIT															
MTO D 29	Environmental Management	Procure TLB machine for grave digging	BLM		N/A	N/A	Purchased TLB machine for grave digging	Digging of graves	Digging of Graves	Digging of graves	N/A	OPEX	OPEX	R700000	OPEX
MTO D30		Climate Change mitigation	BLM		N/A	Number of trees purchased	Number of trees purchased	Number of trees purchased	Number of trees purchased	Number of trees purchased	N/A	R150000	R150000	R150000	R150000

MTO D31		Procurement of cemetery record books	BLM		Number of cemetery record books purchased	05 Cemetery record books	05 cemetery record books	05 cemetery records books	Procurement of cemetery record books	Procurement of cemetery record books	R 106 000.00	OPEX	R 100 000.00	OPEX	OPEX
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
TRAFFIC SERVICES MANAGEMENT															
MTO D32	Traffic management	Procurement of back office	BLM		Number phase back office tools purchased	Procurement of 1 back office system	Procurement of phase 2 back office	N/A	N/A	Procurement of phase 3 back office	N/A	N/A	R600 000.00	OPEX	R700 000.00
MTO D33		Procurement of 4 Clamps	BM		Number Vehicle Clamps purchased	N/A	N/A	N/A	04 clamps procured	04 clamps procured	N/A	N/A	N/A	R150 000.00	R200 000.00
MTO D34		Procurement of prolaser 1111	BLM		Number prolaser 1111 purchased	01 Prolaser 1111 procured	N/A	01 Prolaser 1111 procured	N/A	N/A	R180 000.00	OPEX	R200 000.00	OPEX	OPEX
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														

TRAFFIC LAW ENFORCEMENT UNIT															
<b>MTO D 35</b>	Traffic Law Enforcement	Procurement Bullet Proofs	BLM		Number Bullet Proofs purchased	12 bullet Proofs procured	N/A	06 bullet proofs procured	N/A	N/A	R 120 000.00	N/A	R 140 000.00	N/A	N/A
<b>MTO D36</b>		Calibration of speed machines	BLM		Number speed machines calibrated	04 machines calibrated	04 machines calibrated	04 machines calibrated	04 machines calibrated	04 machines calibrated	R 120 000.00	R 125 000.00	R 130 000.00	R 140 000.00	R 145 000.00
<b>MTO D37</b>		Procurement of stationery	BLM		Number traffic stationery purchased	100 sec 56 books and 60 criminal records books	120 sec 56 books and 70 criminal records books	130 sec 56 books and 80 criminal records books	140 sec 56 books and 90 criminal records books	150 sec 56 books and 100 criminal records books	R250 000.00	R275 000.00	R302 500.00	R332 750.00	R366 025.00
<b>MTO D38</b>		Catering for four awareness's	BLM		Number traffic campaigns conducted	04 traffic campaigns conducted	04 traffic campaigns conducted	04 traffic campaigns conducted	04 traffic campaigns conducted	04 traffic campaigns conducted	R120 000.00	R132 000.00	R145 200.00	R159 720.00	R175 692.00
<b>KPA</b>	<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>														

TRAFFIC LICENSING UNIT															
MTO D39	Licensing Management	Maintenance of equipment	BLM		Number VTS machines calibrated	01 VTS Machine to be calibrated	01 VTS Machine to be calibrated	01 VTS Machine to be calibrated -	01 VTS Machine to be calibrated	01 VTS Machine to be calibrated	R50,000.00	R55,000.00	R55,000.00	R55,000.00	R60,000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
PUBLIC SAFETY UNIT															
MTO D40	POUND MANAGEMENT	Pound renovation	BLM		Number pound facility fenced	N/A	N/A	01 pound facility fenced	01 pound facility fenced	01 pound facility fenced	N/A	N/A	R 1 500 000(Palisade fencing)	100000	N/A
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
PUBLIC SAFETY															
MTO D41	Pound management	Awareness campaigns	BLM		Number awareness campaigns conducted	04 awareness campaigns	04 awareness campaigns	04 awareness campaigns	04 awareness campaigns	04 awareness campaigns	R103 000.00	R100 000.00	R100 000.00	R100 000.00	R100 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
PUBLIC SAFETY															

MTO D42		Protectiv e Clothing	BLM		Procure uniform for Law enforcement Personnel	Purchase uniform for Law Enforceme nt Personnel (10)	Purchase uniform for Law Enforcem ent personne l (10)	Purchas e uniform for Law enforce ment personn el (10)	Purcha se uniform for Law enforce ment person nel (10)	Purcha se uniform for Law enforce ment person nel	R 200 000.00	R 200 000.00	R 200 000.00	R 200 000.00	R 200 000.00
MTO D43		Law enforcem ent van	BLM		Procurement for Law enforcement Van	N/A	N/A	N/A	Purcha se a trailer for small livestoc k (1)	Purcha se water tank trailer	N/A	N/A	N/A	R600 000.00	R500 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
PUBLIC SAFETY UNIT															
MTO D44	Law Enfo rcem ent Man age ment	Procurem ent of equipme nt	BLM	Own	Number of law enforcement equipment Procured	15 law enforceme nt equipment Procured	N/A	N/A	04 chokes	04 chokes	N/A	N/A	N/A	R100 000.00	R100 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
FACILITIES MAINTANANCE UNIT															
MTO D45	Facil ity Man	Maintena nce of buildings	BLM	Own	Number Municipal	07 Municipal	07 Municipal buildings	07 Municipa l	07 Municip al	07 Municip al	R500 000.00	R530 000.00	R561 800.00	R2000 000.00	R1000 000.00

	age ment				buildings maintained	buildings maintained	maintaine d	buildings maintain ed	building s maintai ned	building s maintai ned					
MTO D46		Maintena nce of Sports facilities	BLM	Own	Number sports facilities maintained	03 sports facilities	03 sports facilities	03 sports facilities	03 sports facilitie s	03 sports facilitie s	R300 000.00	R318 000.00	R337 080.00	R850 000.00	R900 000.00
MTO D47		Maintena nce of Communi ty halls	BLM	Own	Number Community halls maintained	06 Communit y halls maintained	06 Communi ty halls maintaine d	06 Commu nity halls maintain ed	06 Comm unity halls maintai ned	06 Comm unity halls maintai ned	R106 000.00	R112 360.00	R119 101.6	R650 000.00	R700 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
FACILITIES MAINTANANCE UNIT															
MTO D48	Disa ster Man age ment	Procurem ent of disaster relief material	BLM	Own	Number relief material procured, i.e. tents, school uniforms, blankets, mattresses	120 relief material procured, i.e. 10 tents, 10 school uniforms, 50 blankets, 50 mattresses	120 relief material procured, i.e. 10 tents, 10 school uniforms, 50 blankets, 50 mattress es	120 relief material procured , i.e. 10 tents, 10 school uniforms , 50 blankets, 50	120 relief material procure d, i.e. 10 tents, 10 school uniform s, 50	120 relief material procure d, i.e. 10 tents, 10 school uniform s, 50	R400 000.00	R424 000.00	R449 440.00	R500 000.00	R500 000.00

								mattresses	blankets, 50 mattresses	blankets, 50 mattresses					
MTO D49		Conduct Disaster Management education and awareness campaigns to communities	BLM	Own	Number education and awareness campaigns conducted	04 education and awareness campaigns conducted	04 education and awareness campaigns conducted	04 education and awareness campaigns conducted	04 education and awareness campaigns conducted	04 education and awareness campaigns conducted	R 50 000.00	R100 000.00	R100 000.00	R100 000.00	R100 000.00
Project No.	Project Name	Project Description	Location	Funding	Key performance indicator	IDP/Budget Targets					IDP/ Budget (R)				
						2022/23	2023/24	2024/25	2025/26	2026/27	2022/23	2023/24	2024/25	2025/26	2026/27
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
PERFORMANCE MANAGEMENT UNIT															
MTO D50	PMS System	Purchasing PMS system	BLM	Own	Number PMS system purchased	N/A	One PMS system purchased	N/A	N/A	N/A	N/A	R1000 000.00	N/A	N/A	N/A

MTO D 51	Steering Committee and review sessions	Coordination of Steering Committee and review sessions	BLM	Own	Number quarterly SDBIP reports compiled and approved	04 quarterly SDBIP reports compiled and approved	04 quarterly SDBIP reports compiled and approved	04 quarterly SDBIP reports compiled and approved	04 quarterly SDBIP reports compiled and approved	04 quarterly SDBIP reports compiled and approved	R500 000.00	R530 000.00	R561 800.00	R540 000.00	R550 000.00
MTO D52	Performance Assessment	Conduct individual performance assessment	BLM	Own	Number performance assessments conducted	02 assessment for snr management	02 assessment for snr management	02 assessment for snr management	02 assessment for snr management	02 assessment for snr management	R10 000.00	R10 000.00	R10 000.00	R10 000.00	R10 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
RISK AND SECURITY MANAGEMENT UNIT															
MTO D53	Security Management	Appointment and payment of physical Security services	BLM	Own	Number physical security services reports compiled (21) municipal sites by June 2023	12 physical security services reports compiled (21) municipal sites by June 2023	12 physical security services reports compiled (21) municipal sites by June 2023	12 physical security services reports compiled (21) municipal sites by June 2023	12 physical security service reports compiled (21) municipal sites by	12 physical security service reports compiled (21) municipal sites by	R17,00 00.00	R18,099 000	R 19 312 000	R 20 588 800	R 21 670 200

									June 2023	June 2023					
MTO D54	Security Camera	Appointment of service providers for the installation of cameras	BLM	Own	Number camera system	N/A	Installation of ten security cameras	Installation of ten security cameras	Installation of ten security cameras	Installation of ten security cameras	N/A	R500 000.00	R380 000.00	R420 000.00	R500 000.00
MTO D55	Access control	Appointment of service providers for Installation of access control	BLM	Own	Functional Access Control	N/A	Installation of access control	Installation of access control satellite office	Installation of access control satellite office	Installation of access control satellite office	N/A	R1000 000.00	R560 000.00	R300 000.00	R350 000.00
KPA	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
LEGAL SERVICES UNIT															
MTO D56	Gazetting of By-laws	Compilation of Reports	BLM	Own	Number Reports compiled on Gazetting of By-Laws	04 Reports compiled on Gazetting of By-Laws	04 Reports compiled on Gazetting of By-Laws	04 Reports compiled on Gazetting of By-Laws	04 Reports compiled on Gazetting of By-Laws	04 Reports compiled on Gazetting of By-Laws	R 70 000.00	R 60 000.00	R 50 000.00	R 50 000.00	R 50 000.00

									By-Laws	By-Laws					
MTO D57	Contract Management	Compilation of Contract Management Registrations	BLM	Own	Number quarterly Contract register reports compiled.	04 quarterly Contract register reports compiled.	04 quarterly Contract register reports compiled.	04 quarterly Contract register reports compiled.	04 quarterly Contract register reports compiled.	04 quarterly Contract register reports compiled.	OPEX	OPEX	OPEX	OPEX	OPEX
MTO D58	Litigations	Consultations, inspection in loco, Formulation of Court papers	BLM	Own	Number of Municipal litigation Report compiled	04 Municipal litigation Report compiled	04 Municipal litigation Report compiled	04 Municipal litigation Report compiled	04 Municipal litigation Report compiled	04 Municipal litigation Report compiled	R2000 000.00	R2,120 000.00	R2,247 200.00	R3,500 000.00	R4000 000.00
Project No.	Project Name	Project Description	Location	Funding	Key performance indicator	IDP/Budget Targets					IDP/ Budget (R)				
						2022/23	2023/24	2024/25	2025/26	2026/27	2022/23	2023/24	2024/25	2025/26	2026/27
KPA	LOCAL ECONOMIC DEVELOPMENT														
LOCAL ECONOMIC DEVELOPMENT UNIT															
LED 01	SMMEs Dev	Support to SMMEs	BLM	Own	Four SMMEs are supported each year.	Capacity building and	Capacity building and	Capacity building	Capacity building	Capacity building	R530 000.00	R561,800.00	R595,508.00	R631,238.00	R669,112.00

	elop ment .					financial support.	financial support.	and financial support.	and financia l support .	and financia l support					
	LED Sum mit	Hosting of the LED Summit		Own	01 Summit held.	N/A	N/A	Hosting of the LED Summit	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LED 02	Upgr adin g of Tour ism centr e	Fixing of ablution facilities.	Sen wab arwa na	Own	01 tourism centre upgraded.	N/A	N/A	N	Full renovat ions and equipm ent of the tourism centre	N/A	N/A	N/A	N/A	R500, 000.00	N/A
KPA	LOCAL ECOMIC DEVELOPMENT														
LOCAL ECONOMIC DEVELOPMENT															
LED 03	Infor mal Trad ers	Managin g and Regulatin g Hawkers	Sen wab arwa na and Allda ys	Own	Number of hawkers regulated through permits	Managem ent and regulations of hawkers	Manage ment and regulatio ns of hawkers	Manage ment and regulatio ns of hawkers	Manag ement and regulati ons of hawker s	Manag ement and regulati ons of hawker s	OPEX, (Bingo Galaxy	OPEX	OPEX	OPEX	OPEX

LED 04	Infor mal Trad ers By- Law	Develop ment of by-law	Sen wab arwa na and Allda ys	Own	Number By- law developed	01 Develop , approve and gazette By-law	Enforce By-Law	Enforce By-Law	Enforce By-Law	Enforce By-Law	OPEX	OPEX	OPEX	OPEX	OPEX
LED 05	EP WP	Municipal EPWP and Municipal Capital Works Program me	BLM	EPW PG & Equit able share s	Number of job opportunities created and sustained and reports	250 job opportuniti es created and sustained and reports	250 job opportuni ties created and sustained and reports	250 job opportun ities created and sustaine d and reports	250 job opportu nities created and sustain ed and reports	250 job opportu nities created and sustain ed and reports	R 5 148 040	R 5 200 040	R 5 300 040	R5,400 000.00	R5,500 000.00
KPA 4	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
REPORTING MANAGEMENT UNIT															
MFV M 01	Fina ncial repo rting	Annual financial statemen t	BLM	FMG	Number set of AFS Compiled & submitted to AGSA,LPT,C OGOHSTA& as per MFMA	01 set of AFS Compiled & submitted to AGSA,LPT ,COGOH STA& NT by August 2022	01 set of AFS Compiled & submitted to AGSA,LP T,COGO HSTA& NT by August 2023	01 set of AFS Compile d & submitte d to AGSA,L PT,COG OHSTA & NT by August 2024	01 set of AFS Compil ed & submitt ed to AGSA, LPT,C OGOH STA& NT by	01 set of AFS Compil ed & submitt ed to AGSA, LPT,C OGOH STA& NT by	R950,0 00.00	R900,00 0.00	R950,0 00.00	R1,000, 000.00	R1,200 ,000.00

									August 2025	August 2026					
MFV M 02		Annual /Budget mSCOA reporting	BLM	OPE X	Number of mSCOA budget strings return submitted to Treasury by 20 July	01 set of mSCOA budget strings submitted to Treasury by 20 July	01 set of mSCOA budget strings submitted to Treasury by 20 July	01 set of mSCOA budget strings submitte d to Treasury by 20 July	01 set of mSCO A budget strings submitt ed to Treasur y by 20 July	01 set of mSCO A budget strings submitt ed to Treasur y by 20 July	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M 03		Monthly budget statemen t(Sec 71 reports)	BLM	OPE X	Number of monthly budget statements submitted to Treasury within 10 working days after month- end	12 monthly budget statements submitted to Treasury within 10 working days after month-end	12 monthly budget statemen ts submitted to Treasury within 10 working days after month- end	12 monthly budget stateme nts submitte d to Treasury within 10 working days after month- end	12 monthl y budget statem ents submitt ed to Treasur y within 10 working days after	12 monthl y budget statem ents submitt ed to Treasur y within 10 working days after	OPEX	OPEX	OPEX	OPEX	OPEX

									month- end	month- end					
MFV M04		Quarterly mSCOA data strings report	BLM	OPE X	Number of quarterly mSCOA data strings submitted to Treasury within 30 working days	Number of quarterly mSCOA data strings submitted to Treasury within 30 working days	04 quarterly mSCOA data strings submitted to Treasury within 30 working days	04 quarterly mSCOA data strings submitte d to Treasury within 30 working days	04 quarterl y mSCO A data strings submitt ed to Treasur y within 30 working days	04 quarterl y mSCO A data strings submitt ed to Treasur y within 30 working days	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M05		MSCOA projects impleme ntation	BLM	OPE X	Number of quarterly mSCOA progress report submitted to council	04 quarterly mSCOA progress report submitted to council	04 quarterly mSCOA progress report submitted to council	40 quarterly mSCOA progress report submitte d to council	04 quarterl y mSCO A progres s report submitt ed to council	04 quarterl y mSCO A progres s report submitt ed to council	OPEX	OPEX	OPEX	OPEX	OPEX

MFV M06		Reconciliation and register	BLM	OPEX	Number of monthly reconciliation and register reported to portfolio	08 monthly reconciliation and register reported to portfolio	08 monthly reconciliation and register reported to portfolio	08 monthly reconciliation and register reported to portfolio	08 monthly reconciliation and register reported to portfolio	08 monthly reconciliation and register reported to portfolio	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M07	Annual budget	Draft Budget Compliance	BLM	OPEX	Number of draft credible annual budgets tabled as per Municipal Finance Management Act (MFMA) by 31 March	01 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	01 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	01 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	01 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	01 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	OPEX	OPEX	OPEX	OPEX	OPEX

MFV M08		Final Budget Compliance	BLM	OPE X	Number of credible annual budgets adopted as per Municipal Finance Management Act (MFMA) by 30 May	01 credible annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	01 credible annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	01 credible annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	01 credibl e annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	01 credibl e annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M 09		Adjustme nt Budget Compliance	BLM	OPE X	Number of approved credible adjustment budget as per Municipal Finance Management Act (MFMA) by 28 February	01 approved credible adjustment budget as per Municipal Finance Management Act (MFMA) by	01 approved credible adjustment budget as per Municipal Finance Management Act (MFMA)	01 approve d credible adjustment budget as per Municipal Finance Management	01 approv ed credibl e adjust ment budget as per Municipal Finance	01 approv ed credibl e adjust ment budget as per Municipal Finance	OPEX	OPEX	OPEX	OPEX	OPEX

						28 February	by 28 February	ment Act (MFMA) by 28 February	e Management Act (MFMA) by 28 February	e Management Act (MFMA) by 28 February					
MFV M 10	Procedure manual	Development of procedure manual	BLM	Own	Number of procedure manual developed	N/A	12 of procedure manual developed	N/A	N/A	N/A	N/A	R500 000.00	N/A	N/A	N/A
MFV M 11	Contract Register - Manual Automation	Contract Register - Manual Automation	BLM	Own	Contract Register - Manual Automation	Automated contract register	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MFV M 12	Compile financial	Compile financial report	BLM	Own	Number of financial report compiled	4 financial report compiled and reported to	4 financial report compiled and	4 financial report compiled and	4 financial report compiled and	4 financial report compiled and	OPEX	OPEX	OPEX	OPEX	OPEX

	report					EXCO & Council	reported to EXCO & Council	reported to EXCO & Council	reported to EXCO & Council	reported to EXCO & Council					
KPA 4	<b>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>														
	<b>SUPPLY CHAIN MANAGEMENT</b>														
MFV M13	Procurement plan	Development of the procurement plan	BLM	Own	Number of municipal procurement plan developed	01 x Municipal procurement plan	01 x Municipal procurement plan	01 x Municipal procurement plan	01 x Municipal procurement plan	01 x Municipal procurement plan	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M14	Reconciliation and register	Performance of reconciliation register on monthly basis	OPEX	Own	Number of monthly reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	OPEX	OPEX	OPEX	OPEX	OPEX
KPA	<b>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>														
	<b>SUPPLY CHAIN MANAGEMENT UNIT</b>														

MFV M15	Training	Conduct training of SCM practitioner	BLM	Own	Number of SCM Training attended	Number of SCM Training attended	01 SCM Training attended	01 SCM Training attended	01 SCM Training attended	01 SCM Training attended	R200,000.00	R200,000.00	R200,000.00	R200,000.00	R200,000.00
MFV M16	Acquisition management	Awarded Bids Register	BLM	Own	Number of awarded Bids register updated & placed on website/cidb	Number of awarded Bids register updated & placed on website/cidb	12 x updated awarded Bids register & placed on website/cidb	12 x updated awarded Bids register & placed on website/cidb	12 x updated awarded Bids register & placed on website/cidb	12 x updated awarded Bids register & placed on website/cidb	OPEX	OPEX	OPEX	OPEX	OPEX
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
REVENUE MANAGEMENT UNIT															
MFV M17	Revenue management committee	Revenue management committee meetings to be held	BLM	Own	Revenue management committee meetings to be held	04 revenue management meeting to be held	04 revenue management meeting to be held	04 revenue management meeting to be held	04 revenue management meeting to be held	04 revenue management meeting to be held	OPEX	OPEX	OPEX	OPEX	OPEX
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
REVENUE MANAGEMENT UNIT															

MFV M18	Reconciliation and register	Performance of reconciliation register on monthly basis	BLM	Own	Number of monthly reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M19	Billing Report	Billing Report Compilation	BLM	Own	Number of Billing Reports	12 x billing reports compiled	12 x billing reports compiled	12 x billing reports compiled	12 x billing reports compiled	12 x billing reports compiled	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M20	Electricity Distribution Loss	Performance of electricity distribution loss	BLM	Own	Number of Electricity distribution calculations performed	04 x Electricity distribution calculations performed	04 x Electricity distribution calculations performed	04 x Electricity distribution calculations performed	04 x Electricity distribution calculations performed	04 x Electricity distribution calculations performed	OPEX	OPEX	OPEX	OPEX	OPEX
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
REVENUE MANAGEMENT UNIT															
MFV M21	Consumer Deposit	Consumer deposit reports Performance	BLM	Own	Number of Consumer deposit reports	12 x Consumer deposit reports	12 x Consumer deposit reports	12 x Consumer deposit reports	12 x Consumer deposit reports	12 x Consumer deposit reports	OPEX	OPEX	OPEX	OPEX	OPEX

MFV M22	Unal locat ed Dep osits	Unallocat ed deposit Register Compilati on	BLM	Own	Number of unallocated deposit Register compiled	12 x unallocat ed deposit compiled	12 x unallocat ed deposit compiled	12 x unallocat ed deposit compiled	12 x unalloc ated deposit compile d	12 x unalloc ated deposit compile d	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M23	Rev enue enha nce ment strat egy plan	Develop ment of revenue enhance ment strategy plan	BLM	Own	Number of revenue enhancement strategy plan	N/A	N/A	1 revenue enhance ment strategy plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
EXPENDITURE MANAGEMENT UNIT															
MFV M24	Rec oncili ation and regis ter	Performa nce of reconcilia tion register on monthly basis	BLM	Own	Number of monthly reconciliation and register reported to portfolio	08 reconciliati on and register reported to portfolio	08 reconcilia tion and register reported to portfolio	08 reconcili ation and register reported to portfolio	08 reconcil iation and register reporte d to portfoli o	08 reconcil iation and register reporte d to portfoli o	OPEX	OPEX	OPEX	OPEX	OPEX
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
EXPENDITURE MANAGEMENT UNIT															

MFV M25	VAT	VAT 201	BLM	Own	Number of Vat 201 performed	12 x 12 x Vat 201 performed	12 x 12 x Vat 201 performed	12 x 12 x Vat 201 performed	12 x 12 x Vat 201 performed	12 x 12 x Vat 201 performed	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M26	Remuneration file	Updating Remuneration file on monthly basis	BLM	Own	Remuneration file	Updated remuneration file	12 x updated remuneration file	12 x updated remuneration file	12 x updated remuneration file	12 x updated remuneration file	OPEX	OPEX	OPEX	OPEX	OPEX
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
ASSET & INVENTORY MANAGEMENT UNIT															
MFV M27	Assets management	Develop the Asset Management plan	BLM	Own	Number of municipal Asset management plan developed	N/A	N/A	1 Municipal asset management plan linked to budget	1 Municipal asset management plan linked to budget	N/A	N/A	N/A	R700 000.00	R700 000.00	

MFV M28		Unbundling of Asset Register	BLM	Own	Report of unbundled Assets	Report of unbundled Assets	Report of unbundled Assets	Report of unbundled Assets	Report of unbundled Assets	Report of unbundled Assets	R1,200 000.00	R1,100 000.00	R,120 000.00	R1,272 000.00	R1,348 320.00
MFV M29		Insurance of Municipal assets	BLM	Own	Number of municipal assets insured and number of incidents occurred	Number of municipal assets insured and number of incidents occurred	Number of municipal assets insured and number of incidents occurred	Number of municipal assets insured and number of incidents occurred	Number of municipal assets insured and number of incidents occurred	Number of municipal assets insured and number of incidents occurred	R1,400 000.00	R1,700 000.00	R1,800 000.00	R1,908 000.00	R2,022 480.00
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
ASSET & INVENTORY MANAGEMENT UNIT															
MFV M30	Reporting of incidents occurred	Reporting of incidents occurred	BLM	Own	Reporting of incidents occurred	Percentage of incident occurred reported	100% incidents reported	100% incidents reported	100% incidents reported	100% incidents reported	OPEX	OPEX	OPEX	OPEX	OPEX

MFV M31	Register and reconciliation s	Performance of reconciliation register on monthly basis	BLM	Own	Number of monthly reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	08 reconciliation and register reported to portfolio	OPEX	OPEX	OPEX	OPEX	OPEX
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
ASSET & INVENTORY MANAGEMENT															
MFV M32	Stock count report	Stock count reported	BLM	Own	Number of Stock count report	12 x Stock count reported	12 x Stock count reported	12 x Stock count reported	12 x Stock count reported	12 x Stock count reported	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M33	Commitment Register	Updated commitment register	BLM	Own	Number of Commitment Register	12 X commitment register	12 X commitment register	12 X commitment register	12 X commitment register	12 X commitment register	OPEX	OPEX	OPEX	OPEX	OPEX
MFV M34	Repairs & Maintenance verification	Reconciliations	BLM	Own	Number of Repairs & Maintenance verification / reconciliation	12 x Reconciliations	12 x Reconciliations	12 x Reconciliations	12 x Reconciliations	12 x Reconciliations	OPEX	OPEX	OPEX	OPEX	OPEX

	cation / reconciliation														
KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
Project No.	Project Name	Project Description	Location	Funding	Key performance indicator	IDP/Budget Targets					IDP/ Budget (R)				
						2022/23	2023/24	2024/25	2025/26	2026/27	2022/23	2023/24	2024/25	2025/26	2026/27
KPA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
INTERNAL AUDIT MANAGEMENT UNIT															
GGPP 01	Auditing	Coordination of external audit	BLM	Own	Number improved audit opinion obtained	One improved audit opinion obtained	One improved audit opinion obtained	One improved audit opinion obtained	One improved audit opinion obtained	One improved audit opinion obtained	R5,800 000.00	R500 000.00	R5300 000.00	R5000 000.00	R5000 000.00
GGPP 02	Audit risk committee allowance	S&T, Sitting allowance and accommodation	BLM	Own	Number quarterly Audit risk committee meeting held	quarterly Audit risk committee meeting held	quarterly Audit risk committee meeting held	quarterly Audit risk committee meeting held	quarterly Audit risk committee meeting held	quarterly Audit risk committee meeting held	R730 000.00	R773 000.00	R820 000.00	R869 200.00	R921 352.00
						.									
KPA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION														

**COMMUNICATION UNIT**

GGPP 03	Print ing and Publi cation	Newslett er, calendar s, diaries, flyers,	BLM	Own	Number calendars, newsletters and diaries purchased	Two editions of Newsletter s produced	Two editions of Newslett ers produced	Two editions of Newslett ers produce d	Two editions of Newsle tters produc ed	Two editions of Newsle tters produc ed	R265 000.00	R280 900.00	R297 754.00	R740 000.00	R790 000.00
						1000 Calendars produced	1000 Calendar s produced	1000 Calenda rs produce d	1000 Calend ars produc ed	1000 Calend ars produc ed					
						500 diaries produced	500 diaries produced	500 diaries produce d	500 diaries produc ed	500 diaries produc ed					
						4000 flyers produced	4000 flyers produced	4000 flyers produce d	4000 flyers produc ed	4000 flyers produc ed					
GGPP 04	Publi city and Brand ing	Gazebo, banners, vehicle branding	BLM	OPE X	Number branding materials purchased	6 gazebos procured	5 gazebos procured	5 gazebos procured	5 gazebo s procure d	5 gazebo s procure d	R300 000.00	R318 000.00	R337 080.00	R 456 000.00	R 560 000.00
						15 banners procured	20 banners procured	20 banners procured	20 banner s	20 banner s					

									procured	procured					
						4 signage boards procured	3 signage boards procured	3 signage boards procured	3 signage boards procured	3 signage boards procured					
						All vehicles branded	All vehicles branded	All vehicles	All vehicles	All vehicles					
GGPP 05	Media Network	Interaction with media	BLM	OPEX	Number media networking sessions held	N/A	N/A	N/A	Two media networking session held	Two media networking session held	N/A	N/A	N/A	R 250 000.00	R 260 000.00
	Media equipment	Cameras, drone,	BLM	OPEX	Number media equipment purchased	Three times Cameras procured	One Drone procured								
						One Drone Camera procured	5 External Drives procured	N/A	N/A	N/A	N/A	N/A	N/A	R250 000.00	R290 000.00
						Three External Lenses Procured	One Design Studio Procured								

						5 External Drives procured									
KPA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
COMMUNICATIONS UNIT															
GGPP 06	Internal TV Communication system	Installation of the Internal TV System	BLM	OPE X	Installed TV System Software	N/A	N/A	Internal TV System software procured	N/A	N/A	N/A	N/A	R 180 000.00	N/A	N/A
GGPP 07	Website and softwares	Revamping of the Municipal Website	BLM	OPE X	Revamped website	N/A	N/A	Revamping of the Website	N/A	N/A	N/A	N/A	R 75 000.00	N/A	N/A
KPA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
COUNCIL SUPPORT UNIT															
GGPP 08	Community Parti	Convene council outreach	BLM	OPE X	Number of council programmes	4 Council outreach programmes	4 Council outreach program	4 Council outreach program	4 Council outreach	4 Council outreach	R500 000.00	R530 000.00	R561 800.00	R595 508.00	R631 238.48.00

	icipation	programmes			coordinated and supported	coordinated and supported	mes coordinated and supported	mes coordinated and supported	programmes coordinated and supported	programmes coordinated and supported					
GGPP 09	Whippery Management	Convene whippery management meetings	BLM	Own	Number of whippery management meetings	4 Whippery management meeting coordinated and supported	4 Whippery management meeting coordinated and supported	4 Whippery management meeting coordinated and supported	4 Whippery management meeting coordinated and supported	4 Whippery management meeting coordinated and supported	R200 000.00	R212 000.00	R212 000.00	R224 720.00	R238 203.2.00
GGPP 10	MPA C Programmes	Conduct Oversight and Public Hearing meetings	BLM	Own	Number of Oversight and Public Hearing meetings	4 Oversight and Public Hearing meetings coordinated and supported	4 Oversight and Public Hearing meetings coordinated and supported	4 Oversight and Public Hearing meetings coordinated and supported	4 Oversight and Public Hearing meetings coordinated and supported	4 Oversight and Public Hearing meetings coordinated and supported	R212 000.00	R224 720.00	R238 203.2.00	R252 495.392 .00	R267 645.155. 00

									support ed	support ed					
GGPP 11	Ward Committees' Conference Programmes	Convene a Ward Committees' Conference Programmes	BLM	Own	Number of Ward Committees' Conference held	1 Ward Committees' Conference held	1 Ward Committees' Conference held	1 Ward Committees' Conference held	1 Ward Committees' Conference held	1 Ward Committees' Conference held	R1,800 0.00	R1908 000.00	R2,022 480.00	R2,143 828.8.0 0	R2,272 458.528. 00
KPA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
COUNCIL SUPPORT UNIT															
GGPP 12	Remuneration of ward committees	Payment of out of pocket expenses for ward committees	BLM	Equitable share	Number of ward committees paid out of pocket expenses stipends	220 ward committees paid out of pocket expenses stipends	220 ward committees paid out of pocket expenses stipends	220 ward committees paid out of pocket expense s stipends	220 ward committees paid out of pocket expenses stipends	220 ward committees paid out of pocket expenses stipends	R4,300 000.00	R4,558 000.00	R4,831 480.00	R5,121 368.8.0 0	R5,428 650.928. 00

GGPP 13	Cou ncil Sup port litera ture	Appointm ent of services provider for Develop ment of Rules of Order, Ward Committe es' Constituti on and Service Delivery Charter booklets	BLM	OWN	Number of Rules of Order, Ward Committees' Constitution and Service Delivery Charter booklets developed	800 Rules of Order, Ward Committee s' Constitutio n and Service Delivery Charter booklets developed	N/A	N/A	N/A	N/A	N/A	R300 000.00	N/A	N/A	N/A
GGPP 14	IDP Revi ew	Review of the 2022/202 3 IDP/Budg et	BLM	OWN	Number of the IDP reviews conducted	01 IDP/Budg et reviews done	Review of the 2022/202 3 IDP/Budg et	Review of the 2022/20 23 IDP/Bud get	Review of the 2022/2 023 IDP/Bu dget	Review of the 2022/2 023 IDP/Bu dget	OPEX	OPEX	OPEX	OPEX	OPEX

GGPP 15	IDP/ Budget Process plan	Review of the IDP/Budget 2022/2023 process plan	BLM	OWN	Number of the IDP/Budget process reviewed	01 IDP/Budget process plan reviewed	Review of the IDP/Budget 2022/2023 process plan	Review of the 2022/2023 IDP/Budget process plan	Review of the 2022/2023 IDP/Budget process plan	Review of IDP/Budget 2022/2023 process plan	OPEX	OPEX	OPEX	OPEX	OPEX
GGPP 16	IDP/ Budget Booklets	Compilation and printing	BLM	OWN	Number IDP/Budget booklets compiled and printed	50 IDP/Budget booklets compiled and printed	50 IDP/Budget booklets compiled and printed	50 IDP/Budget booklets compiled and printed	50 IDP/Budget booklets compiled and printed	50 IDP/Budget booklets compiled and printed	R 100 000	R 120 000	R 130 000	R140 000	R 150 000
GGPP 17	Strategic planning sessions	Conduct strategic sessions	BLM	OWN	Number strategic sessions conducted	06 Strategic sessions held	06 Strategic sessions held	06 Strategic sessions held	06 Strategic sessions held	06 Strategic sessions held	R 450 000	R 450 000	R 450 000	R 450 000	R 450 000

GGPP 18	IDP/ Bud get Publi c part icipat ion	Conduct IDP/Budg et public participati on	BLM	OWN	Number IDP/Budget public participation sessions conducted	13 IDP/Budg et public participation sessions conducted	13 IDP/Budg et public participation sessions conducted	13 IDP/Bud get public participa tion sessions conduct ed	13 IDP/Bu dget public participa tion session s conduct ed	13 IDP/Bu dget public participa tion session s conduct ed	R 550 000	R 550 000	R 550 000	R 550 000	R 550 000
GGPP 19	HIV/ AID S prog ram mes	Develop ment municipal multi sectoral impleme ntation plan	BLM	Own	Number of municipal HAST plan developed	1 Municipal HAST plan approved by the Local AIDS council and submitted to DAC and LPAC	Review the plan	Review the plan	Review the plan	Review the plan	OPEX	OPEX	OPEX	OPEX	OPEX
GGPP 20	HIV/ AID S prog ram mes	Develop ment of schedule of meetings , issue to all	BLM	Own	Number of HAST M&E committee meeting	4 meeting M&E conducted	4 meeting conducte d	4 meeting conduct ed	4 meetin g conduct ed	4 meetin g conduct ed	OPEX	OPEX	OPEX	OPEX	OPEX

		relevant stakeholders, development of documentation with invitation for a meeting, distribution, reminders and meeting													
GGPP 21	HIV/AIDS programmes		BLM	Own	Number of AIDS Council technical committee	4 meetings coordinated	4 meetings coordinated	4 meetings coordinated	4 meetings coordinated	4 meetings coordinated	R50 000.00	R60 000.00	R70 000.00	R80 000.00	N/A
GGPP 22	HIV/AIDS programmes		BLM	Own	Number of Local Aids council meeting conducted	4 meeting conducted	04 meetings coordinated	04 meetings coordinated	04 meetings coordinated	04 meetings coordinated	R50 000.00	R60 000.00	R70 000.00	R80 000.00	N/A

GGPP 23	Pro mote advoca cy and stakeholder collaboration	Establish ward AIDS council committee	BLM	Own	Number of ward committee established	22 ward committees established	N/A	N/A	N/A	N/A	OPEX	OPEX	OPEX	OPEX	OPEX
GGPP 24	HIV/AIDS programmes	Coordination of meetings as per cluster	BLM	Own	Number of ward/cluster meeting coordinated	06 cluster meetings	06 cluster meetings	06 cluster meetings	06 cluster meetings	06 cluster meetings	R50 000.00	R53 000.00	R56 180.00	R59 550.80	R63 123.848.00
GGPP 25	Prevent spread of communicable diseases	Coordination of HAST activities	BLM	Own	Number of HAST awareness campaigns and preventions held	04 activities coordinated	04 activities coordinated	04 activities coordinated	04 activities coordinated	04 activities coordinated	R50 000.00	R53 000.00	R56 180.00	R59 550.80	R63 123.848.00

GGPP 26	Gen der Prog ram mes	promote the needs and interests of special focus grouping s and gender mainstre aming	BLM	Own	Number of men and women councils meeting coordinated	04 meetings coordinate d	04 meetings coordinat ed	04 meeting s coordinat ed	04 meetin gs coordin ated	04 meetin gs coordin ated	R50 000.00	R70 000.00	R80 000.00	R90 000.00	R100 000.00
GGPP 27	Gen der Prog ram mes	promote the needs and interests of special focus grouping s and gender mainstre aming	BLM	Own	Number of activities con ducted as per calendar events	04 activities coordinate d	04 activities coordinat ed	04 activities coordinat ed	04 activitie s coordin ated	04 activitie s coordin ated	R100 000	R50 000.00	R200 000.00	R200 000.00.	R200 000.00

GGPP 28	Gen der Prog ram mes	promote the needs and interests of special focus groupings and gender mainstre aming	BLM	Own	Number of capacity building workshop	02 workshop conducted	02 workshop conducted	02 workshops conducted	02 workshops conducted	02 workshops conducted	R50 000.00	R100 000.00	R100 000.00	R150 000.00	R150 000.00
GGPP 29	Elde rly and disa bility	Coordina tion of Disability and Elderly activities	BLM	Own	Number of disability and elderly commemoration event	02 events and campaign coordinated	02 events and campaign coordinated	02 events and campaign coordinated	02 events and campaign coordinated	02 events and campaign coordinated	R120 000.00	R150 000.00	R150 000.00	R150 000.00	R150 000.00
GGPP 30	Elde rly and disa bility	Coordina tion of Disability and Elderly activities	BLM	Own	Number of disability and elderly meeting coordinated	08 elderly and disability council meetings coordinated	08 elderly and disability council meetings coordinated	08 elderly and disability council meetings coordinated	08 elderly and disability council meetings coordinated	08 elderly and disability council meetings coordinated	R50 000.00	R200 000.00	R200 000.00	R200 000.00	R200 000.00

GGPP 31	Elderly and disability	Coordination of Disability and Elderly activities	BLM	Own	Number of capacity building conducted	02 capacity building workshop conducted	02 capacity building workshop conducted	02 capacity building workshop conducted	02 capacity building workshop conducted	02 capacity building workshop conducted	R80 000.00	R100 000.00	R100 000.00	R100 000.00	R100 000.00
GGPP 32	Youth and children programme	Coordination of Special focus forums meetings	BLM	Own	Number of Youth council meetings held	04 youth council ,meeting conducted	04 youth council ,meeting conducted	04 youth council ,meeting conducted	04 youth council ,meeting conducted	04 youth council ,meeting conducted	R80 000.00	R100 000.00	R100 000.00	R100 000.00	R100 000.00
GGPP 33	Youth and children programme	Coordination of back to school campaign	BLM	Own	Number of schools visited through Back to school programmes	10 schools to be visited during back to school programme	10 schools to be visited during back to school programme	10 schools to be visited during back to school programme	10 schools to be visited during back to school programme	10 schools to be visited during back to school programme	R100 000.00	R150 000.00	R150 000.00	R150 000.00	R150 000.00

GGPP 34	Youth and children programme	Coordinate and organise Career guidance and expo	BLM	Own	Number of activities coordinated	01 activity coordinated	01 activity coordinated	10 activity coordinated	01 activity coordinated	01 activity coordinated	R27 000.00	N/A	N/A	N/A	N/A
GGPP 35	Youth and children programme	Commemoration of youth month	BLM	Own	Number of activities coordinated	01 event coordinated	01 event coordinated	01 event coordinated	01 event coordinated	01 event coordinated	R70 000.00	R100 000.00	R150 000.00	R150 000.00	R150 000.00
GGPP 36	Youth and children programme	Youth empowerment	BLM	Own	Number of capacity building workshop conducted	04 workshop conducted	04 workshop conducted	04 workshop conducted	40 workshop conducted	04 workshop conducted	R70 000.00	R200 000.00	R200 000.00	R200 000.00	R200 000.00

GGPP 37	Youth and children programme	Coordination of activities with regard to children	BLM	Own	Number of children's day celebrated	01 commemoration event coordinated	01 commemoration event coordinated	01 commemoration event coordinated	01 commemoration event coordinated	01 commemoration event coordinated	R100 000.00	R50 000.00	R50 000.00	R50 000.00	R50 000.00
GGPP 38	Youth and children programme		BLM	Own	Number of Take a girl child to work campaign coordinated	01 campaign conducted	01 campaign conducted	01 campaign conducted	01 campaign conducted	01 campaign conducted	R100 000.00	R50 000.00	R50 000.00	R50 000.00	R50 000.00
GGPP 39	Mayor- Magoshi	Coordination of Mayor Magoshi meetings	BLM	Own	Number Mayor- Magoshi meeting held	04 meetings coordinated	04 meetings coordinated	04 meetings coordinated	04 meetings coordinated	04 meetings coordinated	R159 000.00	R60 000.00	R70 000.00	R90 000.00	R100 000.00

Proje ct No.	Proj ect Nam e	Project Descripti on	Loc atio n	Fund ing	Key performance indicator	IDP/Budget Targets					IDP/ Budget (R)				
						2022/23	2023/24	2024/25	2025/26	2026/27	2022/23	2023/24	2024/25	2025/26	2026/27
KPA	SPATIAL PLANNING AND RATIONAL														
SPATIAL PLANNING AND LAND USE MANAGEMENT UNIT															
SPR 01	Vivo Precinct plan, Tolwe Precinct plan & Laan glaa ste precinct	Develop precinct plan	Vivo	Own	Number precinct plan developed	N/A	1 precinct plan to be developed	1 precinct plan to be developed	1 precinct plan to be developed	N/A	N/A	R 600 000.00	R 636 000.00	R674 160.00	N/A
SPR 02	Raw eshi Township Establishment	Develop a Township	Raw eshi	Own	Number Township established	N/A	Develop a township	N/A	N/A	N/A	N/A	R900 000.00	N/A	N/A	N/A

KPA	SPATIAL PLANNING AND RATIONAL														
SPATIAL PLANNING AND LAND USE MANAGEMENT UNIT															
SPR 03	Land tenure upgrading project	Opening of township register	All days Phase 1	Own	Number Township register at Alldays Phase 1 and 2 opened	N/A	Opening of Township register at Alldays Phase 1 and 2	Opening of Township register at Alldays Phase 1 and 2	N/A	N/A	N/A	R1,100,000.00	R1,100,000.00	N/A	N/A
SPR 04	Tolwe Township Establishment	Develop a Township	Tolwe	Own	Number township established	N/A	N/A	N/A	01 Township established	N/A	N/A	N/A	N/A	R900,000.00	N/A
KPA	SPATIAL PLANNING AND RATIONAL														
SPATIAL PLANNING AND RATIONAL															
SPR 05	Township establishment	Establish a township	RE/Borkum 145	Own	Number Township established for Re/Borkum 143 LS	N/A	N/A	N/A	N/A	Township establishment project implemented	N/A	N/A	N/A	N/A	R1,100,000.00

SPR 06			RE/ Boch em 143	Own	Number township establishment re/Bochum 143 LS	N/A	01 township establish ed	N/A	N/A	N/A					
SPR 07			Rem aind er of Boch um	Own	Number township established re/Bochum 178 LS	N/A	N/A	01 Townshi p establish ed	01 townshi p establis hed	Towns hip establis hment project implem ented	N/A	R1,100,0 00.00	N/A	R1,100, 000.00	R1,100,0 00.00
KPA	SPATIAL PLANNING AND RATIONAL														
SPATIAL PLANNING AND LAND USE MANAGEMENT UNIT															
SPR 08	Surv ey Equi pme nt	Purchase of survey equipme nt	BLM	Own	01 set of Survey equipment purchased	Purchase of a set of survey equipment	N/A	N/A	N/A	N/A	R240 000.00	N/A	N/A	N/A	N/A
SPR 09	Main tena nce of Equi pme nt.	To maintain the survey equipme nt	BLM	Own	The equipment to be serviced four times per year.	Maintenan ce of survey equipment	N/A	N/A	N/A	N/A	R31 000.00	N/A	N/A	N/A	N/A
SPR 10	Sup plemen ta ry	Updating of the supplemen tary	BLM	Own	01 Supplemen tar y valuation roll updated	Updating the supplemen tary	N/A	N/A	N/A	N/A	R940,0 00.00	N/A	N/A	N/A	N/A

	Valu ation roll	valuation roll				valuation roll									
<b>SPR 11</b>	Gen eral Valu ation roll	To develop the General Valuation Roll	BLM	Own	Number General Valuation roll developed	N/A	To develop the General Valuation Roll	N/A	N/A	N/A	N/A	R3,000,0 00 .00	N/A	N/A	N/A
<b>KPA</b>	<b>SPATIAL PLANNING AND RATIONAL</b>														
<b>SPATIAL PLANNING AND LAND USE MANAGEMENT UNIT</b>															
<b>SPR 12</b>	Ame ndm ent of gene ral plan	Amend general plan	Boch um A	Own	Number general plan	N/A	Amendm ent of the general plan	N/A	N/A	N/A	N/A	R450,00 0.00	N/A	N/A	N/A
<b>SPR 13</b>		Appointm ent of service provider for amendm ent of general plan Senwaba swana Ext 7	Sen wab arwa na Ext 7	Own	Number general plan amended	1 general plan amended	N/A	1 general plan amende d	N/A	N/A	N/A	N/A	R450,0 00.00	N/A	N/A
<b>SPR 14</b>		Subdivisi on of RE/farm	Rem ainder of	Own	Number Subdivision of the farm done	1 portion of the farm subdivided	N/A	N/A	01 Subdivi sion of	N/A	N/A	N/A	N/A	R400,00 0.00	N/A

		Bochum 178 ls	Bochum 178 LS						the farm done						
<b>SPR 15</b>	Land purchase	To purchase available land	Tolwe	Own	01 Farm measuring 3,582 sqk in extent	N/A	N/A	Purchase of one farm in Tolwe area.	N/A	N/A	N/A	R5000 000.00	N/A	N/A	N/A

**INFRASTRUCTURE AND BASIC SERVICES  
VENETIA MINE PROJECTS**

NAME OF PROJECT	Municipality	2019	2020	2021	2022	2023	Total
Alldays Streetlights (Phase 2)	Blouberg	1 105 838	569 162	-	-	-	1 675 000
Hawkers Stalls in Senwabarwana	Blouberg	-	-	-	-	2 088 075	2 088 075
Alldays Road Paving	Blouberg	-	2 323 988	-	-	-	2 323 988
Water supply project in Taaiboschgroet	Blouberg	794 908	1 905 092	-	-	-	2 700 000
Upgrading of Health Care Centre in Blouberg and	Blouberg	-	-	-	-	5 500 000	5 500 000

purchasing of equipment							
Taaiboschgroet Community Hall	Blouberg	-	-	-	-	1 125 750	1 125 750
Alldays Hawkers Stalls	Blouberg	-	-	-	-	2 088 075	2 088 075
Alldays Street lights phase 2	Blouberg	-	1 500 000	-	-	-	-
Upgrading of Alldays Sports Complex	Blouberg	-	-	1 040 844	-	-	1 040 844
Eldorado Crop Farm	Blouberg	-	-	2 186 400	-	-	2 186 400
Blouberg Chili Farm	Blouberg	-	-	-	2 210 000	-	2 210 000
Manufacturing Cooperatives : Peanut Butter Project	Blouberg	-	-	-	2 482 680	1 655 170	4 137 850

Solar Streetlights Project	Blouberg				R5000 000		
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## 2020/2021 ESKOM ELECTRIFICATION PROJECTS/PROGRAMME

ITEM	VILLAGE NAME	UNITS	IDP-KPA NO
1	Kromhoek Extension	60	BSD 01
2	Blouberg Infills Extension	240	BSD 02
3	Blouberg FDH Extension	80	BSD 03

## 2021/2022 ESKOM ELECTRIFICATION PROJECTS:

ITEM	VILLAGE NAME	UNITS	IDP-KPA NO
1	Wegdraai Extension	30	BSD 04
2	Schoongezicght A & B Extension	77	BSD 05
3	Pax Extension	78	BSD 06
4	Slaaphoek Extension	32	BSD 07

5	Lovely Extension	30	BSD 08
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**2022/2023 ESKOM ELECTRIFICATION PROJECTS:**

ITEM	VILLAGE NAME	UNITS	IDP-KPA NO
1	De Villiers dale Extension	11	BSD 09
2	Grootdraai Extension	11	BSD 10
3	Bosehla Extension	12	BSD 11
4	Bergendal Extension	13	BSD 12
5	Machoana Extension	46	BSD 13
6	Thalaane Extension	11	BSD 14
7	Mamoleka Extension	20	BSD 15
8	Lesfontein Extension	15	BSD 16
9	Bochum Extension	60	BSD 17
10	Avon Extension	43	

**2023/2024 ESKOM ELECTRIFICATION PROJECTS:**

ITEM	VILLAGE NAME	UNITS	IDP-KPA NO
1	Ditatsu Extension	80	BSD 18
2	Papegaai Extension	85	BSD 19
3	Wegdraai Extension	50	BSD 20
4	Nairn Extension	50	BSD 21
5	Dantzig Extension	50	BSD 22
6	Longden Extension	78	BSD 23
7	Leokaneng Extension	24	BSD 24
9	Iveraam Extension	70	BSD 26
10	Vergeleging Extension	51	BSD 27
11	Taaibosch Extension	240	BSD 28

**2024/2025 ESKOM ELECTRIFICATION PROJECTS:**

ITEM	VILLAGE NAME	UNITS	IDP –KPA NO
1	Mafateng Extension	25	BSD 29
2	Windhoek Extension	41	BSD 30
3	Juniors loop Extension	65	BSD 31
4	Mmakaepea Extension	50	BSD 32
5	Matoana Extension	10	BSD 33
6	Letswatla Extension	32	BSD 34
7	Sesalong Extension	25	BSD 35
8	Kobe Extension	40	BSD 36
9	Bognafarm Extension	20	BSD 37
10	Schoerlen Extension	12	BSD 38
11	Indermark Extension	30	BSD 39
12	Bochum Extension 08	501	BSD 40

<b>13</b>	Bochum Extension 09	500	BSD 41
<b>14</b>	Bochum Extension 10	68	BSD 42

#### **BERGPAN AND CRYSTAL SALTWORKS SOCIAL AND LABOUR PLAN PROJECTS**

The total budget is R953 000.00 for five years.

<b>PROJECT NAME</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Solar Streetlights	04 units	04 units	04 units	04 units	04 units
Hawkers Stalls	05 units	04 units	05 units		

#### **WATER PROJECTS (2021/2022-2023/2024)**

#### **WATER PROJECTS: BLOUBERG LOCAL MUNICIPALITY**

Project Number	Project Name	Project Description	Location	Key performance indicator	MTERF TARGETS			MTERF BUDGETS			Source of Funding	Implementing Agent	EIA/BAAR/EMP
					2021/22	2022/2023	2023/24	2021/22	2022/2023	2023/24			
INFR-1	Kromhoek/Makgato, Devrede, Taaibosch New Stand Water Supply	Planning and construction of Water supply project	Blouberg Ward 15	Percentage planning and construction of water supply project	100% planning of water supply project	35% construction of water supply project. 0 households with water access	80% construction of water supply project. 0 households with water access	R13 043 000.00	R15 847,000.00	R13 573 000.00	MIG	CDM	BAAR
INFR-2	Milbank East, Water Supply	Planning and construction of Water supply project	Blouberg Ward 3	Percentage planning and construction of water supply project	100% planning of water supply project	15% construction of water supply project.	60% construction of water supply project.	R8,696 000.00	R21,233 000.00	N/A	MIG	CDM	BAAR

						0 households with water access	0 households with water access						
INFR-3	Bosehla Water Supply	Planning and construction of Water supply project	Blouberg Ward 14	Percentage planning and construction of water supply project	100% planning of water supply project	10% construction of water supply project.	30% construction of water supply project.	R780 000.00	R780 000.00	R8,696 000.00	MIG	CDM	B A R
						0 households with water access	0 households with water access						
INFR-4	Thalaane Water Supply	Planning and construction of Water supply project	Blouberg Ward 14	Percentage planning and construction of water supply project	100% planning of water supply project	10% construction of water supply project.	35% construction of water supply project.	R870 000.00	R870 000.00	R8,696,000.00	MIG	CDM	B A R
						0 households with	0 households with						

						water access	water access						
INFR-5	Nairn (Ga-Molefe, Sifihlampsana & Ga-Tshabalala) Village Water Supply	Planning and construction of Water supply project	Blouberg Ward 9	Percentage planning and construction of water supply project	100% planning of water supply project	20% construction of water supply project.  0 households with water access	45% construction of water supply project.  0 households with water access	R14 783,000.00	R19 128,000.00	N/A	MIG	CDM	B A R
INFR-6	Inveraan Water Supply	Planning and construction of Water supply project	Blouberg Ward 9	Percentage planning and construction of water supply project	100% planning of water supply project	10% construction of water supply project.  0 households with water access	20% construction of water supply project.  0 households with water access	R17,391.00	R17,391.00	R34,797.00	MIG	CDM	B A R

INFR-7	Nailana Water Supply	Planning and construction of Water supply project	Blouberg Ward 8	Percentage planning and construction of water supply project	100% planning of water supply project	40% construction of water supply project. 0 households with water access	100% construction of water supply project. 327 households with water access	R8,696 00	R10,297. 00	N/A	MIG	CDM	B A R
INFRA 8	Grootpan, Siaze, Longden, Ramaswikana Water Supply	Planning and construction of water supply project	Blouberg Ward 17	Percentage planning and construction of water supply project	100% planning of water supply project	40% construction of water supply project. 0 households with water access	100% construction of water supply project. 327 households with water access	R43,478 000.00	R64 330,000. 00	R88,145 000.00	MIG	CDM	B A R

## BLOUBERG RURAL SANITATION PROJECTS

<b>INFRA 08</b>	<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>
	Rural Sanitation	Construction of the VIP Pit latrines( 515 units per annum	R8,696.000.00	R8,696,000.00	
INFRA-09	Waste Water Treatment Works	Designs for the waste water treatment works	R1,600.000	R1,600.000	R1,600.000
INFRA 10	Asbestos pipes	Replacement of Asbestos pipes	R11 666.000.00	R20 000 000.00	R23 000 000.00
INFRA 11	Satellite Office	Planning and construction of satellite office	R20 000 000.00	R30 000 000.00	N/A

#### **LIMPOPO ROAD AGENCY PROJECTS**

<b>INFRA 01</b>	<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>2022/2023</b>	<b>2023/2024</b>
	D887	Rehabilitation of D887 road from Lephalale to Alldays		
	D1468	Planning and designs for the road D1468 from Devrede via Taaibosch to Kibi and Eldorado		
	D3322	Construction of D3322 road Blouberg Health Centre to Buffelshoek clinic.		

## DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY PROJECTS

PROJECT NAME	PROJECT DESCRIPTION	2022/2023	2022/2023	2023/2024
SAPS supervised patrols	Identification of youth to participate in Supervised patrols	R1,920 000.00	R640 000.00	R640 000.00
Contact crime	Cleaning and clearing of contact crime	R400 000.00	R400 000.00	R400 000.00
Community safety program	To conduct community safety programs	R600 000.00	R600 000.00	R600 000.00
Transport Planning	To undertake transport plans	R8 000 000.00	R4,500.000	
Subsidized bus service	To implement the subsidized bus service	R213 000 000.00	R224 000 000.00	R235 000 000.00
Traffic Facilities	Maintenance of traffic facilities	R4 874 000.00	R6 382 000.00	R6 688 000.00

## DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE

PROJECT NAME	PROJECT DESCRIPTION	2022/2023	2023/2024	2024/2025
Lifts	Installation of lifts	R3000 000.00	R1000 000.00	R1,5000.00
Maintenance	Routine road maintenance	R39 000 000.00	N/A	N/A

## DEPARTMENT OF SOCIAL DEVELOPMENT PROJECTS

PROJECT NAME	PROJECT DESCRIPTION	2022/2023	2023/2024	2024/2025
Maintenance	Maintenance of the existing facilities	R21 629 000.00	R23 000 000.00	N/A

#### DEPARTMENT OF HEALTH PROJECTS

PROJECT NAME	PROJECT DESCRIPTION	2022/2023	2023/2024	2024/2025
Ratshatsha Health Center	Construction of staff accommodation	R10 000 000.00	N/A	N/A
Seakamela Clinic	Construction of Enviroloo facilities	R200 000.00	N/A	N/A

#### DISTRICT DEVELOPMENT MODEL PROJECTS

PROJECT NAME	PROJECT DESCRIPTION	2022/2023	2023/2024	2024/2025
Stand by Generator	Replacement of stand-by generator at Blouberg Health center	R100 000.00	N/A	N/A

#### DEPARTMENT OF EDUCATION PROJECTS

PROJECT NAME	PROJECT DESCRIPTION	PROJECT NAME	PROJECT DESCRIPTION

Cracow P School	Planning and construction of the school	Sefotwane P School	Planning and construction of the school
Dikoloi Secondary School	Planning and construction of the school	Semetse School	Planning and construction of the school
Kgalushi Secondary school	Planning and construction of the school	Seripa School	Planning and construction of the school
Mamoduane P school	Planning and construction of the school	Thlonasedimomg School	Planning and construction of the school
Matsuokwane Secondary school	Planning and construction of the school	Ramohlakana P School	Planning and construction of the school
Potokela P School	Planning and construction of the school	Alldays P School Phase 01and 02	Planning and construction of the school
Alldays Secondary school Phase 01 and 02	Planning and construction of the school	Bahananwa Circuit office	Planning and construction of the school
Bochum circuit office Phase 01 and 02	Planning and construction of the school	Borwalathoto P school	Planning and construction of the school
Makalang P School	Planning and construction of the school	Mamoshia School Phase 01 and 02	Planning and construction of the school
Manaka P School		Manoe Secondary School	Planning and construction of the school
Marumofase Secondary School	Planning and construction of the school	Masebe P School	Planning and construction of the school
Masete P School	Planning and construction of the school	Matthew Phosa Secondary school	Planning and construction of the school
Mmantotole P School	Planning and construction of the school	Mmantshako Secondary School	Planning and construction of the school

Mogohlong School Phase 02 and 02	Planning and construction of the school	Mokidiane Morukhu school Phases 01, 02 and 03	Planning and construction of the school
Mokumuru P School	Planning and construction of the school	Moloko Secondary School	Planning and construction of the school
Monyebodi P School	Planning and construction of the school	Mophamamona Secondary School	Planning and construction of the school
Masonya Secondary School	Planning and construction of the school	Mphengwa School	Planning and construction of the school
Seiphi Secondary School	Planning and construction of the school	Mathipa Makgato Secondary School	Planning and construction of the school
Nakedi Secondary School	Planning and construction of the school	John Molokomme School	Planning and construction of the school
Selamodi School	Planning and construction of the school	Selaelo P School	Planning and construction of the school
Mahlase Secondary School	Planning and construction of the school	Malebogo Secondary School	Planning and construction of the school
Maphuta Secondary School	Planning and construction of the school	Sepanya P School	Planning and construction of the school
Mphokaneng School	Planning and construction of the school	Matswake Secondary School	Planning and construction of the school
Makama Secondary School	Planning and construction of the school		

#### DEPARTMENT OF SPORTS, ARTS AND CULTURE PROJECTS

PROJECT NAME	PROJECT DESCRIPTION	2022/2023	2024/2025	2025/2026
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Alldays Library	Maintenance of Alldays library	R258 000.00	R258 000.00	N/A
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**DEPARTMENT OF COOPERATIVE GOVERNANCE, HOUSING AND TRADITIONAL AFFAIRS (COGHSTA) PROJECTS**

<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>UNITS</b>	<b>2022/2023</b>
Rural Housing	Construction of RDP houses	198 Units allocated	198

## CHAPTER 6: INTEGRATION PHASE

This Chapter gives a brief summary of how the planning and implementation of IDP projects align and integrate with IDP sector plans.

The following are approved municipal sector plans in summary form:

### 6.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Municipality has an approved Local Economic Development Strategy (LED Strategy) in place. The Council adopted the Strategy in March 2013. The development of the Strategy was done with the maximum participation of all role players within the Municipality and there were a series of public participation sessions to interrogate, input and inform the Strategy. The strategy is aligned to the National Spatial Development Perspective and the Limpopo Provincial Growth and Development Strategy and Limpopo Employment Growth and Development Plan. The strategy takes into account the National Development Plan 2030

The Strategy notes the high levels of poverty, dependency and illiteracy levels within the Blouberg area. The Strategy focuses on areas of comparative and competitive economic advantages within the Municipality and developed ways of using such to turn the Municipality's poor economic base around and make sure that the Municipality lives up to its vision of being a participatory municipality that turns prevailing challenges into opportunities for growth and development through optimal utilization of available resources.

The LED Strategy for Blouberg Municipality identifies the following as key drivers of the local economy:

- **Agriculture**

There is abundant land, which is mainly used for agricultural development. The area consists of two economies in the farming sector - the established and commercial white farming community and the less established and subsistence black farming community.

The strategy identifies even game farming as one of the pillars of the agricultural sector especially the one practiced in areas around Alldays and the surrounding farms.

- **Tourism**

Due to the Municipality's rich cultural and heritage background, the strategy identifies tourism as one of the key economic drivers. This is evidenced by the existence of the rock art paintings at the Makgabeng Mountains, the Malebogo\Boer battlefields that have been declared a Provincial Heritage Site, the footprints of the missionaries at areas such as Leipzig and Milbank, the existence of two-nature reserves- Malebogo and Blouberg as well as the game farms which mainly attract international tourists.

- **Retail and SMME development**

The strategy recognizes the need for job creation through SMMEs and retails as pillars of growing the economy and job creation. The strategy notes the fact that local retail sector has not been doing well in sustaining itself and recommends that the municipality be proactive in coordinating the retail and business sector and further come up with ways of supporting their sustainability. The strategy identifies nodal points such as Eldorado, Alldays and Senwabarwana as areas where major retail should be encouraged.

- **Mining**

There are mining deposits, which have a potential of growing the economy and creating sustainable jobs if explored and mined to the fullest. Potential of mineral deposits are found in areas such as Harriswich and Aurora (platinum), Arrie, and Steamboat farms (pencil and coal, gold and other minerals). There is also a huge potential for sand mining within the Blouberg area, especially in areas such as Indermark and Eussoringa.

The Blouberg LED Strategy is currently going through a process of review to ensure its relevance to the current situation. The review of the LED strategy will ensure maximum alignment with the Limpopo Employment and Growth Development Strategy, the National Spatial Development Perspective, the New Growth Path and the District Led strategy.

## **6.2 BLOUBERG LOCAL ECONOMIC EMPOWERMENT STRATEGY**

The strategy was developed by the Economic Development and Planning Department in-house and was approved by Council in the 2007\2008 financial year.

The strategy seeks to attain local economic empowerment with the usage of procurement as a tool of local economic reform. The strategy focuses on the Municipality's supply chain management practice. In terms of the strategy, Council is biased towards locally owned entities when it procures goods and services from external service providers.

The strategy ensures that for all goods and services, except for specialized services, local SMMEs must be contracted to provide for such services. Noting that local SMMEs may not have relevant and enough grading when it comes to the implementation of capital projects such as electrification, building and road construction the strategy enforces joint venture agreements between locally owned SMMEs and external SMMEs with the minimum shareholding being 70\30 percentage.

The strategy benefits locally owned businesses two folds:

- Skills transfer (this is the primary benefit of the strategy. Local SMMEs are given the chance to acquire relevant skills so that their grading with relevant bodies such as the CIDB is improved)
- Financial benefits (local SMMEs benefit from profits accrued from the procurement process)

So far, the local economic empowerment strategy has been used in all the MIG funded roads construction projects, electrification projects, as well as other capital projects implemented by the Municipality. The implementation of the strategy has further seen a gradual increase in the grading ratings of local SMMEs with the CIDB.

The implementation of the LED Strategy should be read in line the implementation of projects in compliance with the Spatial Development Framework.

The Municipality's rollout of the waste management function is a fulfillment of the LED strategy and the attainment of the municipal vision and mission. By recruiting 100 general workers for the Municipality's Community Works programme and Expanded Public Works programme the Municipality is turning the prevailing challenge (which is waste in this instance) into an opportunity for growth and development (which is job creation initiative in this instance). This is also in line with the national government's priority on job creation as encapsulated in the President's State of the Nation Address

Massive retail investments are also aligned with the municipal LED strategy and Spatial Development Framework. The development of two shopping centers in the Senwabarwana and Eldorado nodes is an example of such.

The implementation of the Expanded Public Works Programme by the Department of Roads and Transport and Community Works programme by CoGTA is a clear indication of the attainment of the municipal vision and mission.

### **6.3 BLOUBERG SPATIAL DEVELOPMENT FRAMEWORK**

The municipality has an approved spatial development framework in place. The review of the SDF was approved in the 2018\2019 financial year. The development of the Blouberg Integrated Spatial Development Framework went through the process of stakeholder engagements to ensure that the inputs of all development-oriented practitioners are taken into account before Council approves the framework. The Limpopo spatial rationale played a huge role in informing the development of the Blouberg Spatial Development Framework. The framework took into account and is aligned to the National Spatial Development Perspective in the sense that in the identification of nodal points and corridors of development the spirit of the NSDP on using strategically located land and investing in corridors of development to trigger economic development were taken into account. Further, the inclusion of newly re-demarcated areas such as Tolwe, Vivo, Swaartwater and Maastroom influenced the contents and core areas identified in the original SDF.

The SDF identifies the following as core nodes of the Blouberg Municipality:

- Senwabarwana (also a district growth point)
- Alldays (also a district growth point)
- Eldorado (identified as a provincial rural node)
- Tolwe
- Laanglaagte
- Inveraan
- Harriswich
- Puraspan-Avon - Indermark corridor

The implementation of massive infrastructure projects and retail investments has been done in compliance with the principles of the National Spatial Development Perspective, the Limpopo Employment Growth Plan and the dictates of the municipal Spatial Development Framework. The two large retail investments are implemented in the two municipal primary nodes, Senwabarwana and Eldorado.

A large percentage of the municipal infrastructure grant is implemented in the municipal nodes and development corridors. It is clear that government and private sector spending is geared towards the nodal points identified. Township establishment, water and sanitation, electrification, upgrading of roads and cemeteries are all implemented in nodal points and population concentration points, while settlements in the periphery are provided with a basic level of services.

## **6.4 BLOUBERG HOUSING CHAPTER**

The IDP should have as one of the core components a housing plan\chapter that determines areas of priority in terms of housing development within the Municipality. The Housing Chapter of the Blouberg Municipality was developed also to indicate which areas will need inclusionary housing, which ones will require the provision of basic low cost houses etc. the development of the chapter was highly informed by the SDF as well as the active participation of the ward Councilors, community development workers, ward committees and municipal officials, especially in the planning and housing divisions.

The aim of the Housing Chapter was to move away from the arbitrary and reactive way of allocating low cost housing to a neutral and proactive way of doing that. The document needs to be revised, as it is outdated. The Department of Cooperative Governance, Human Settlements and Traditional Affairs funds and implements the housing projects on behalf of the Municipality.

## **6.5 BLOUBERG TOURISM DEVELOPMENT PLAN**

Due to the identification of tourism as one of the pillars of the Blouberg economy, the municipality commissioned Wits University to develop a Tourism Development Plan for its area of jurisdiction.

The Tourism Development Plan identifies the Senwabarwana-Makgabeng-Blouberg Mountains as having a rich cultural and heritage background to propel the local economy through tourism development. This is because the area has a rich history and culture trail left by the San through their rock art paintings at the Makgabeng Mountains, the legacy of the German missionaries at Leipzig, Thabananhlanga at Milbank, the Malebogo-Boer war and the battlefields, which have recently been declared a Provincial Heritage Site.

The Plan makes provision for its implementation through the construction of accommodation establishments such as hotels and bed and breakfast facilities. The plan further indicates that for that to be attained there must be concessions entered into between concessionaries and local communities to ensure that the benefits of tourism are shared between the investors and the local communities. The plan also indicates as immediate plans for implementation the need to construct three interpretation centers at Leipzig, Milbank and Makgabeng.

Blouberg Municipality, in partnership with Capricorn District Municipality, has established a tourism information center at Senwabarwana. A tourism unit has been established within the Local Economic Development Division of the Municipality. Funds for the construction of the Makgabeng interpretation center have been budgeted for by the District Municipality in the 2012\13 financial year as part of the implementation of the Blouberg Tourism Development Plan.

## **6.6 BLOUBERG LAND USE MANAGEMENT SCHEME**

Land management is the process of managing the use and development (in both urban and suburban settings) of land resources in a sustainable way. Land resources are used for a variety of purposes, which interact and may compete with one another; therefore, it is desirable to plan and manage all uses in an integrated manner.

We come from a background where the country was divided along racial lines with the white community and black communities operating in different localities with different pieces of legislations governing them. The Blouberg LUMS seeks to ensure that there is integration in the way in which land is used to achieve sustainability. The scheme ensures that different land uses and their zonings are managed in such a way that there is compatibility and sustainability in the way in which land is used. In terms of the Blouberg

LUMS, most areas are zoned as agricultural. In urban areas of Senwabarwana and Alldays, the predominant use is residential and business.

The scheme regulates the types of zonings areas within the Municipality, as well as the kind of uses that may be permitted and those that may not be permitted. Within the Blouberg scheme, there is provision for the kind of uses that may only be practiced with the permission\consent of Council through its land use committee. The Blouberg LUMS democratize the processing of land development applications.

Currently the scheme is fully implemented in the Alldays and Senwabarwana nodes while all applications for land development in the rest of Blouberg are also processed in line with the scheme, though to a lesser extent.

The land use management scheme has now been replaced by the Land Use Scheme, which is aligned to the SPLUMA of 2013. The municipality is in the process of finalizing the development of the land use scheme and it would be approved by council meeting of July 2022.

## **6.7 THE BLOUBERG ENVIRONMENTAL MANAGEMENT PLAN (EMP)**

The EMP was developed and adopted in 2008 and raised serious concern regarding environmental governance, amongst others staffing issues which were later addressed.

The Plan unearthed hidden risks and impacts that require serious measures to prevent further environmental degradation and to mitigate the impacts of such problems.

EMP implementation is not done satisfactorily as it has to be carried out on daily basis i.e. inspections in the entire Municipality.

The EMP identified areas that were affected by pollution, soil erosion, deforestation that needed to be attended to, non-compliance and mitigation that affect negatively on the biophysical and or socio economic environment.

Strategies to enforce compliance and mitigation are in place after consultation with all relevant stakeholders.

The rollout of the waste management function complies with the municipal spatial development framework as it identifies nodal points, population concentration points and R293 towns along the Witten-Puraspan-Avon-Indermark corridor as the point of departure for the implementation of the service.

## **6.8 MUNICIPAL INSTITUTIONAL PLAN**

The municipality has an institutional plan in place and such plan is revised annually taking into account the material conditions of the institution. The plan addresses institutional challenges identified in the analysis phase amongst such challenges being staff retention of scarce personnel, efficiency and effectiveness.

## **6.9 WORKPLACE SKILLS DEVELOPMENT PLAN**

The WSDP is in place and is reviewed annually taking into place the skills gap and requirements to address IDP needs and objectives. The WSDP is done by management, through the skills development office, jointly with the trade union and submitted annually to the relevant authorities. Amongst prioritized skills needs in the WSDP are clerical, artisans mainly on roads and storm water, financial management and the attainment of core competencies for section 56 and 57 managers. The municipality goes further and addresses skills gaps of communities on learner ship programs in issues such as LED and general construction

## **6.10 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS**

The municipality has a performance management system in place. Such is enforcement by the availability of a performance management policy in place. The municipality quarterly conducts institutional performance assessment and individual performance assessments for its section 56 and 57 managers. The plan is to cascade the systems to all levels of the workforce. The PMS is linked to the municipal SDBIP and the approved IDP.

## **6.11 INTER-GOVERNMENTAL STRUCTURES ALIGNMENT**

The municipality has local IGR structures and participates in district and provincial IGR structures. Local IGR structures are aligned along specific sectors. Such includes water sector forum, energy forum, LED forum, roads and transport forum, waste management forum. All sector departments with a role to play in such forums are members of the above forums. The municipality participates in the district municipal managers' forum, district energy forum, district CFO's forum, district IDP managers' forum, district Mayors' and Speakers' forum and district monitoring and evaluation forum to align programs and plans of all local municipalities with those of the district and in such forums relevant sector departments participate. In the province, the municipality participates, amongst others, in the Premier IGR forum, the provincial planning and development forum, provincial municipal managers' forum etc.

## **6.12. COMMUNICATION STRATEGY AND PUBLIC PARTICIPATION**

The municipality has a communication strategy which indicates who communicates to whom, when and how. There is a communications unit established and such is located in the Corporate Services Department. The municipality is Community participation model is one of the best models in the country and through such model, Council and its committees are able to reach out to the municipal constituencies. EXCO and Council meetings are held in public at venues rotated throughout the municipal area. After every EXCO and Council, meeting an outreach program me is held. Views and issues raised by community members are recorded and feedback is provided to members of the community who raised such matters.

## **6.13. RISK MANAGEMENT, OVERSIGHT, ANTI-CORRUPTION STRATEGY AND AUDIT PROGRAMMES**

The municipality has an anti-corruption and risk management strategy in place. Both internal audit and risk management units have been established and are located in the office of the Municipal Manager.

The internal audit committee is in place and it comprised of four members who have relevant experience and qualification to discharge their responsibilities. The Risk Management Committee has also been established and is chaired by an external person. Both Committees sit at least once per quarter. A Municipal Public Accounts Committee (MPAC) comprising of multi-party Councilors is in place and sits on a quarterly basis.

The Risk register and the risk management plan have been developed. The top ten high risks have been identified and that the plan is updated quarterly. Below is the table indicating the audit performance of the municipality in the last four years.

<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
QUALIFIED	QUALIFIED	UNQUALIFIED	UNQUALIFIED

An Audit Action Plan has been developed with clear timeframes to deal with matters raised by the Auditor-General. The matters of emphasis in the last audit report ranges from the following:

1. Asset Management.
2. Waste and Fruitless Expenditure
3. Irregular Expenditure
4. Awarding the contract to the unqualified contractor.

#### **6.14 LOCAL INTEGRATED TRANSPORT PLAN (LITP)**

The municipality has approved the integrated transport plan in March 2013 to guide the transport system, road networks and the improvement required to allow for easier accessibility of transportation.

The Local Integrated Transport plan gives a detailed synopsis of the transport status quo in Blouberg, challenges encountered, and possible interventions and programs to realize a safe and integrated transport system for all residents.

#### **6.15. BLOUBERG INTEGRATED WASTE MANAGEMENT PLAN (IWMP)**

Council and the Member of the Executive Council dealing with the issues of environment have approved the Integrated Waste Management Plan. The plan was developed through the assistance of the department. The plan appreciates that the municipality has challenges of waste management, especially in nodal points and population concentration camps. As a result, it identifies opportunities that can be harnessed to solve the waste challenge and contribute to environmental sustainability.

#### **6.16. FIVE-YEAR FINANCIAL PLAN**

The plan has been developed in-house to provide an indication of how the municipality is going to sustain the service rendered to the communities in Blouberg. The plan indicates the sources of revenue and policies developed to enable the municipality to collect the projected revenue. The human resource required to implement the plan is also identified. The aim of the plan is to move the municipality from being grant dependent to a municipality with financial sustainability occasioned by its capacity to raise own revenue, collect all debt due to it in terms of its credit control and debt management policies as well as prudent expenditure management. The plan has identified the major revenue sources as the following: Electricity sale, Traffic Services, Assessment Rates, Refuse Removal and Investments. This plan was given further impetus by adoption by Council of the special finance turnaround plan in November 2016. The turnaround plan also focuses on the invoking of austerity measures to curb rampant and wasteful spending in line with MFMA Circulars on Cost Containment measures.

There are other sources of revenue that were identified but key ones are those that are listed above. The strategies and by-laws adopted to collect the targeted revenue are also identified in the plan. For the proper implementation of the municipality's five-year financial plan the municipality has adopted budget related policies such as tariffs policy, credit control and debt management policy, rates policy, supply chain management policy, investment policy, assets and inventory management policy, indigent policy, etc.

#### **6.17 COMMUNITY SAFETY PLAN**

The municipality has developed and adopted the Community safety plan.

The plan details the stakeholders and the process to be undertaken when engaging on the plan. The plan identifies the types of criminal activities that are predominant in the municipality as well as the crime hotspots.

The main purpose of the plan is to equip the communities with knowledge, to assist in the fight against crime, and to report the criminal activities. The Blouberg Community Safety Model has been granted a provincial award as the best model in the province.

The municipality intends to implement the plan by installing the high mast lights in the crime hotspots identified settlements and as a result, budget has been set aside for the project. In the Premiers state of the province address, he indicated that all the traditional leaders' homes be equipped with the high mast lights for safety and security reasons and identification purposes.

#### **6.18. EMPLOYMENT EQUITY PLAN**

The Municipality has developed and adopted an Employment Equity Plan in compliance with the Employment Equity Act. Under this plan, the Municipality wants to ensure that equity groups are equitable represented in the municipal workforce. While strides were made in addressing women, youth and people living with disability challenges exist with regard to the recruitment of other groups such as Indians and Whites and the municipality is currently exploring the aspect of recruiting of these groupings.

#### **6.19. BLOUBERG GROWTH AND DEVELOPMENT STRATEGY (VISION 2040)**

The municipality is finalizing the long-term strategy to guide its economic development and planning for the period until 2040.

The strategy has short, medium and long-term objectives. It is a micro economic strategy for the municipality aligned to the district growth and development strategy, the Limpopo Development Plan and the National Development Plan. The revised Local Economic Strategy shall be based on this vision. The strategy outlines the projects to be implemented for the development of the economy.

After its finalization, unemployment shall be reduced to only 7% in the municipality.

#### **6.20. RECRUITMENT, SELECTION AND APPOINTMENT POLICY**

The policy deals with the process of recruitment, selection and appointment of the personnel. The policy outlines the steps to be taken in the recruitment, selection and appointment of the staff and different role players from advertisement, shortlisting, interview and appointment. It promotes fair labour practice, openness and promote equity.

The intension is to eliminate corruption and biasedness and to promote transparency. The policy outlines different roles with regard to internal and external posts and the representatives of the labour unions

#### **6.21. BEREAVEMENT POLICY**

The policy defines different roles played and the support granted to the bereaved family. It outlines the support in terms of transport and monetary contribution, the different family members and the limitations in terms of the support.

## **6.22. OVERTIME POLICY**

The policy defines how it is applied and who is covered and the steps taken in the application. It further outlines who has the authority to grant the overtime and under which circumstances. The policy further outlines the threshold in terms of the levels that qualifies for the overtime. The amount of the hours permitted in performing the overtime.

## **6.23. POLICY ON BURSARY SCHEME**

It is developed to promote the culture of learning, to create the level of investment in education and training. To ensure a competent workforce. The policy outlines the procedures in application and awarding of the bursary to respective applicants. It further outlines the amount incurred in respect of each applicant. It deals with the method applied in awarding the bursary.

## **6.24. CELLPHONE AND DATA POLICY**

The policy deals with the procedures in the application of this policy. It further outlines who qualifies in terms of the policy. It outlines different levels of qualifications in terms of the policy. The amount granted in terms of the policy.

## **6.25. ENERGY MASTER PLAN**

The municipality is in the process of developing the Energy Master Plan with the assistance of DBSA.

The plan is at the inception stage and shall be finalized by the end of 2023 financial year.

## **6.26. ROADS MASTER PLAN**

The municipality is in the process of developing the Roads Master Plan through the assistance of DBSA.

The plan is at the inception stage and shall be finalized by the end 2023 financial year.

## **6.27. DISASTER MANAGEMENT PLAN**

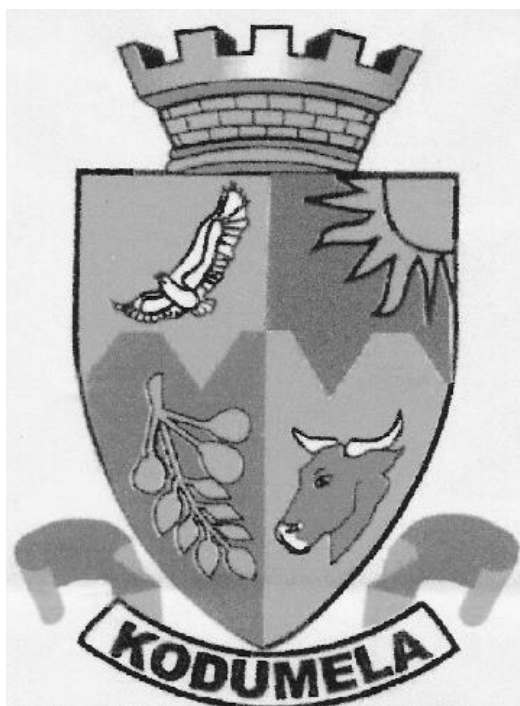
There are different types of disaster that predominantly occur in the municipality. The floods and fires outbreaks are common disaster cases in the municipality. The seasonal rains floods both the roads infrastructure and homes and to certain extent causes serious fatalities. The municipality does not have a dedicated unit dealing with disaster issues. The municipality relies on the district municipality disaster management plan to respond to disaster incidents.

The municipality does have draft Disaster management plan to respond to issues of disaster. The plan shall be finalized by the end of September 2022 and submitted to council for approval. In the meantime council has budgeted R300 000.00 to address disaster incidents in the municipality.

## **CHAPTER 7: APPROVAL PHASE**

Blouberg Local Municipality convened the Ordinary Council Meeting on the 28 March 2022 at Raweshi Satellite offices @ 12h00 for the purpose of adoption of the Draft IDP/Budget 2022-2023/2027. The Council meeting approved the draft IDP/Budget 2022/2023-27 for public participation purpose. The Blouberg local municipality has approved the final draft IDP/Budget 2022/2023- 2026-27 in a council meeting convened on the 27 MAY 2022 in the municipal council chamber.

**BLOUBERG MUNICIPALITY**  
**APPROVED**  
**TARIFF STRUCTURE 2021/2022-23**



**THREE-YEAR STRUCTURE**  
**2021 TO 2023**

## **A. FOREWORD**

In terms of Section 62(1) of the Municipal Finance Management Act (MFMA) the Accounting Officer of a Municipality is responsible for the financial administration of the municipality; and in terms of S62 (1) (f), must for this purpose take all reasonable steps to ensure- “that the municipality has and implements a tariff structure referred to in Section 74 of MSA. In giving effect to S74 (1) of MSA, the municipality adopts the following as the framework policy within which the municipal council must adopt various policies.

## **B. Classification and Pricing Strategies of Services.**

There are different categories of municipal services (i.e. trading, rate and general services) which were discussed in the various municipal policies. These services are defined as services whereby the consumption of the service is measurable and can be accurately apportioned to an individual consumer.

The tariffs for these services are budgeted for in such a way that at least a breakeven situation for the municipality will be realized. Examples of these services include amongst others electricity and property rate tariffs. The council's pricing strategy for these services is to recover the full cost of rendering the service to the communities.

## **C. Keeping Tariffs Affordable.**

The Council is keenly aware of the financial situation of most residents within the municipal area. Therefore, the Council undertakes to keep tariffs at affordable levels. The tariff for a service must therefore be sufficient to cover the cost of the initial capital expenditure required and replacing the physical assets used in its provision.

However sustainability does not only mean that the price of the service must include all the relevant cost elements, it also means that charges to be levied must be collected.

## APPENDIX A: APPROVED TARIFFS STRUCTURE 2021 AND 2023

The Blouberg Municipality will levy from 1 July 2022 the following assessment rates in respect of the different categories of rate able property.

### 1. PROPERTY RATES.

CATEGORIES	2019 AND 2020	2020 AND 2021	2021 AND 2022	2022 AND 2023
Residential	0.0067	0.0071	0.0075	0.0080
Residential property consent use	0.0106	0.011	0.0112	0.0118
Residential impermissible or illegal use	0.0138	0.0146	0.0154	0.0163
Residential vacant land	0.0093	0.0098	0.0103	0.0109
Residential properties for government use	N/A	N/A	0.0140	0.0148
Farms	0.0020	0.0020	0.00212	0.00224
State owned properties	0.0371	0.0392	0.0415	0.0440
Businesses\ commercial	0.0093	0.0098	0.0103	0.0109

Property rates tariffs are levied taking into account reductions, rebates, discounts and exemptions provided for in the rates policy and by-law

### 2. BUILDING PLANS

- Residential buildings R 5.83/M2 with a minimum of R 337.08 (Whichever is the highest)
- Business buildings R 6.89/M2 with a minimum of R 392.20 (Whichever is the highest)

The building plans tariff will be increased by 6% from July 2022

### 3. ELECTRICITY

It is recommended that all costs related to installation of pre-paid electricity measuring system by the Council be borne by the registered owner of the property. This is to constitute of the cost of any measuring unit, costs related to the general maintenance thereof and any other costs that may be incurred by Council in relation thereto, be for the sole account of the registered owner and never the consumer (unless the consumer is the registered owner).

It is further recommended that the tariff for the supply of Electricity, in terms of Section 20 of MFMA of 2003, and with the approval of the National Electricity Regulator, be increased as follows with effect from July 2022

On behalf of all Consumers:

New connections

- Triple phase meter convention (Electricity cord to the maximum 20 meters) R 4,803.92
- Prepaid meter connection (60 Amps): R 6,505.75
- Removal of meter from existing building to a new building: R 775.39
- Post connection (20amps):R 1,393.37
- Upgrading pre-paid meter from ( 20 to 60 Amps) : R 5,112.38
- Changing from conventional to prepaid meter: R1,393.37
- Temporary builders' connection (consumption excluded): R 609.50 plus a deposit of R 4,415.96
- LV upgrading :R 10,865.00

- Contribution and connection of transformers:

Description	Total Costs
TRANSFORMER 50 KVA	R 10,094.38
TRANSFORMER 25KVA	R 9,002.58
TRANSFORMER 16KVA	R 9,081.55
TRANSFORMER 32KVA	R 9,677.27
TRANSFORMER 100KVA	R 34,576.14

- Infrastructure contribution upgrading transformers: R 7,741.71 transport cost plus the following:

Description	Unit price	Revised price	Transport Costs	Revised price	Total Costs
TRANSFORMER 50 KVA	R 38,936.00	R 41,272.16	R 7,303.50	R 7,741.71	R 49,013.33
TRANSFORMER 25KVA	R 29,550.00	R 31,323.00	R 7,303.50	R 7,741.17	R 8,054.40
TRANSFORMER 16KVA	R 20,163.50	R 21,373.31	R 7,303.50	R 7,741.17	R 29,114.48
TRANSFORMER 32KVA	R 36,813.00	R 39,021.78	R 7,303.50	R 7,741.17	R 46,762.95
TRANSFORMER 100KVA	R 62,005.00	R 65,725.30	R 7,303.50	R 7,741.17	R 73,466.47

Tampering with supply or provision of electricity

**Unlawful/illegal connection of services: R 9,370.93 plus a deposit of R 786.52**

Testing of meter on request of consumer where it is found that the meter doesn't show error of more than 6% either way; cost be R 157, 41 Deposits

Bulk consumers and business sites (Bank guaranteed cheque or cash deposit equal to two months electricity payment)

Residential Sites: R 297.86

Basic Charges : **R 297.86**

- Bulk consumers
- Business and other small consumers
- Household consumers
- Vacant stands( Council property included)

**Private calls**

Where the fault is found not to be on the side of the Council during normal hours: be increased from R 299.45 to R 303.69

Where the fault found to be on the side of the Council outside normal working hours: be increased from R 631.00 to R 658.00

**4. NB: ALL WATER AND SEWERAGE RELATED TARIFFS ARE SUBJECT TO APPROVAL BY CAPRICORN DISTRICT MUNICIPALITY**

**5. Refuse Removal Services**

<b>Refuse Removal &amp; processing fee (monthly)</b>	<b>2019 AND 2020</b>	<b>2020 AND 2021</b>	<b>2021 AND 2022</b>	<b>2022 AND 2023</b>
Residential Refuse (per month) for one removal per week	R42.50	R 45.05	R 47.75	R 50.632
Business refuse (big businesses)	R 1,791.50	R 1,898.99	R 2,012.93	R 2,133.70
Bulky refuse (building refuse excluded) refuse that cannot be stored in or taken out scribed plastic bag due to its mass or size per load or a portion thereof per month	R 899.00	R 952.94	R 1,010.11	R 1,070.72
Bulky refuse. Daily collection of industrial bins supplied by the municipality.	R 201.50 per industrial bin	R 213.60	R 26	R 27,56
Removal of rubble. (per load as prescribed or to be billed with water & lights accounts end of month)	R 1,124.00	R 1,191.44	R 2,110.93	R 2,237.58
Bona fide sport clubs for one removal per week	R 140.50	R 148.93	R 157.87	R 167,34
Refuse dumping per week	R 623.50	R 660.90	R 700.55	R 742.59
Garden refuse removal arising from normal gardening activities e.g. moving of lawns, sweeping- on request, after prepayment of amount for a load	R 493.00	R 522,58	R 553,94	R 587.17
Garden refuse removal arising from normal gardening activities e.g. moving of lawns, sweeping- refuse stickers per bag	R 99.00	R 104.94	R 111.24	R 117.91

Clearing of erven is as a tender price tendered plus 15% admin cost, on request, payable to the owner of the site		R 676.50	R 717.09	R 760.15	R 805,79
Refuse removal( Government) Businesses (medium) i.e. Surgeries		R 717,09	R 760.15	R 805.79	R 854.10
Survivalist Businesses (Small) sewing, welding, salons.		R 168.54	R 178.65	R 189.30	R 200.60
		R 203.00	R 215.18	R 228.09	R 241.78
Refuse removal in Schools					

All refuse removal services are increased by 6% from July 2022. The escalation is due to the economic conditions.

## 7. SPACE AND PLACE HOLDING / OCCUPYING TARIFFS

	Period	Deposit VAT EXCL.	Number of Posters	Non-Profit	Profit	Total VAT EXCL.
<b>Bills Boards</b>						
Fixed-permanent	Annually	R1, 901.64	0.	-	-	R1, 901.64
1,2 x 2m and above		R 1,345.14	0.			R 1,345.14
0,6x1,2m		R1,281.54	0.			R1,281.54
0,48x0,6m		R 1,153.28	0.			R 1,153.28
Floating-temporary	1-26	R 94.34	1x poster	R 100.17	R1,916.50	
Floating-temporary	29	R 199.80	1x poster	26.50	R 45.60	
<b>Banners</b>						
Suspended / Hanging per Banner	1-26	R 40.80	1x poster	R 5.90	R 21.00	
Suspended / Hanging per Banner	35.00	40.80	1x poster	R 10.00	R 40.80	
<b>Posters</b>						
Hanging per poster	1-26	18.00	1x poster	R 3.00	R 6.00	
Hanging per poster	1-26	19.00	1x poster	R 5.00	R 10.00	
Pasted per poster	1-26	20.00	1x poster	R 5.00	R 10.00	
Pasted per poster	25.00	21.00	1x poster	R 9.00	R 20.00	
<b>Antennas / Masts</b>						

Erected permanent	Annually	R1,881.50	R 178.00 per poster	-	-	R 2,144.90
Erected temporary	On Application	R 1,110.67		R 4.00	R 423.58	
Taxi / Bus Ranks						
Fixed / Temporary per taxi	Annually	R 599.00		-	-	R 683.00
Adverts and display of items within municipal open spaces/Pre-paid	Per week					
Other promotions	Per week					
Street traders	Per month					
Hawkers stalls	Per month	R 146.00				

All advertisements are increased by 6% from July 2022

## 8. HIRING OF COMMUNITY HALLS.

### . TYPE OF SERVICE

### SUGGESTION TARRIFF

Hiring of Halls & Amenities (Situational)	CURRENT	REVISED
Dances, receptions, marriages & exhibitions, auctions, conferences etc.(people living in the Blouberg municipality)	R 657.50	R 697.00
Dances, receptions, marriages, & exhibitions ,auctions etc(people not living in the Blouberg municipality area )	R 1,090.00	R 1,115.40
Concerts, educational exhibition, conferences, meetings & non-political meetings- local	R 657.50	R 697.00
Concerts, educational exhibition, conferences, meetings & non-political meetings- local (people not living in the Blouberg municipality area)	R 1,090.00	R 1,115.40
Public political meetings	R 980.50	R 1,039.30
Meetings of non-profit –seeking organizations(educational, welfare, charity, sports organizations-locals	R 594.00 R 811.00	R 629,60 R 860.00
Meetings of non-profit –seeking organizations(educational, welfare, charity, sports organizations-other peoples	R 326.50	R 346.00
Committee meetings	R 143,50	R 152.00
Churches services	R 738.00 R 890.50	R 782.00 R 941.00
Deposits for damages & is repayable if there are no damages-public political meetings	R 980.50	R 941.00
Deposits for damages & is repayable if there are no damages-other renting of premises	R 546.00	R 579.00
Storage of repossessed, confiscated and derelicts Goods or and properties	R 366.00	R 388.00
09. Traffic Services		
10.Escorting of Funeral	R419.00	R444.009

<b>10. HIRING of MACHINERY</b>		
<ul style="list-style-type: none"> <li>Grader, Excavator, Tipper Truck / honey sucker and or plus kilometers travelled @ R 4.50.00 per kilometer</li> <li>Compressor</li> <li>Water tanker – 8000L</li> </ul>	R 1,182.00 R 609.50 R 1,182.00	R 1,253.00 R 646.00 R 1,253.00

### TYPES of SERVICES

<b>11. Cemetery</b>	<b>Suggested</b>	<b>Revised</b>
Single grave site per single grave / extra deep grave: Child	R 350.00	R 371.00
Single grave site per single grave / extra deep grave: Adult	R 413.50	R 438.00
Single grave site not dug by Municipality: Child	R 254.50	R 270.00
Single grave site not dug by Municipality: Adult	R 334.00	R 354.00
<b>Double grave site</b>	<b>R 726.50</b>	<b>R 770.00</b>
Memorial wall-per memorial plate (cremation)	R 265.00	R 281.00
Double grave dug by Municipality	R 763.50	R 809.00
Double grave not dug by Municipality	R 376.50	R 399.00
Pauper Burial (Adult)	R 556.50	R 590.00
Pauper Burial (child)	R 556.50	R 590.00
Development fund	R 30.00	R 40.00
Issuing of proof of residence	R 10.00	R 15.00
<b>12. Library Service</b>		

Library affiliations per year	R 42.50	R 45.00
Library fines-lost membership bags / cards		
Fine for books, records & artwork videos & films per week or portion thereof	R 5.50	R 5.80
Reservation of library materials per item	R 5.50	R 5.80
Temporary loaners(visitors) deposit per book	R 74.50	R 79.00
Library halls per event or occasion	R 106.00	R 112.00
<b>13.. Services</b>		
Valuation certificate	R 48.00	R 51.00
Clearance certificate	R 254.50	R 270.00
Address list for estate agents	R 286.50	R 304.00
Tender documents	R 371.00	R 393.00
Database registration-non-refundable fee	R 122.00	R 129.00
Database registration-non-refundable for contractors	R 250.00	R 265.00
Photocopies per A4 pages	R 2.20	R 2.30
Photocopies per A3 pages	R 4.30	R 46.00
Faxes per A4-pages	R 11.00	R 12.00
Supplying of information regarding index, book, register, account & for perusal of any deed, document, plan ,drawing or any other	R 42.00	R 45.00
Small work permit (internal changes)	R 196.00	R 208.00
Sewerage per Re-inspection	R 293.00	R 311.00
Re-instatement due to non-compliance with legislation & requirements	R 284.00	R 301.00
Penalty fee in cases where the building took place without approved building plans	R 10,902.00	R 11556.00

Damages deposits	R 1,039.00	R 1,101.00

<b>14. Building Plan Copies</b>		
Photostat / Plan copy A0	R 53.00	R 56.00
Photostat / Plan copy A1	R 132.00	R 140.00
Photostat / Plan copy A2	R 12.00	R 13.00
Photostat / Plan copy A3	R 5.50	R 5.80
Photostat / Plan copy A4	R 11.00	R 12.00

#### TYPE of SERVICE

<b>15. Application of Services</b>	<b>Suggested Tariff</b>	<b>Revised</b>
Application for consent use	R 676.00	R 717.00
Special consent: EVAP (Every additional property).	R 782.00 + 76.00	R 829.00 + 81.00
Temporary consent: EVAP	R 154.00 + 76.00	R 163.00 + 81.00
Rezoning in terms of Ord.15 & 20/86	R 1,136.00 + 310.00	R 1,204.00 + 329.00
Township establishment ( For every additional 100 sites)	R 154.00 + 76.00	R 163.00 + 81.00
<b>Application for subdivision/consolidation Ordinance 15/86 and any other app.law</b>		
Subdivision	R 456.00 + 45.00	R 483.00 + 48.00
Consolidation	R 199.00 + 45.00	R 211.00 + 48.00
App. Municipal Council's reason	R 293.00	R 311.00
Building line relaxation	R 201.00	R 213.00
Application for site plan	R 38.00	R 40.00

Sale of sites : Senwabarwana , Alldays and all other villages within Blouberg	Determined by Council Resolution	
Site inspection fee	R 738.00	R 782.00
Application for PTO	R 220.00	R 233.00
Application for zoning certificate	R 51.00	R 54.00
<b>APPLICATION FOR RELAXATION OF COVERAGE</b>		
Between 50% and 60%	R 329.00	R 349.00
Between 60% and 70%	R 485.00	R 514.00
Between 70% and 80%	R 652.00	R 691.00
Between 80% and 90%	R 809.00	R 858.00
Between 90% and 100%	R 974.00	R 1,032.00
Erection of an advertising sign	R 263.00	R 280.00
Fencing permit	R 217.00	R 230.00

## 6. DEVIATION as per ARTICLE (15(1) (a) (i)

Deviation of building (Article(15(1) (a)(i)-erven smaller than 500 square meter	R 153.00	R 162.00
Deviation of building (Article(15(1) (a)(i)-erven more than 500 but less than 750 square meter	R 217.00	R 230.00
Deviation of building (Article(15(1) (a)(i)-erven more than 750 square meter	R 44.00	R 47.00
Subdivision: up to 20 even per subdivision	R153.00	R 162.00
Subdivision: for each additional erf above 20 erven per subdivision	R 13.00	R 1400
	R 153.00	R 162.00
<b>Sundry fees</b>		
Vehicle entrance (per single entrance)	R 1,089.00	1,154.00

**All services will be increased by 6% from July 20222**

## 17. Animal Pounds

	POUNDING						REVISED TOTAL
	CURRENT	REVISED	TENDING	REVISED	PER DAY	REVISED	
Cattle	209	222.00	139	147.00	139	147.00	<b>516.00</b>
Horses	209	222.00	139	147.00	139	147.00	<b>516.00</b>
Mules	209	222.00	139	147.00	139	147.00	<b>516.00</b>
Donkeys	209	222.00	139	147.00	139	147.00	<b>516.00</b>
Goats	119	126.00	105	111.00	69	73.00	<b>310.00</b>
Sheep	119	126.00	105	111.00	69	73.00	<b>310.00</b>
Pigs	119	126.00	153	162.00	181.00	192.00	<b>480.00</b>

NO	NATURE OF SERVICES	DESCRIPTION OF THE SERVICE	APPROVED 2022/2023 FY TARRIFFS	PROPOSED 2022/2023 FY TARRIFFS
18.	<b>ENVIRONMENTAL AND HEALTH ISSUES</b>	Illegal Dumping	R 2,190.00	R 2,321.00
		Minor illegal Dumping	R 298.00	R 316.00
		Littering	R 145.00	R 154.00
		Hair salon non-compliance	R 369.00	R 391.00
		Public indecency	R 298.00	R 316.00
		Deforestation	R 517.00	R 548.00
		Sand mining	R 1,478.00	R 1,567.00
		Building rubbles per load	R 594.00	R 630.00
			R 2,190.00	R 2,321.00
19.	<b>COMMUNITY HALLS ,BOARDROOM AND COUNCIL CHAMBER RENTALS</b>	Activities	R 298.00	R 316.00
		Boardroom, Council Chamber and School Activities Farewell.	<b>R 138.00</b>	<b>R 146.00</b>
		Boardroom	R 138.00	R 146.00
		Council chamber may also be used for smaller meetings, but not private events.	R 271.00	R 287.00
		Community halls is covered in item 8.		
		Church Activities	R 738.00	R 782.00
		Government Department	R 884.00	R 937.00
		Funeral Activities	R 738.00	R 782.00
		Weddings/Reception/Parties	R 1,035.00	R 1,097.00
		Graduations	R 138.00	R 146.00
	Use of Facilities on monthly basis( Land and Office space)	Rental of office space and community(situational): lease contract must be signed and renewed as agreed period	Based on lease agreement	

20.	SPORT CENTRE	Soccer (Non-Profit)	R 1,477.00	R 1,566.00
		Soccer (Profit making)	R 1,477.00 +15%	R 1,566.00 + 15%
		Festivals(Profit making) p/d	R 1,477.00 + 20%	R 1,566.00 + 20%
		Deposit None/ refundable if no broken items reported		
		Festivals(Non-Profit)		
		Cultural Activities with no gate takings	R 738.00	R 782.00
		Cultural Activities with gate takings	R 1,477.00	R 1,566.00
		Church activity	R 1,477.00	R 1,566.00
		Funeral activity	R 1,477.00	R 1,566.00
		Government departments	R 1,477.00	R 1,566.00
		Where the municipality has collaborated with another sector, we should go 50/50. E.g., athletics, schools sports, etc.	R 1,477.00	R 1,566.00
			R 1,477.00	R 1,566.00

**DRAFT BUDGET 2022/23-2024/25**

**SUMMARY DRAFT BUDGET 2022/23-2024/25**

	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
<b>Income</b>	- 372,163,355.00	- 403,678,831.60	- 405,122,112.52	- 427,288,979.27
Grant	- 276,945,000.00	- 300,377,000.00	- 300,741,000.00	- 316,372,000.00
Own Revenue	- 95,218,355.00	- 103,301,831.60	- 104,381,112.52	- 110,916,979.27
<b>Expenditure</b>	<b>415,565,686.00</b>	<b>451,145,224.00</b>	<b>452,745,875.00</b>	<b>476,756,366.80</b>
Operating Budget	344,876,920.00	357,459,224.00	368,018,874.00	370,096,366.80
Capital Budget	70,688,766.00	93,686,000.00	84,727,001.00	106,660,000.00
Surplus/Deficit	<b>43,402,331.00</b>	<b>47,466,392.40</b>	<b>47,623,762.48</b>	<b>49,467,387.53</b>

**LIM351 Blouberg - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)**

Functional Classification Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>	<b>1</b>									
<b><u>Revenue – Functional</u></b>										
<b><i>Governance and administration</i></b>		<b>207,442</b>	<b>220,398</b>	<b>270,453</b>	<b>243,376</b>	<b>241,876</b>	<b>241,876</b>	<b>250,253</b>	<b>263,713</b>	<b>278,311</b>
Executive and council		6,784	3	158	–	–	–	–	–	–
Finance and administration		200,658	220,396	270,295	243,376	241,876	241,876	250,253	263,713	278,311
Internal audit		–	–	–	–	–	–	–	–	–
<b><i>Community and public safety</i></b>		<b>4,691</b>	<b>3,826</b>	<b>3,158</b>	<b>7,090</b>	<b>5,090</b>	<b>5,090</b>	<b>6,665</b>	<b>6,732</b>	<b>7,001</b>
Community and social services		–	–	–	–	–	–	–	–	–
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		4,691	3,826	3,158	7,090	5,090	5,090	6,665	6,732	7,001
Housing		–	–	–	–	–	–	–	–	–

Health		–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		<b>44,150</b>	<b>(382)</b>	<b>180</b>	<b>70,073</b>	<b>82,973</b>	<b>82,973</b>	<b>60,983</b>	<b>53,603</b>	<b>56,247</b>
Planning and development		659	(382)	180	70,073	70,073	70,073	60,983	53,603	56,247
Road transport		43,491	–	–	–	12,900	12,900	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–
<b>Trading services</b>		<b>35,941</b>	<b>91,432</b>	<b>88,246</b>	<b>45,742</b>	<b>42,242</b>	<b>42,242</b>	<b>85,778</b>	<b>81,074</b>	<b>85,729</b>
Energy sources		31,068	86,194	85,161	42,010	37,510	37,510	80,012	76,979	81,251
Water management		–	4	3	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		4,873	5,233	3,083	3,732	4,732	4,732	5,766	4,094	4,478
<b>Other</b>	4	–	–	–	–	–	–	–	–	–
<b>Total Revenue – Functional</b>	2	<b>292,223</b>	<b>315,275</b>	<b>362,038</b>	<b>366,281</b>	<b>372,181</b>	<b>372,181</b>	<b>403,679</b>	<b>405,122</b>	<b>427,289</b>
<b>Expenditure – Functional</b>	-									
<b>Governance and administration</b>		<b>150,176</b>	<b>163,865</b>	<b>174,964</b>	<b>173,250</b>	<b>174,235</b>	<b>174,235</b>	<b>184,729</b>	<b>195,464</b>	<b>185,833</b>
Executive and council		63,159	57,733	61,989	59,564	60,876	60,876	66,212	68,639	53,419
Finance and administration		87,016	106,132	112,975	113,687	113,359	113,359	118,516	126,825	132,414
Internal audit		–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		<b>14,890</b>	<b>18,847</b>	<b>17,688</b>	<b>15,813</b>	<b>15,833</b>	<b>15,833</b>	<b>15,013</b>	<b>15,772</b>	<b>16,584</b>
Community and social services		–	–	–	–	–	–	–	–	–
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		14,890	18,847	17,688	15,813	15,833	15,833	15,013	15,772	16,584

Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		<b>31,358</b>	<b>33,114</b>	<b>43,599</b>	<b>56,790</b>	<b>45,747</b>	<b>45,747</b>	<b>36,480</b>	<b>36,554</b>	<b>40,302</b>
Planning and development		9,852	11,244	14,965	14,595	14,451	14,451	14,360	14,206	17,849
Road transport		21,506	21,870	28,634	42,195	31,297	31,297	22,121	22,349	22,453
Environmental protection		–	–	–	–	–	–	–	–	–
<b>Trading services</b>		79,584	80,945	85,831	95,668	109,102	109,102	120,077	120,812	127,883
Energy sources		59,254	62,682	65,692	69,405	75,983	75,983	85,344	90,304	95,565
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		20,330	18,263	20,139	26,264	33,119	33,119	34,733	30,508	32,318
<b>Other</b>	4	–	–	–	–	–	–	–	–	–
<b>Total Expenditure - Functional</b>	3	276,007	296,772	322,082	341,522	344,917	344,917	356,299	368,602	370,602
<b>Surplus/(Deficit) for the year</b>		16,216	18,503	39,956	24,759	27,264	27,264	47,380	36,520	56,687