

# **DELMAS LOCAL MUNICIPALITY**



## **INTEGRATED DEVELOPMENT PLAN 2008/9 FINANCIAL YEAR**

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## **LIST OF ABBREVIATIONS**

BEE – Broad based black economic empowerment
DLM – Delmas Local Municipality
MIG – Municipal Infrastructure Grant
MPG – Mpumalanga Provincial Government
NDM – Nkangala District Municipality
SMME – Small, medium and micro enterprises

**FOREWORD BY THE EXECUTIVE MAYOR**



## **1. MUNICIPAL OVERVIEW**

### **1.1 INTRODUCTION**

The year 2007 is a pinnacle in the development of what is now known as the Delmas Local Municipality. Firstly, the municipality will be looking back over a period of 100 years celebrating its centenary. On 28 August 1907 the Townships Board of the then Transvaal approved a township establishment application by one FC Dumat on the farm Witklip. The original township consisted of 192 stands. In contrast to the former, but reaching for the future, the municipality will in 2007 in all probability be adopting a new name and unveiling a new coat-of-arms. In this spirit of hope for and expectation of the future, this integrated development plan was compiled.

This document is the integrated development plan of the Delmas Local Municipality for the period 01 July 2006 to 30 June 2011. This is the first review of this integrated development plan that was adopted on 24 March 2006.

This integrated development plan was reviewed and drafted in terms of the Local Government: Municipal Systems Act, 2000 (Act Number 32 of 2000), as amended. Section 25 of the Municipal Systems Act determines as follows:

*“(1) Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-*

*(a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;*

*(b) aligns the resources and capacity of the municipality with the implementation of the plan;*

*(c) forms the policy framework and general basis on which annual budgets must be based;*

*(d) complies with the provisions of this Chapter; and*

*(e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

*(2) An integrated development plan adopted by a municipal council in terms of subsection (1) may be amended in terms of section 34 and remains in force until an integrated development plan is adopted by the next elected council.*

*(3) (a) A newly elected municipal council may, within the prescribed period referred to in subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision it must comply with section 29 (1) (b) (i), (c) and (d).*

*(b) A newly elected municipal council that adopts the integrated development plan of its predecessor with amendments, must effect the amendments in accordance with the process referred to in section 34 (b).*

*(4) A municipality must, within 14 days of the adoption of its integrated development plan in terms of subsection (1) or (3)-*

- (a) *give notice to the public-*
  - (i) *of the adoption of the plan; and*
  - (ii) *that copies of or extracts from the plan are available for public inspection at specified places; and*
- (b) *publicise a summary of the plan. ”*

Section 26 of the Municipal Systems Act addresses the core components of the integrated development plan and in this regard determines as follows:

*“An integrated development plan must reflect-*

- (a) *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;*
- (b) *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;*
- (c) *the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- (d) *the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- (e) *a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- (f) *the council's operational strategies;*
- (g) *applicable disaster management plans;*
- (h) *a financial plan, which must include a budget projection for at least the next three years; and*
- (i) *the key performance indicators and performance targets determined in terms of section 41. ”*

Section 35 of the Municipal Systems Act addresses the status of the integrated development plan and in this regard determines as follows:

*“(1) An integrated development plan adopted by the council of a municipality-*

- (a) *is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;*
- (b) *binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and*
- (c) *binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.*

*(2) A spatial development framework contained in an integrated development plan prevails over a plan as defined in section 1 of the Physical Planning Act, 1991 (Act 125 of 1991). ”*

Section 36 of the Municipal Systems Act determines that a municipality must give effect to its integrated development plan and conduct its affairs in a manner that is consistent with its integrated development plan.

## **1.2 REVIEW AND DRAFTING PROCESS**

Section 29 of the Municipal Systems Act addresses the drafting process that is to be followed and determines as follows:

*“(1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must-*

*(a) be in accordance with a predetermined programme specifying timeframes for the different steps;*

*(b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for-*

*(i) the local community to be consulted on its development needs and priorities;*

*(ii) the local community to participate in the drafting of the integrated development plan; and*

*(iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;*

*(c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and*

*(d) be consistent with any other matters that may be prescribed by regulation.*

*(2) A district municipality must-*

*(a) plan integrated development for the area of the district municipality as a whole but in close consultation with the local municipalities in that area;*

*(b) align its integrated development plan with the framework adopted in terms of section 27; and*

*(c) draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the local municipalities in that area.*

*(3) A local municipality must-*

*(a) align its integrated development plan with the framework adopted in terms of section 27; and*

*(b) draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the district municipality. ”*

On 04 September 2006 the municipal council of the Delmas Local Municipality approved and adopted the process plan in terms of which the integrated development plan was reviewed and drafted. The process plan is appended to the integrated development plan as “ANNEXURE A”. This document is the outcome and result of the consultation processes and procedures described in the process plan.

### **1.3 MUNICIPAL VISION AND MISSION**

The vision of the Delmas Local Municipality has been formulated as follows:

“To provide a better life for all members of our community by striving to provide quality services and active participation.”

The mission statement of the Delmas Local Municipality has been formulated as follows:

“To create an enabling environment through:

- Ø The provision of quality services in response to community needs;
- Ø The promotion and sustaining of local economic growth; and
- Ø The enhancement of the standard of living of all members of our community.”

### **1.4 MUNICIPAL CORE VALUES**

The formulated vision and mission already reflect the core municipal value of “batho pele”. In observance of the principles of “batho pele” the Delmas Local Municipality hereby pledges to uphold and embrace the following principles and values:

- Ø To design and deliver municipal services in consultation with all and effected parties
- Ø To determine, measure and revise service levels on a regular basis
- Ø To create and maintain physical and informative accesses with special emphasis on those who are either disabled and/or poor
- Ø To treat all customers equally with dignity and respect, and to be polite, friendly and helpful at all times
- Ø To furnish all customers with clear, decisive and understandable information; preferably in their mother tongue
- Ø To be transparent, open, and accountable in all municipal dealings and affairs
- Ø To design and manage a customer care system
- Ø To be economical, effective, and efficient in all municipal matters and to eliminate fraud and corruption
- Ø To design and deliver all municipal services having calculated the impact on all and effected parties
- Ø To encourage and reward innovations and service excellence

Ø To have an integrated and co-ordinated approach to municipal service delivery.

## **1.5 MUNICIPAL INSTITUTIONAL STRUCTURE**

The Delmas Local Municipality is a category B municipality with a collective executive system combined with a ward participatory system in terms of the Local Government: Municipal Structures Act, 117 of 1998. The municipal council consist of 15 councillors: 8 councillors are directly elected from the 8 municipal wards and 7 councillors are proportionally elected and therefore represent the major political parties. The 8 ward councillors are as follows:

- Ø Ward 1: Cllr LI Zwane
- Ø Ward 2: Cllr NB Mokoena
- Ø Ward 3: Cllr EM Masilela
- Ø Ward 4: Cllr KV Buda
- Ø Ward 5: Cllr NB Xaba
- Ø Ward 6: Cllr AI Sepenyane
- Ø Ward 7: Cllr ZJM Zulu
- Ø Ward 8: Cllr JFR Neuhoff.

The 7 proportionally elected councillors are as follows:

- Ø Cllr MJ Rapatsa : African National Congress
- Ø Cllr C Zungu : African National Congress
- Ø Cllr EN Komane : African National Congress
- Ø Cllr MS Ndlovu : African National Congress
- Ø Cllr BP Chamberlain : Democratic Alliance
- Ø Cllr VE Mhlope : Democratic Alliance
- Ø Cllr CM Venter : Freedom Front Plus.

The municipal council is chaired by the speaker - Cllr C Zungu. Ordinary meetings of the council are usually held on the first Monday of every second month at 17:00 in the council chamber.

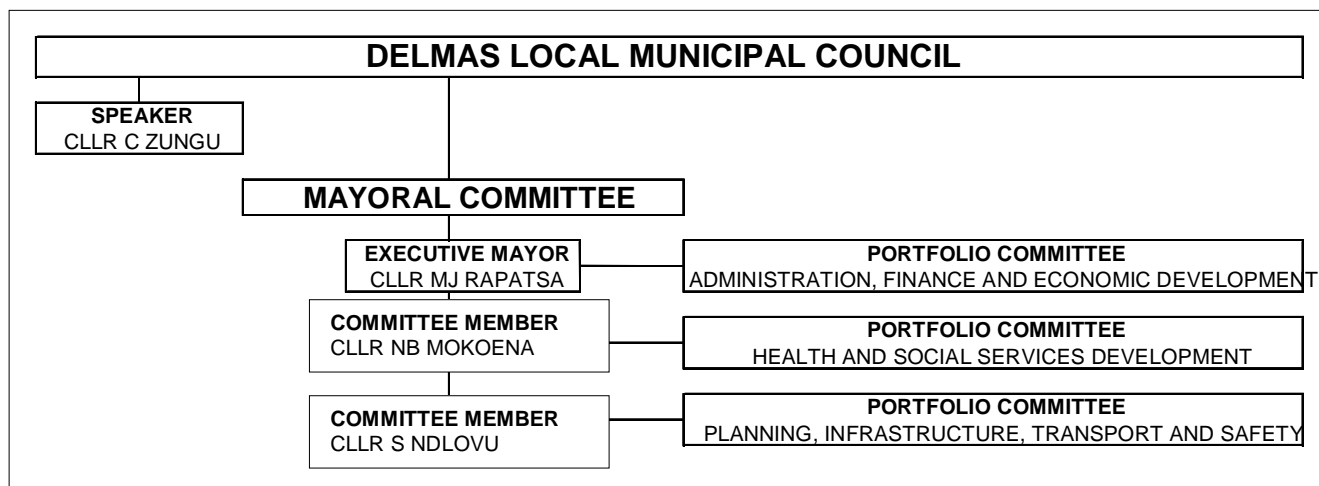
The executive function of the council is seated in the executive mayor – Cllr MJ Rapatsa. The executive mayor has a mayoral committee that consists of the following three members:

- Ø Cllr MJ Rapatsa: executive mayor and chairperson of the mayoral committee
- Ø Cllr NB Mokoena
- Ø Cllr MS Ndlovu.

To assist the executive mayor and the mayoral committee with its executive function, the following portfolio committees were established:

- Ø Administration, Finance and Economic Development: chaired by Cllr MJ Rapatsa
- Ø Health and Social Services & Development: chaired by Cllr NB Mokoena.
- Ø Planning, Infrastructure, Transport and Safety: chaired by Cllr MS Ndlovu.

Figure 1.1 shows the organisational structure of the political office-bearers.



**Figure 1.1 - political structure**

The Municipal Manager is the head of administration. The administration is divided into Four directorates: Corporate Services, Community Services, Budget & Treasury Office and Operational Services. The incumbents are as follows:

- Ø Municipal Manager - Mr Tefo Kadi
- Ø Director Corporate Services - Vacant
- Ø Director Budget & Treasury Office - Mr Steven Weber
- Ø Director Operational Services - Mr Sello Mahlabe.
- Ø Director Community Services - Vacant

The Directorate Corporate Services comprises the following service units:

- Ø Archives
- Ø Committee administration
- Ø Estate administration
- Ø Human resource administration
- Ø Public libraries
- Ø Reprography
- Ø Town planning.

The Directorate Budget & Treasury Office comprises the following service units:

- Ø Budget administration
- Ø Expenditure administration
- Ø Municipal stores
- Ø Revenue administration.

The Directorate Operational Services comprises the following units:

Ø Electricity services:

- § Bulk and reticulation
- § Mechanical workshop
- § Street lighting

Ø Engineering services:

- § Building control
- § Cemeteries
- § Parks and sport facilities
- § Roads
- § Sanitation
- § Storm water
- § Water

The Directorate Community Services comprises of the following units:

- Ø Personal health
- Ø Environmental health
- Ø Solid waste management
- Ø Fire fighting
- Ø Traffic and parking
- Ø Drivers and vehicle licenses

The office hours of the administration are from Mondays to Thursday: 07:30 to 16:30 and on Fridays: 07:30 to 13:30. The telephone number of the switchboard is 013 665 6000; the fax number is 013 665 2913 and the postal address is PO Box 6, Delmas, 2210. The emergency and after-hours telephone numbers are 013 665 3333 and 013 665 2939. The main municipal offices are situated at the corner van Der Walt Street and Samuel Road in Delmas.

Figure 1.2 shows the organisational structure of the administration.

## **1.6 MUNICIPAL AREA: CURRENT REALITY**

### **1.6.1 SPATIALITY**

The Delmas Local Municipality that is in extent approximately 1,570 km<sup>2</sup> is situated on the western highveld of the Nkangala District Municipality that falls within the Mpumalanga Province in the Republic of South Africa. The municipality is strategically located in relation to the metropolitan areas of Ekurhuleni, Johannesburg and Tshwane. The Delmas Local Municipality

borders in the west onto the metropolitan area of Ekurhuleni; in the north onto the Kungwini Local Municipality; in the west onto Emalahleni; and in the south onto the Govan Mbeki and Lesedi Local Municipalities.

Map 1.1 shows the Delmas Local Municipality in relation to the Nkangala District Municipality and the Mpumalanga Province.

The municipality is well connected by means of road and rail. The N12 highway linking Johannesburg with Nelspruit (Mbombela), the capital of the Mpumalanga Province, runs through the heart of the municipality and passes only approximately ten kilometres to the north of the town.



**DELMAS MUNICIPAL COUNCIL  
 ORGANOGRAM**

APPROVED PER ITEM D06/07/2007 ON 06 AUGUST 2007

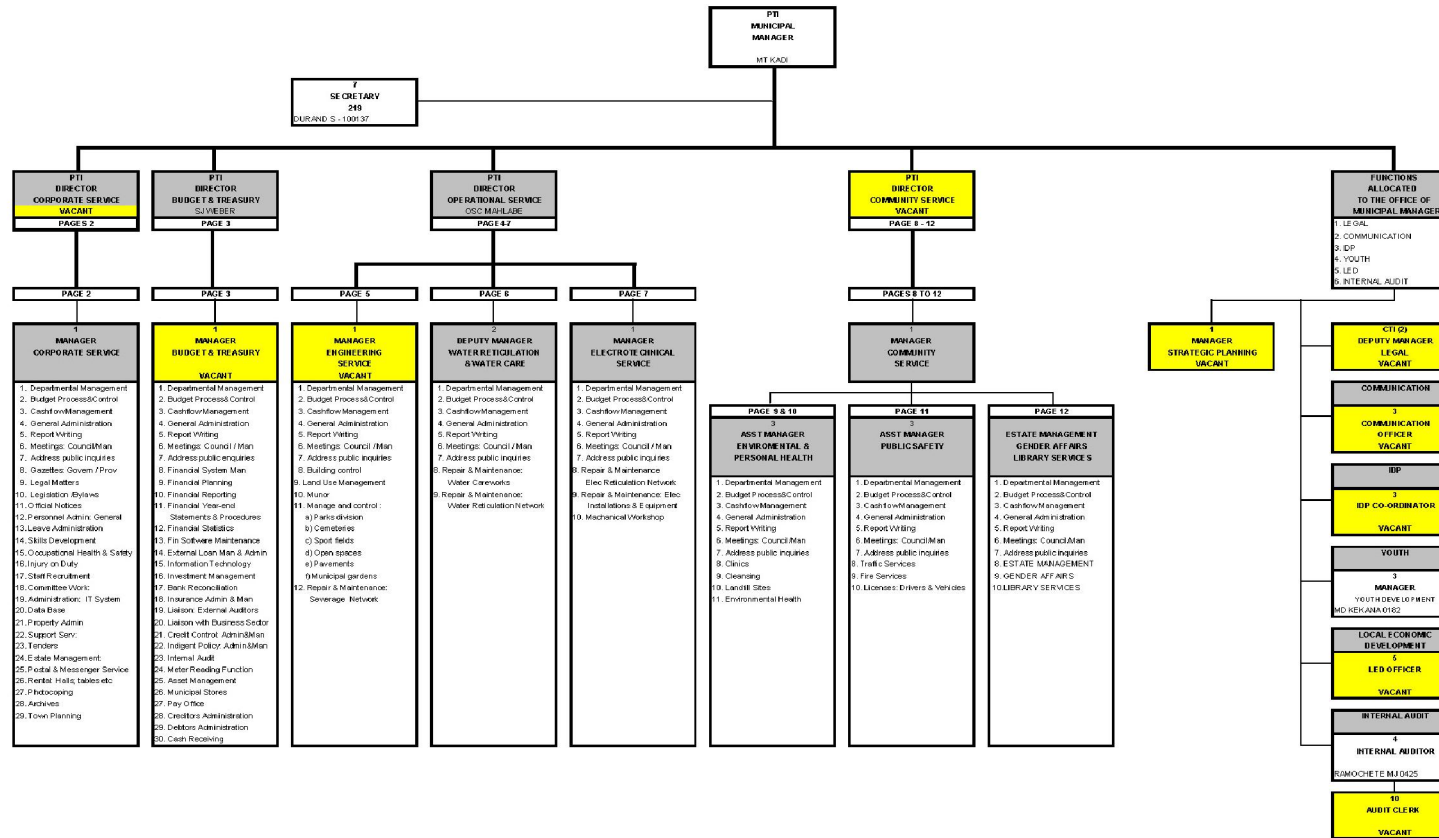
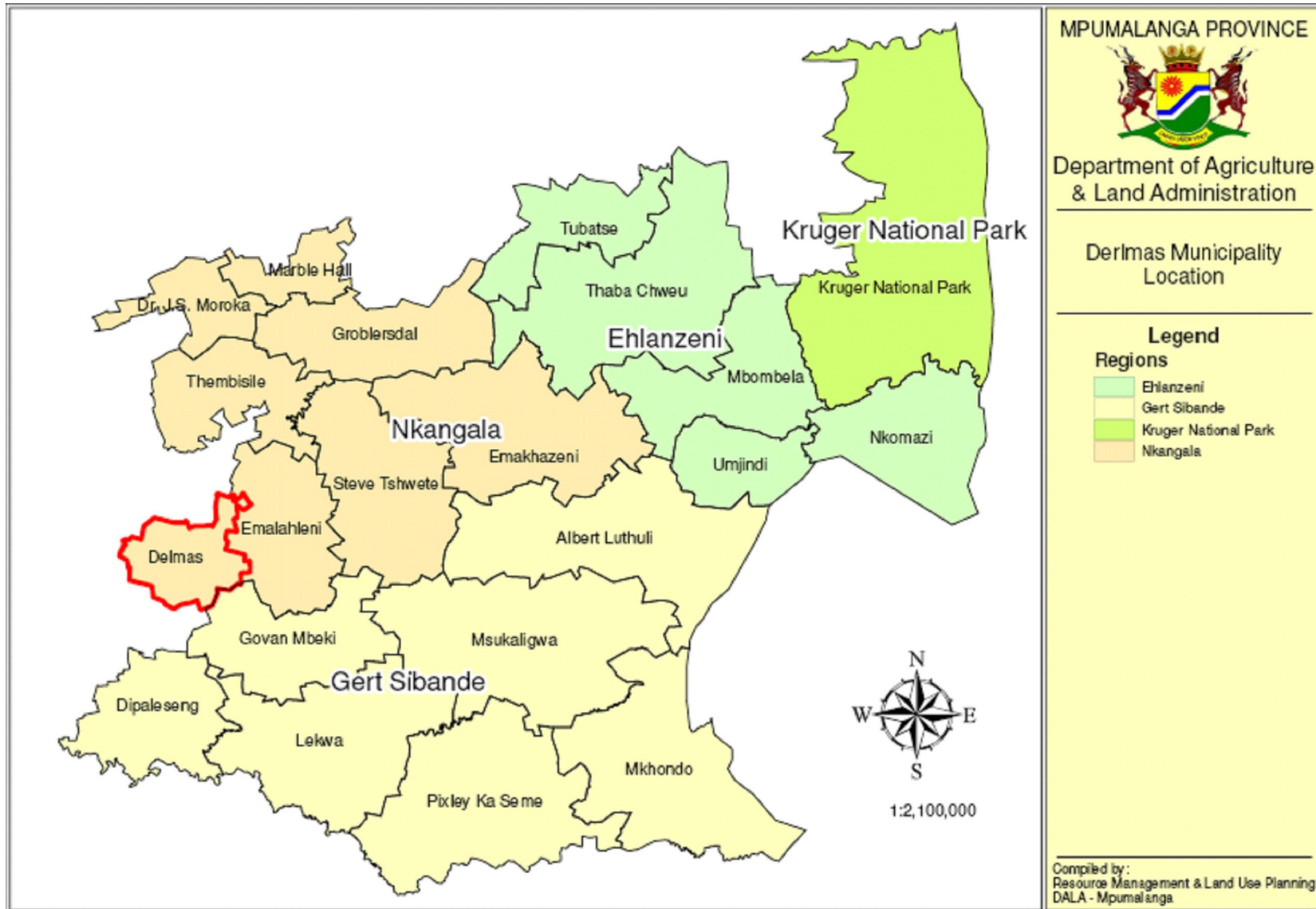
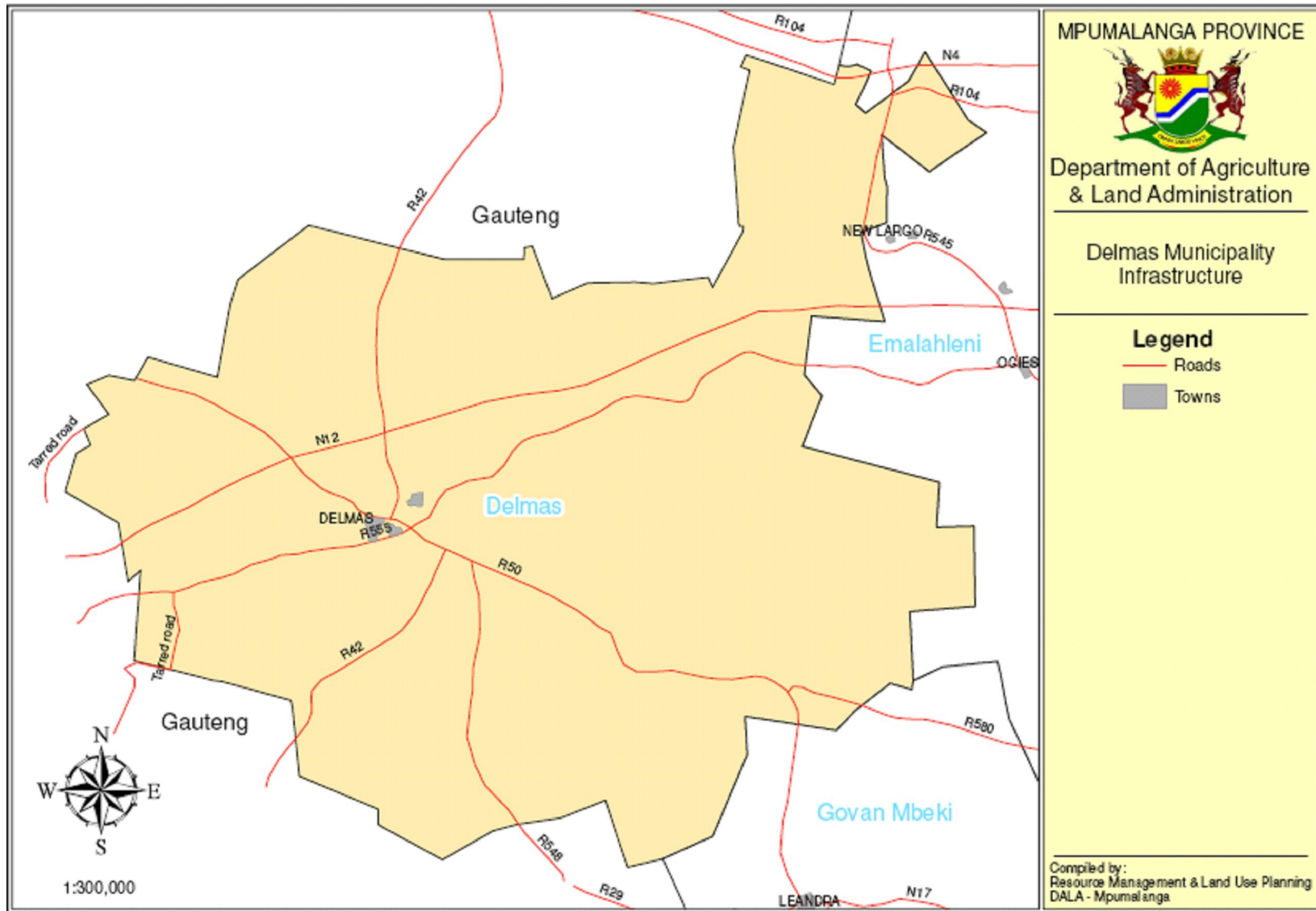


Figure 1.2 - administrative structure



Map 1.1 - locality map



Map 1.2 - major roads

Map 1.2 shows the major roads through the municipality.

The municipality consists of the following areas:

- Ø **Botleng and its extensions:** predominantly a residential area for people in the lower income levels
- Ø **Delmas and its extensions:** business and industrial area, and residential area for people in the middle and higher income levels
- Ø **Delpark and its extensions:** predominantly a residential area for people in the lower income levels
- Ø **Eloff:** predominantly an agricultural holding area
- Ø **Sundra:** predominantly an agricultural holding area.

Municipal wards 1 to 5 covers the Botleng area, its extensions, and its rural hinterland; ward 6 covers Delmas and its extensions, and Delpark and its extensions; ward 7 covers the rural area south of Delmas town; and ward 8 covers the Eloff and Sundra areas.

The rural area of the municipality consists predominantly of extensive commercial farming and mining activities. The municipality is a major maize producing area. Annual maize production is calculated at between 230,000 and 250,000 metric tons. Mining activities are concentrated on coal and silica. About 3 million metric tons of coal and 2 million metric tons of silica are mined annually in the municipality.

### 1.6.2 POPULATION

The population within the Delmas Local Municipality is estimated at 56 207.<sup>1</sup>

Table 1.1 reflects the population composition of the municipality.

POPULATION GROUP									
Persons	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
African	<b>49643</b>	6379	4696	3612	6051	8626	6979	10839	2461
Coloured	<b>258</b>	20	6	30	18	28	70	52	34
Indian	<b>102</b>	4	0	18	3	0	37	30	10
White	<b>6203</b>	0	0	142	0	9	3211	538	2303
Total population	<b>56207</b>	6405	4702	3802	6073	8663	10296	11458	4808

Table 1.1 - population per group

Figure 1.3 and figure 1.4 show the relative population statistics per population group.

<sup>1</sup> All statistics were sourced from Statistics South Africa according to the 2001 national census unless otherwise indicated.

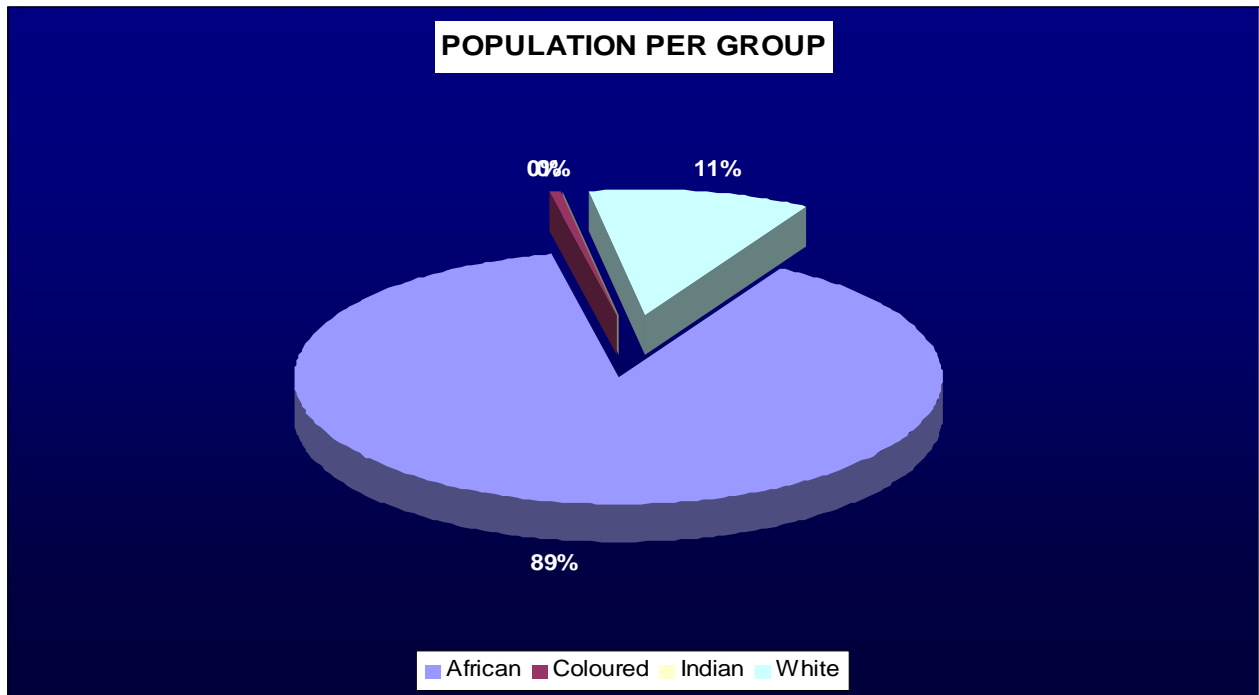


Figure 1.3 - population per group

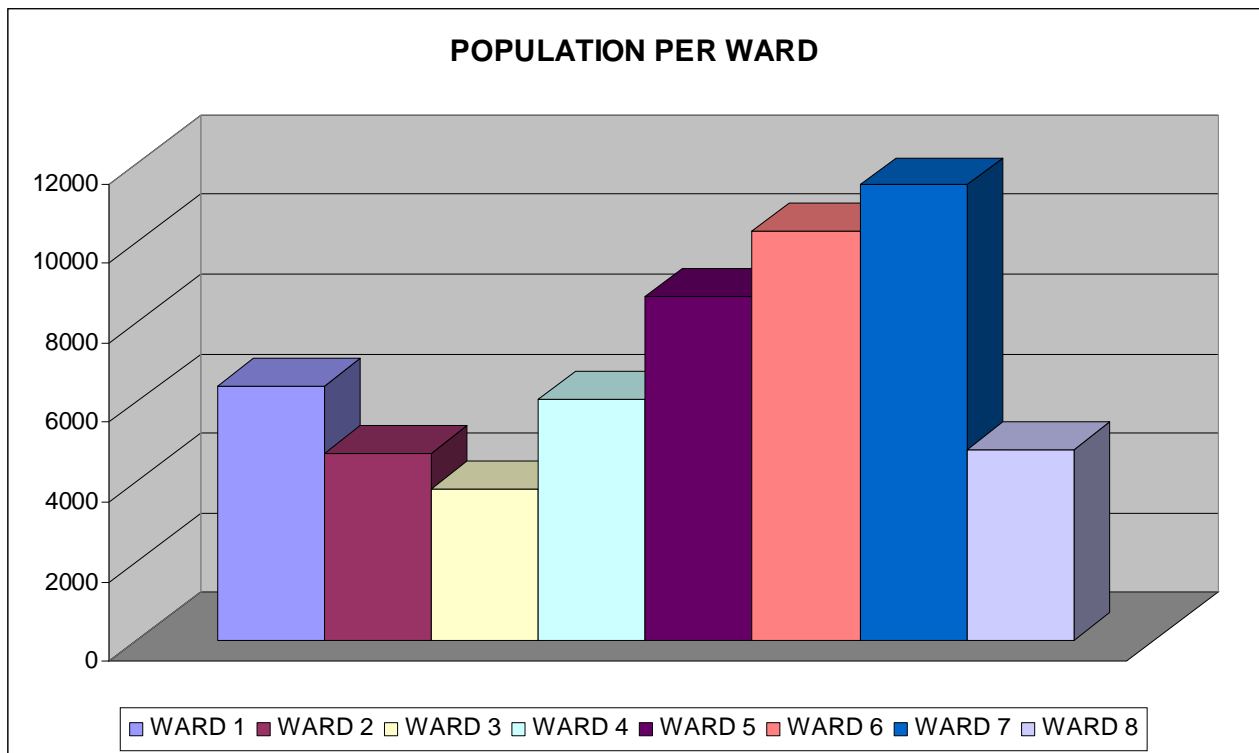


Figure 1.4 - population per ward

Of the population of 56,207 males total 27,665 (49.2%) and females 28,542 (50.8%).

Table 1.2 reflects the population gender by age in the municipality.

<b>GENDER BY AGE</b>									
<b>Persons</b>	<b>TOTAL</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>WARD 8</b>
Males - 0 to 4	<b>3135</b>	336	225	201	423	543	495	723	189
Males - 5 to 14	<b>5856</b>	675	477	423	690	906	1011	1272	402
Males - 15 to 34	<b>10299</b>	1197	972	747	1083	1530	1830	2076	864
Males - 35 to 64	<b>7392</b>	777	537	468	750	1059	1527	1377	897
Males - Over 65	<b>981</b>	84	102	69	60	81	216	231	138
Females - 0 to 4	<b>3090</b>	264	237	216	375	537	486	768	207
Females - 5 to 14	<b>5877</b>	699	477	444	639	945	984	1341	348
Females - 15 to 34	<b>10485</b>	1224	921	681	1242	1746	1824	2037	810
Females - 35 to 64	<b>7716</b>	975	591	447	735	1164	1560	1413	831
Females - Over 65	<b>1374</b>	174	162	102	75	150	363	228	120
Males - Total	<b>27665</b>	3070	2312	1911	3008	4123	5076	5673	2492
Females - Total	<b>28542</b>	3335	2390	1891	3065	4540	5220	5785	2316

**Table 1.2 - population per age and gender**

Figure 1.5 and figure 1.6 show the comparable population statistics between males and females.

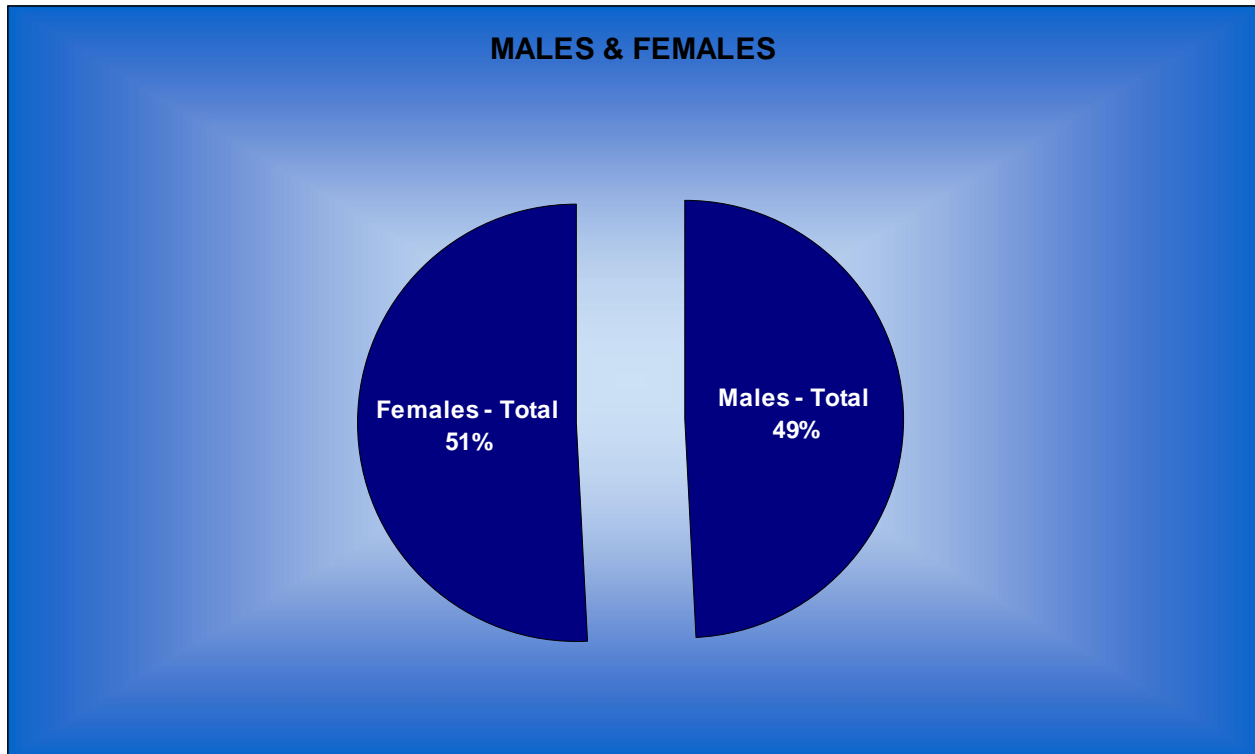


Figure 1.5 – population per gender split

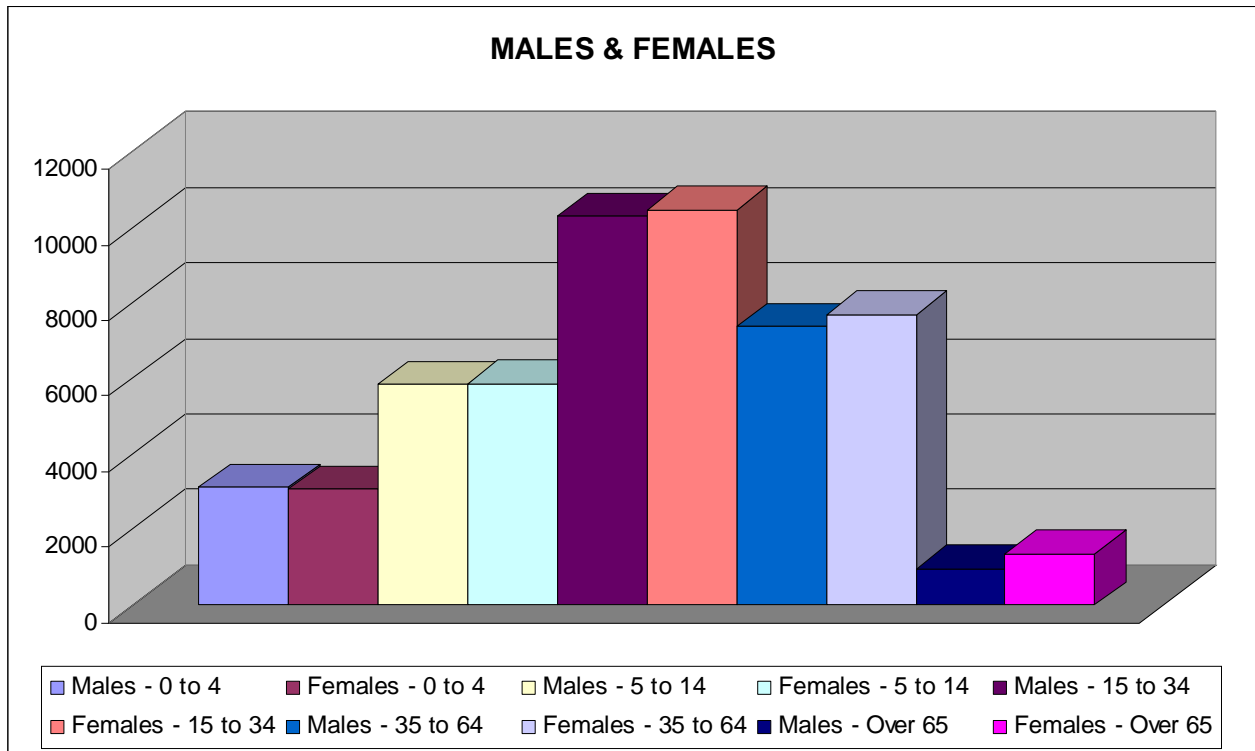


Figure 1.6 – population per age and gender

The population statistics show that the age group 15 to 34 with 20,781 is the biggest.

Table 1.3 reflects the population per age group in the municipality.

AGE									
Persons	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
0 to 4	<b>6234</b>	603	468	417	798	1080	981	1491	396
5 to 14	<b>11739</b>	1374	957	870	1329	1851	1995	2613	750
15 to 34	<b>20781</b>	2421	1896	1425	2322	3276	3651	4113	1677
35 to 64	<b>15105</b>	1752	1125	915	1488	2226	3087	2784	1728
Over 65	<b>2349</b>	255	261	171	138	231	579	456	258

Table 1.3 - population per age

Figure 1.7 shows the relative population per age group.

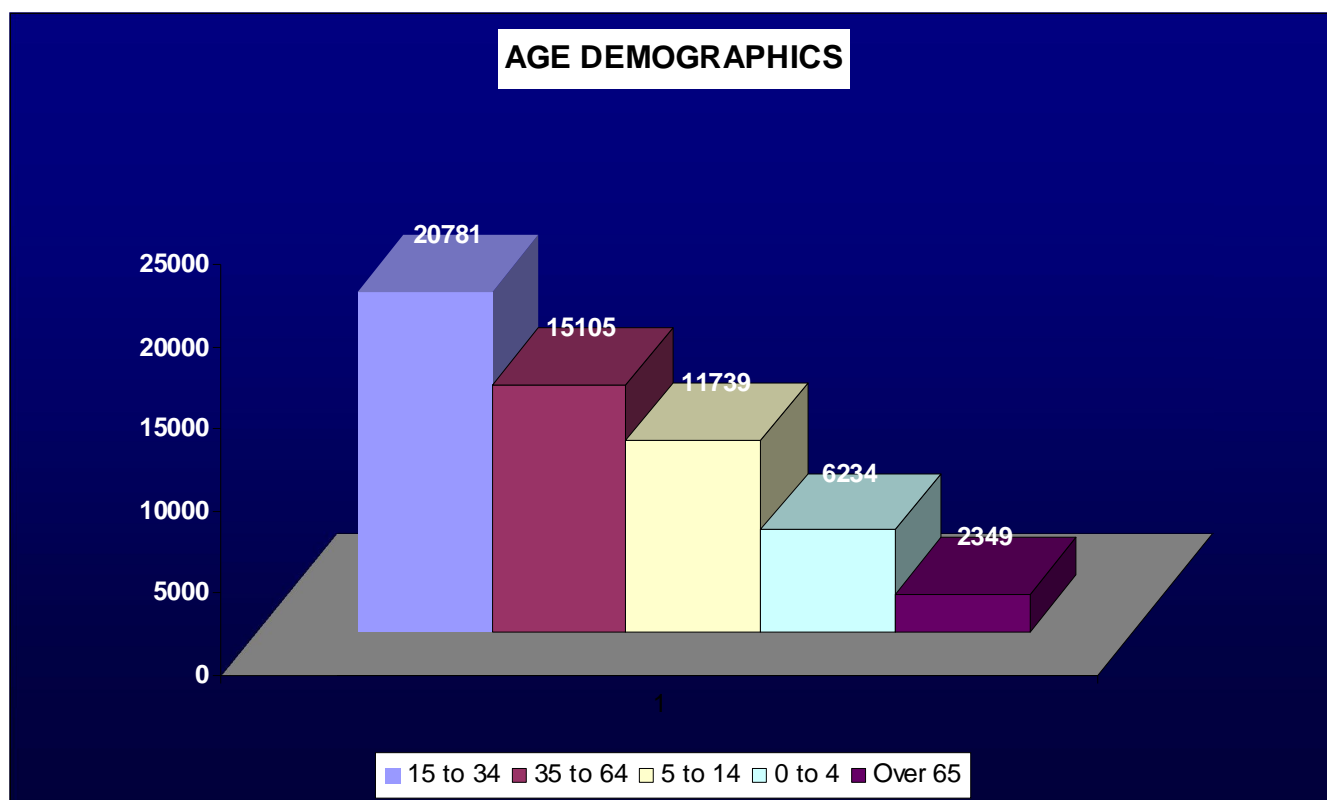


Figure 1.7 - population per age

The population statistics show that IsiNdebele with 18,846 (33.5%) is the biggest language group; followed by IsiZulu 18,249 (32.5%) and Afrikaans 6018 (10.7%).

Table 1.4 reflects the population language groups in the municipality.



LANGUAGE									
Persons	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
IsiNdebele	<b>18846</b>	2205	1644	1974	2262	3009	2733	4488	531
IsiZulu	<b>18249</b>	2463	1857	1155	2847	3588	2310	3078	951
Afrikaans	<b>6018</b>	48	6	153	18	33	3102	585	2073
IsiXhosa	<b>2889</b>	387	228	153	267	486	321	804	243
Sepedi	<b>2328</b>	381	273	57	150	366	459	399	243
Sesotho	<b>2313</b>	285	159	78	237	435	381	588	150
SiSwati	<b>1677</b>	282	102	36	108	399	201	450	99
Setswana	<b>1533</b>	246	366	69	63	183	183	348	75
Xitsonga	<b>1095</b>	99	30	75	66	99	186	477	63
English	<b>804</b>	3	12	30	21	18	285	126	309
Tshivenda	<b>282</b>	0	15	12	18	24	105	60	48
Other	<b>171</b>	0	9	6	18	21	36	54	27

Table 1.4 - language groups

Figure 1.8 shows the relative population per language group.

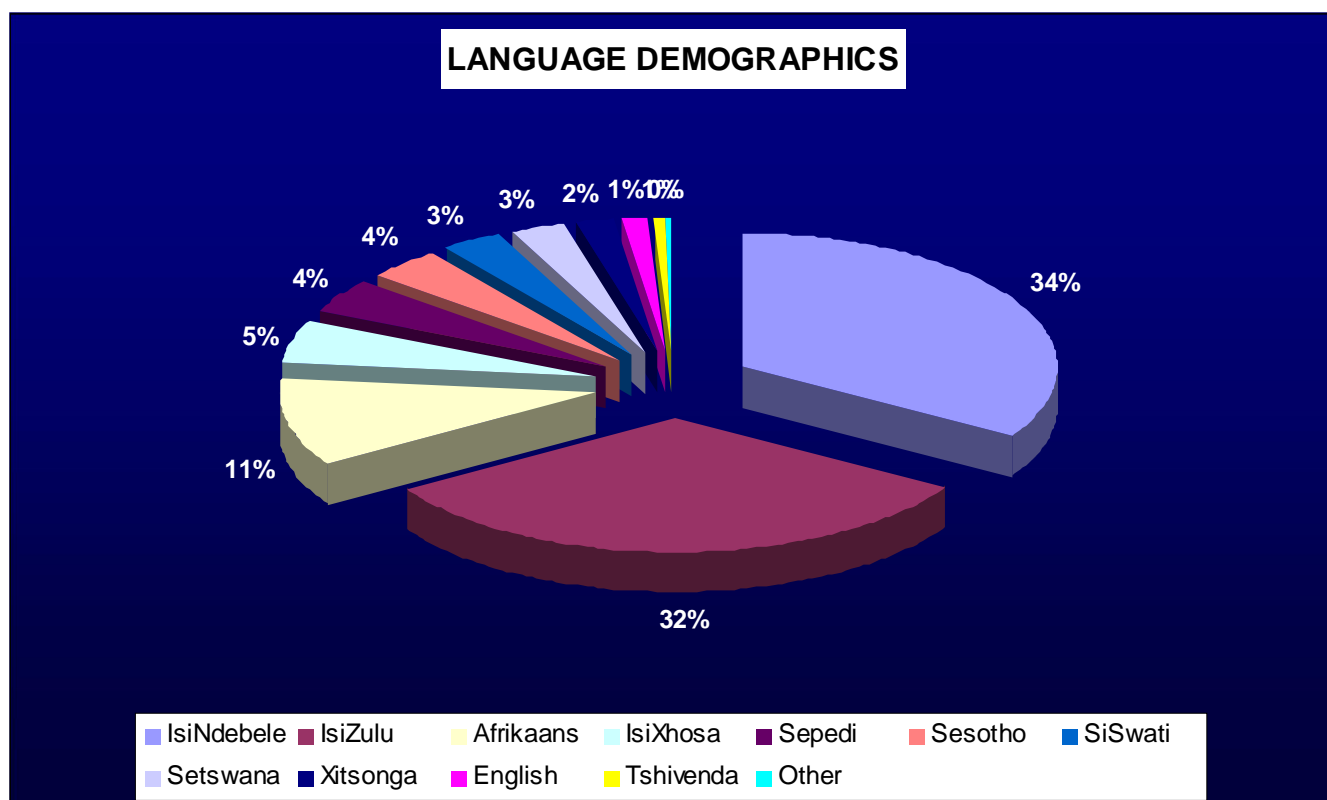


Figure 1.8 - language groups

The population statistics show that the majority of households consist of 4 or less people.

Table 1.5 reflects the relative household sizes in the municipality.

HOUSEHOLD SIZE									
Households	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
2	<b>2475</b>	156	183	120	291	441	612	366	306
1	<b>2367</b>	174	222	105	288	411	555	300	312
3	<b>2034</b>	177	177	99	267	411	405	258	240
4	<b>1962</b>	186	165	96	243	387	414	291	180
5	<b>1494</b>	222	141	72	195	276	267	195	126
6	<b>1053</b>	153	105	78	111	186	162	177	81
7	<b>639</b>	105	81	39	78	96	87	120	33
10 and over	<b>579</b>	78	51	63	51	60	81	174	21
8	<b>474</b>	78	42	39	63	69	57	102	24
9	<b>318</b>	48	30	33	36	48	24	90	9

Table 1.5 - household size

Figure 1.9 shows the relative household sizes.

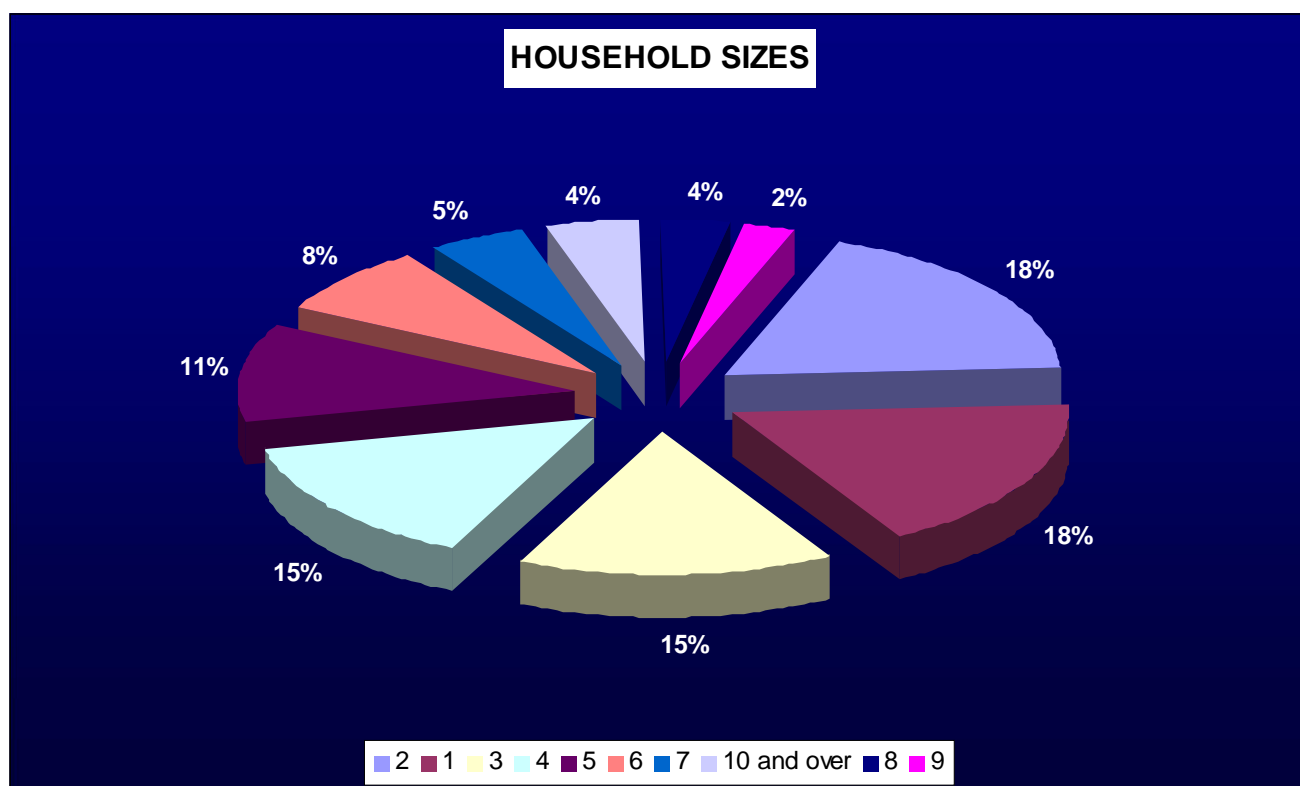


Figure 1.9 - household size

The population statistics on marital status show that by far – 35,829 – people were never married. 6,837 people are religiously or civilly married and 6,483 are married according to traditional customs

Table 1.6 reflects the population marital status in the municipality.

MARITAL STATUS									
Persons	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Never married	<b>35829</b>	4434	3204	2601	3933	5697	5952	7749	2259
Civil/Religious	<b>6837</b>	987	549	291	342	840	1887	603	1338
Traditional/Customary	<b>6483</b>	432	273	492	1041	1176	1029	1695	345
Living together	<b>4077</b>	162	333	234	522	498	798	954	576
Widower/Widow	<b>2112</b>	288	261	144	153	318	429	357	162
Divorced	<b>444</b>	30	51	24	21	54	126	48	90
Separated	<b>393</b>	72	30	15	54	72	75	42	33
Polygamous	<b>27</b>	3	3	3	3	6	3	6	0

Table 1.6 - marital status

Figure 1.10 shows the relative marital status.

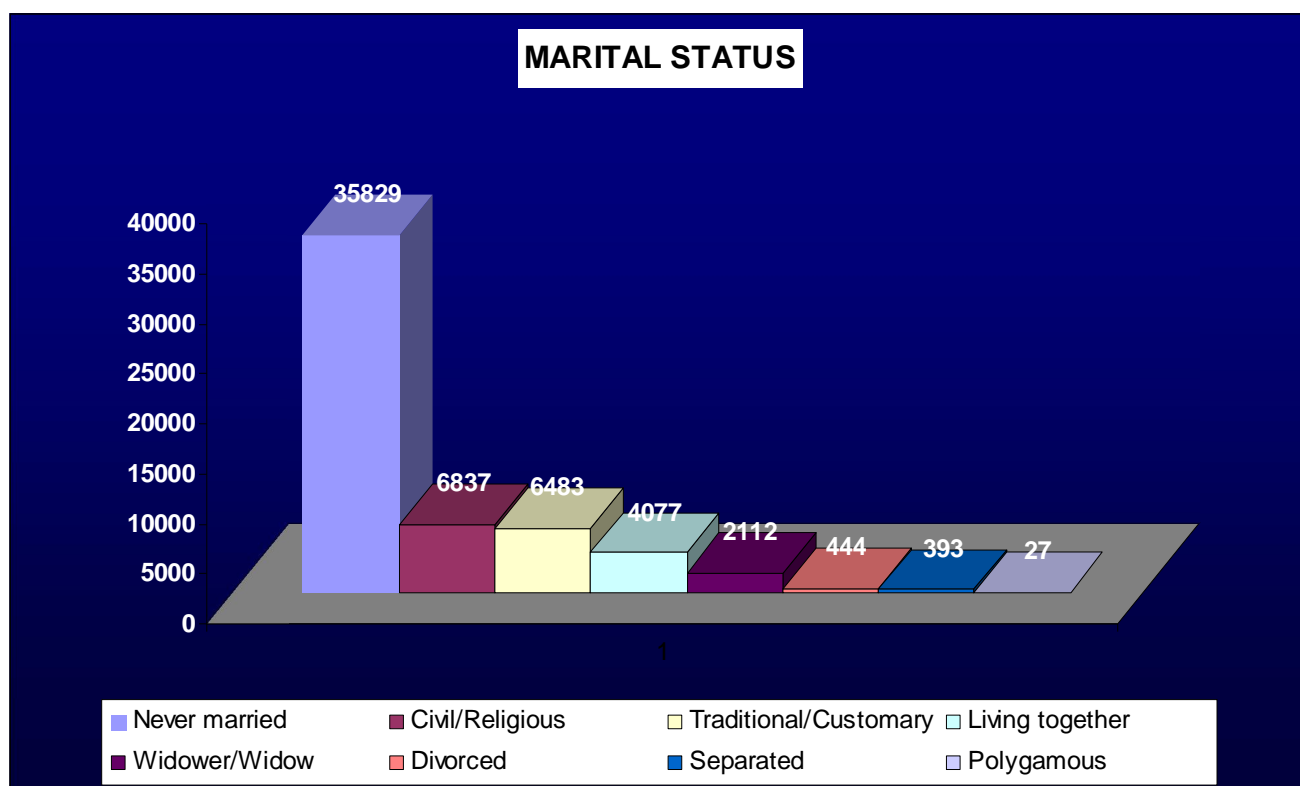


Figure 1.10 - marital status

## 1.7 SWOT ANALYSIS

During strategic planning sessions the following were the results of “SWOT” analysis:

### **1.7.1 STRENGTHS**

- Ø Leadership by councillors and officials
- Ø Provision of services
- Ø Indigent policy
- Ø Known vision
- Ø Expenditure on capital projects
- Ø Relative low municipal rates
- Ø Affordable service tariffs
- Ø Availability of transport
- Ø Relative price of undeveloped land
- Ø Visible law enforcement.

### **1.7.2 WEAKNESSES**

- Ø Old municipal vehicles and equipment
- Ø Lack of capacity building
- Ø Lack of motivational incentives
- Ø Lack of financial support
- Ø HIV / AIDS
- Ø Lack of communication between councillors and officials
- Ø Lack of service co-ordination
- Ø Lack of gender equality
- Ø Limited availability of land for development
- Ø Perceived high crime rate.

### **1.7.3 OPPORTUNITIES**

- Ø To improve safety and security
- Ø To improve local economic development
- Ø To reduce local pollution
- Ø To improve recreational facilities
- Ø To investigate agri-villages.

### **1.7.4 THREATS**

- Ø Close proximity of metropolitan areas
- Ø Far from provincial capital
- Ø Pollution
- Ø Agricultural usage of potable water
- Ø HIV / AIDS
- Ø Cross-border crime
- Ø Unemployment
- Ø Payment rate for municipal services.

## **1.8 STRATEGIC FOCUS AREAS**

The above-mentioned “SWOT” analysis led to the identification of the following five strategic focus areas with the formulation of related strategies.

### **1.8.1 QUALITY SERVICE DELIVERY**

- Ø To improve the quality of service delivery by improving the capacity of staff
- Ø To strive for uninterrupted service delivery
- Ø To improve primary and environmental health levels
- Ø To improve cleanliness
- Ø To improve the over-all image of the municipal council
- Ø To promote service ownership within the community.

### **1.8.2 LAND USE**

- Ø To identify and acquire suitable land for development
- Ø To update and improve land management policies
- Ø To facilitate land acquisition for redistribution.

### **1.8.3 ECONOMIC GROWTH**

- Ø To promote the marketing of Delmas
- Ø To promote investors and investments
- Ø To improve the payment for municipal services
- Ø To promote and support SMME's and BEE's.

### **1.8.4 SOCIAL INTEGRATION AND UPLIFTMENT**

- Ø To facilitate the alleviation of poverty and unemployment
- Ø To promote education and training
- Ø To promote gender equality
- Ø To provide more recreational facilities
- Ø To primary and environmental health.

### **1.8.5 INSTITUTIONAL TRANSFORMATION AND GOVERNANCE**

- Ø To create and promote a customer care system
- Ø To promote skills development
- Ø To promote anti-corruption initiatives
- Ø To improve the image of the municipality.

## **2. LOCAL ECONOMIC DEVELOPMENT**

### **2.1 DEFINITION**

Many different role-players and stake-holders have different and sometimes conflicting views of what “local economic development” is and what not. For the Delmas Local Municipality and in this document “local economic development” is defined as follows:

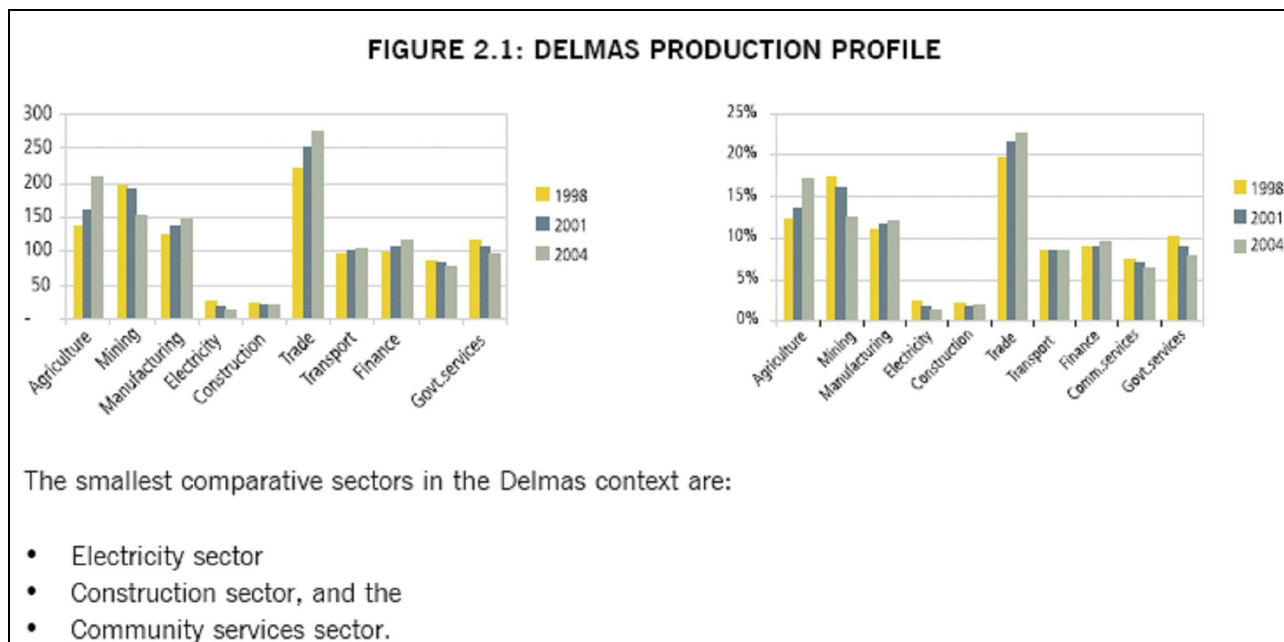
Local economic development is a process of strategic planning through partnerships between the municipality, the business community and non-governmental organizations. Its objectives are to stimulate investments that will promote sustained high economic growth in the local community. Local economic development focuses on the municipality’s potential and identifies specifically what local role-players and stake-holders can and need to do to ensure the local community reaches its potential. In this context, local economic development assesses the community’s comparative advantage, identifies new or existing market opportunities for businesses, and reduces obstacles to business expansion and creation. Local economic development activities should have an impact on the economic viability of the entire municipality and not just a particular sector of the local economy.

### **2.2 OVERVIEW**

In 2006 the local economic development plan for the Delmas Local Municipality was completed and for the purposes of the integrated development plan, the local economic development plan is regarded as an integral part. As most of the economic data on this municipality was captured in the local economic development plan, it is not to be repeated here in the integrated development plan. The following salient information is however extracted from the local economic development plan.

The Delmas local economy’s structure is presented in Figure 2.1. From the figures, it is evident that the local economy is relatively diversified with the largest sector, in terms of output as well as proportional contribution being the trade sector. The trade sector is followed by the agriculture sector and the mining sector. The total output of the agriculture sector experienced significant levels of growth while the mining and minerals sector declined. The sectors, which experienced expansion in terms of the output, were:

- Agriculture
- Manufacturing
- Trade
- Transport
- Finance



Other applicable information on local economic development in the Delmas Local Municipality is as follows.

There is a labour force of 23,019. Of this figure 13,236 people are employed which brings the unemployment figure to in the vicinity of 42%.

Table 2.1 reflects the labour statistics in the municipality.

<b>LABOUR FORCE</b>									
<b>Persons</b>	<b>TOTAL</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>WARD 8</b>
Employed	<b>13236</b>	1233	813	870	1101	1569	3102	2730	1818
Unemployed	<b>9783</b>	1266	1140	645	1239	2034	1533	1551	375
Not economically active	<b>13092</b>	1698	1095	840	1476	1920	2151	2670	1242
Total labour force	<b>23019</b>	2499	1953	1515	2340	3603	4635	4281	2193

**Table 2.1 - labour force**

Figures 2.1 and 2.2 show these relative labour statistics.

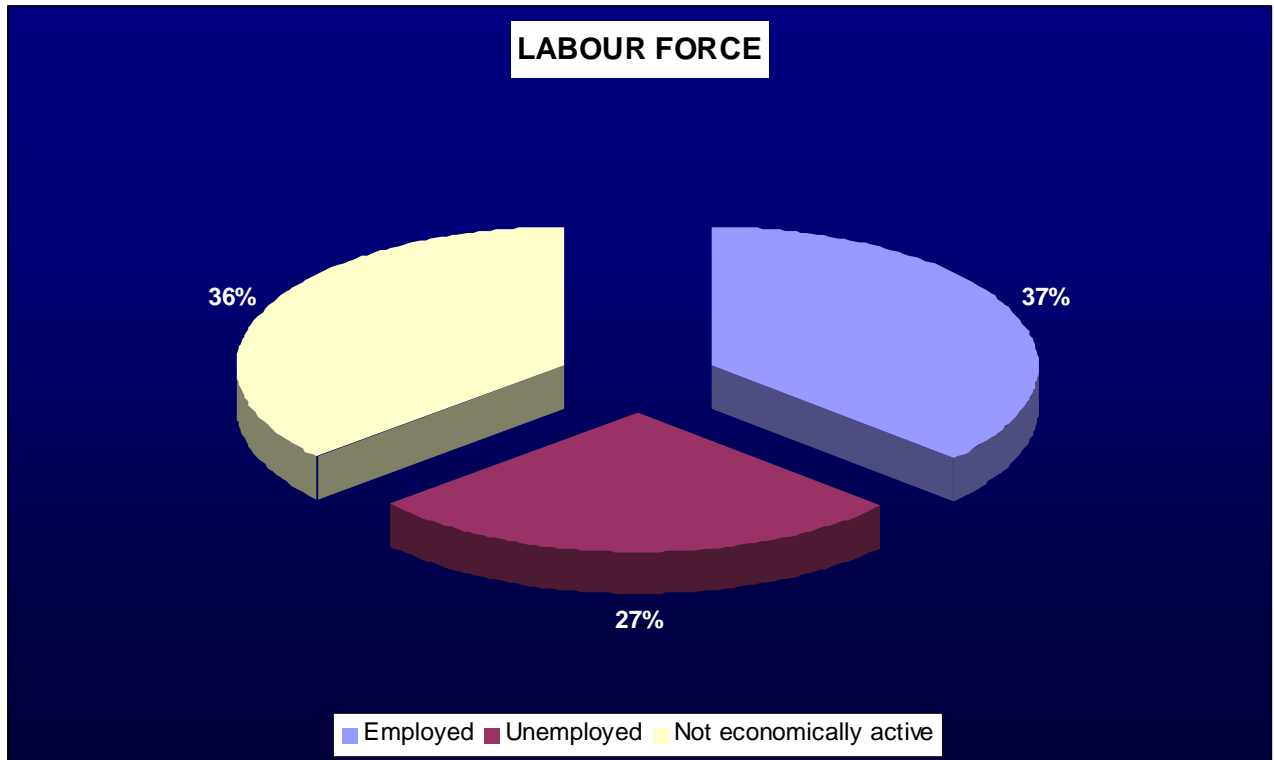


Figure 2.1 – labour force

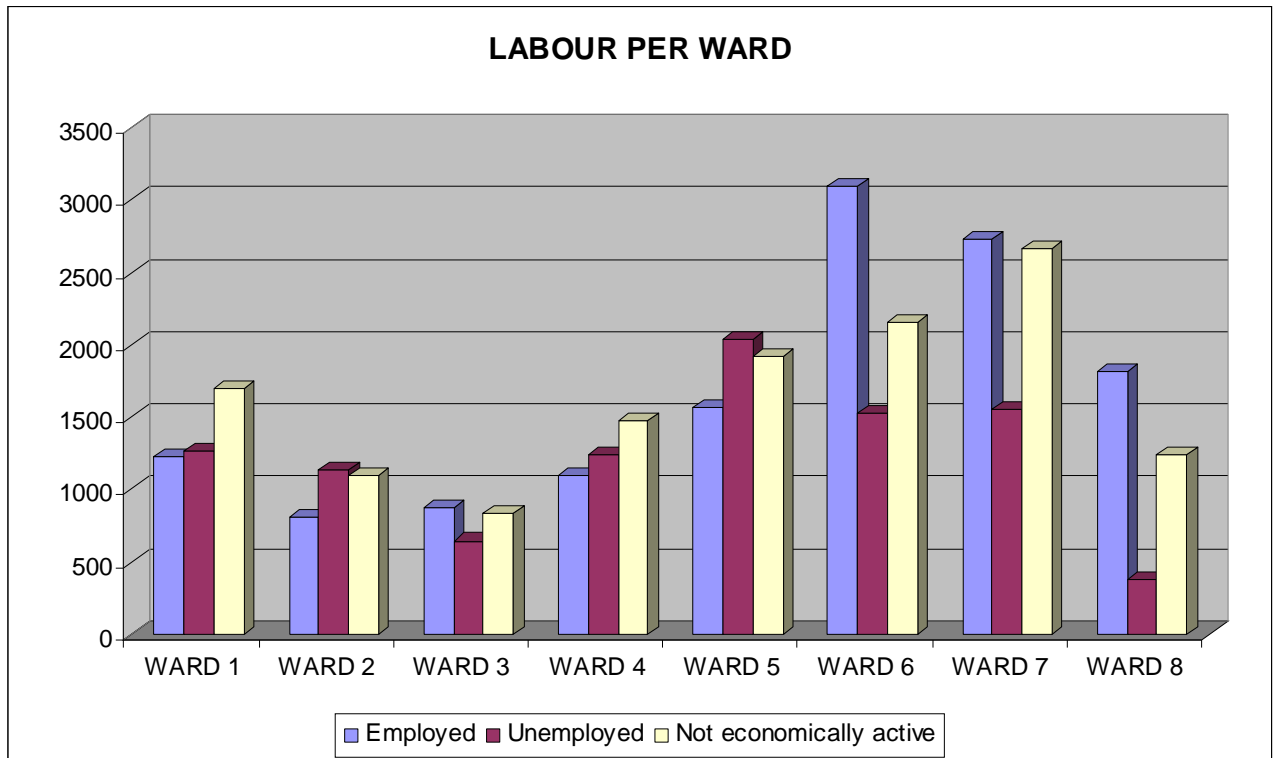


Figure 2.2 – labour per ward

The agriculture sector employs the most people – 3,111 – followed by private households – 2007 – and retail – 1,620.



Table 2.2 reflects the employment levels in the different economic sectors in the municipality.

Persons	INDUSTRY								
	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Agriculture/ Forestry/Fishing	<b>3111</b>	72	63	288	159	126	762	1299	342
Private households	<b>2007</b>	174	81	90	186	276	384	435	381
Wholesale/ Retail	<b>1620</b>	219	114	126	156	297	381	108	219
Manufacturing	<b>1503</b>	135	159	114	162	204	303	234	192
Community/ Social/Personal	<b>1260</b>	198	150	45	75	186	390	72	144
Mining/ Quarrying	<b>960</b>	114	60	57	141	135	162	258	33
Undetermined	<b>888</b>	177	48	27	36	42	198	159	201
Transport/Storage/ Communication	<b>666</b>	60	39	39	81	129	111	102	105
Financial/ Insurance/Real Estate/ Business	<b>663</b>	57	54	42	36	72	246	57	99
Construction	<b>660</b>	33	45	51	69	99	189	66	108
Electricity/Gas/ Water	<b>45</b>	3	3	0	3	12	12	9	3

**Table 2.2 - employment per industry**

Figure 2.3 shows these relative employment levels.

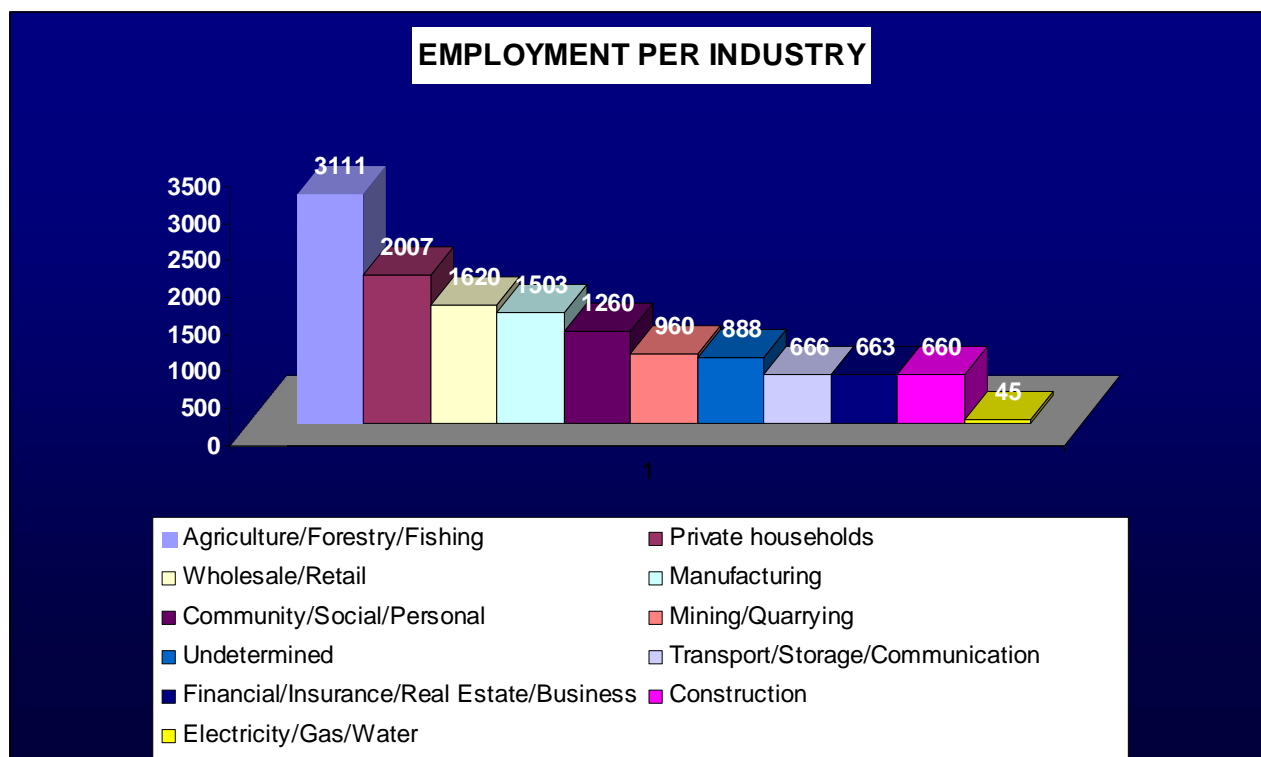


Figure 2.3 - employment per industry

Of those people employed in the Delmas local economy 4,416 are employed on an elementary level; 2,400 are plant and/or machine operators and only 411 are professionals.

Table 2.3 reflects these and other occupation statistics in the municipality.

Persons	OCCUPATION								
	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Elementary	<b>4416</b>	453	228	312	444	570	756	1056	597
Plant/Machine operators	<b>2400</b>	225	147	183	231	303	321	825	165
Craft/Trade	<b>1743</b>	135	108	120	201	258	375	276	270
Agricultural/Fishery	<b>990</b>	18	24	81	42	48	348	264	165
Clerks	<b>963</b>	105	108	39	51	117	315	63	165
Service workers	<b>825</b>	138	72	48	66	153	174	75	99
Undetermined	<b>555</b>	57	39	30	21	18	150	120	120
Technicians	<b>546</b>	75	48	21	27	54	198	36	87
Legislators/Senior officials	<b>537</b>	15	21	18	9	18	276	66	114
Professionals	<b>411</b>	27	21	21	9	33	225	15	60

Table 2.3 - employment per occupation

Figure 2.4 shows these relative occupation levels.

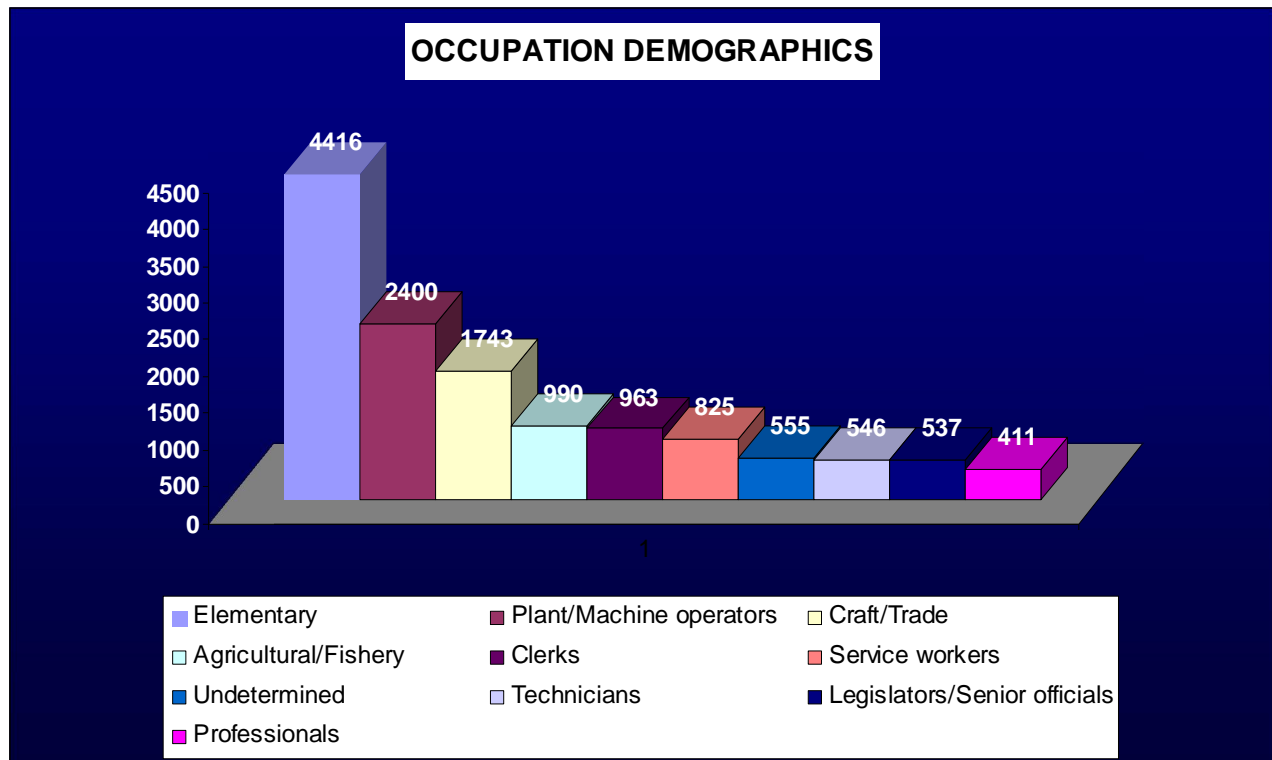


Figure 2.4 – employment per occupation

### 2.3 POLICY INITIATIVES AND DIRECTIVES

During 2006 the national government launched its Accelerated and Shared Growth Initiative – South Africa (ASGISA). In a summary of the ASGISA-document it is stated as follows:

*“The South African Government was mandated in 2004 to halve poverty and unemployment by 2014. These objectives are feasible – indeed we hope to surpass them – because of steady improvement in the economy’s performance and job creation capacity. ...*

*“Government’s investigations, supported by some independent research, indicated that the growth rate needed for us to reach our social objectives is around 5% on average between 2004 and 2014. Realistically assessing the capabilities of the economy and the international environment, we have set a two-phase target. In the first phase, between 2005 and 2009, we seek an annual growth rate that averages 4,5% or higher. In the second phase, between 2010 and 2014, we seek an average growth rate of at least 6% of the gross domestic product (GDP).*

*“In addition to these growth rates our social objectives require us to improve the environment and opportunities for more labour-absorbing activities. More broadly, we need to ensure that the fruits of growth are shared in such a way that poverty comes as close as possible to being eliminated, and that the severe inequalities that still plague our country are further reduced.”*

In the Provincial Growth and Development Strategy (PGDS) 2004 – 2014 of the Mpumalanga Province, economic development was identified and prioritized as key development priority number one. In the PGDS the following strategic thrusts, amongst others, and programs were identified:

Ø Enhance provincial economic development to improve the quality of life for all.

Programs:

- § Maximum exploitation of agricultural potential and opportunities
- § Business development support
- § Beneficiation within economic sectors
- § Promotion of the arts and cultural industry
- § Tourism growth promotion
- § Export promotion
- § SMME development
- § Spatial development initiatives.

Ø Prioritize the advancement of the second economy to address poverty and unemployment.

Programs:

- § Extended public works program
- § Local economic development
- § Broad based economic empowerment
- § Urban and rural development program.

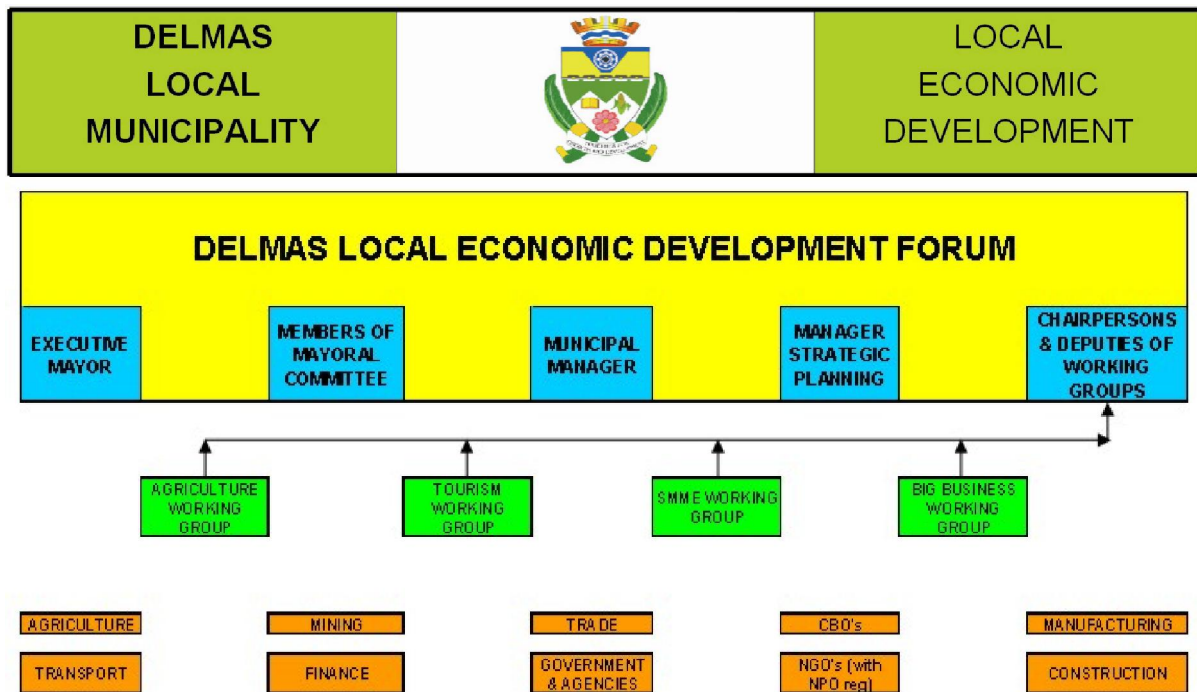
In December 2004 the Nkangala District Municipality (NDM) released their local economic development plan. Their plan identified seven economic development pillars. These pillars are as follows:

1. Good governance and capacitation
2. Human resource and community development
3. Industrial and big business development
4. SMME development and support
5. Agricultural development
6. Tourism development
7. Rural development.

As an initiative to launch a local economic development forum for the Delmas Local Municipality, the executive mayor hosted a breakfast on 26 July 2006 with local businessmen and industrialists. At this breakfast the mayor engaged the attendees on local economic matters. The event was closed with the election of representatives for the respective working groups that are to be represented at the local development forum as well as the forum of the Nkangala District Municipality. The following working groups were created:

- Ø Big business
- Ø Agriculture
- Ø SMME's
- Ø Tourism
- Ø NGO's.

A schematic representation of the local economic development forum and its working groups is shown on Figure 2.5 below.



**Figure 2.5 - local economic development forum**

During September 2006 the local economic development plan of this municipality was released. In this document similar economic development strategies than those identified in the NDM local economic development plan, were identified. These local economic strategies are as follows:

1. Good governance and capacitation
2. Human resource and community development
3. Industrial and big business development
4. SMME development and support
5. Agricultural development
6. Tourism development.

In keeping with the national and provincial policy directives the Delmas Local Municipality has set itself the following local economic development targets:

- Ø To create a local economic environment that would be conducive for an economic growth rate of 6% per annum
- Ø To create 6,000 jobs by 30 June 2011

Ø To develop local economic strategies that:

- § Are linked to national and provincial strategies
- § Build institutional arrangements that stimulate community initiatives and broadened ownerships including co-operatives
- § Promote the delivery of municipal services through collective community initiatives and enterprises
- § Stimulate local production and commerce, including home industries.

#### **2.4 DEVELOPMENT NEEDS**

- Ø To train and capacitate people to play a meaningful role in the local economy.
- Ø To stimulate the local economy to such a degree that at least 3,000 jobs per annum are created.
- Ø Establish a legal centre and a centre where SMME's and BEE companies can gain access to information.
- Ø Empowerment of cooperatives.
- Ø The establishment of a skills development and training centre.

#### **2.5 DEVELOPMENT CHALLENGES**

- Ø The absence of an over-arching local economic development strategy with the business community and non-governmental organizations impedes coordinated and integrated approaches to stimulating the local economy.
- Ø The partnership relations with the business community and non-governmental organizations within the local economic development forum need to be cemented so that the forum is recognized as the vehicle for local economic development.
- Ø The limited availability of local skills and expertise impedes negatively on local economic growth and development.

#### **2.6 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To draft, communicate, approve and adopt an over-arching local economic development strategy.
- Ø To build and strengthen partnership relations with the business community and non-governmental organizations in the local economic development forum.
- Ø To stimulate investment that will promote sustained high economic growth that in turn will result in the creation of jobs and the reduction of poverty.
- Ø To stimulate local economic growth and development potential by the implementation of the preferential procurement policy and the maximum allocation of contracts to local SMME's and BEE's.

## 2.7 OPERATIONAL STRATEGIES

- Ø To see to the drafting, communication, approval, adoption and implementation of a local economic development strategy.
- Ø To build and strengthen partnership relations with the business community and non-governmental organizations in the local economic development forum.
- Ø To create a conducive environment that will stimulate local economic investment by being sensitive towards the cost of doing business.
- Ø To facilitate local skills development by implementing skills development programs and supporting the extended public works program.
- Ø To implement the preferential procurement policy to such a degree that maximum benefit is derived by local SMME's and BEE's.

## 2.8 KEY PERFORMANCE AREAS

Table 2.4 reflects the key performance indicators, targets and time-frames for local economic development.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
% value of contracts awarded to local SMME's	20% per annum
% value of contracts awarded to local BEE's	20% per annum
% contracted work awarded to women	50% per annum
% contracted work awarded to youth	20% per annum
% contracted work awarded to disabled	6% per annum
NUMBER OF JOBS CREATED BY LED	
% jobs allocated to women	50% per annum
% jobs allocated to youth	20% per annum
% jobs allocated to disabled	6% per annum
NUMBER OF JOBS CREATED BY CAPITAL PROJECTS	
% jobs allocated to women	50% per annum
% jobs allocated to youth	20% per annum
% jobs allocated to disabled	6% per annum

Table 2.4 - key performance areas for local economic development

## 2.9 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
LED-01-2008	Draft, communicate, adopt and implement a local economic strategy			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted LED strategy	Adoption before 30 June 2008	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/09 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	50	60	70	80

PROJECT NO	PROJECT NAME			
LED-02-2008	Draft and adopt a socio-economic profile of the urban area of the municipality			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted socio-economic profile	Adoption before 30 June 2008	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	50	60	70	80

PROJECT NO	PROJECT NAME			
LED-03-2008	Plan, implement, commission and maintain a recycling plant at the landfill site			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 4	Recycling processes and procedures Trained, capacitated and empowered recycling operators	100% operational recycling plant	Samquartz	Samquartz / DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	200	200	200	200

PROJECT NO	PROJECT NAME			
LED-04-2008	Empower cooperatives to play a meaningful role in the local community/ local municipality			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Fully functional cooperatives	Number of functioning cooperatives	DLM / Private sector	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	50	60	70	80

PROJECT NO	PROJECT NAME			
LED-05-2008	Plan, implement and maintain poverty alleviation projects through job creation			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Poverty alleviation projects	Number of jobs created	DLM / Private sector	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
780	800	900	1 000	1 100



PROJECT NO	PROJECT NAME			
LED-06-2008	Plan, implement and maintain community vegetable garden, sewing enterprise development and piggery enterprise development			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Boschpoort and Botleng	community vegetable garden, sewing enterprise development and piggery enterprise development	Number of jobs created	DLM / Keaton Energy	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
720	920	1,200	1,200	1,200

PROJECT NO	PROJECT NAME			
LED-07-2008	Plan, implement and maintain community vegetable garden, sewing enterprise development and piggery enterprise development			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Boschpoort and Botleng	community vegetable garden, sewing enterprise development and piggery enterprise development	Number of jobs created	DLM / Keaton Energy	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
720	920	1,200	1,200	1,200

PROJECT NO	PROJECT NAME			
LED-08-2008	Plan, implement and maintain brick making development and chicken enterprise development			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	brick making development and chicken enterprise development	Number of jobs created	DLM / PRIVATE SECTOR	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
600	600	600	700	700

PROJECT NO	PROJECT NAME			
LED-09-2008	Plan, implement and maintain brick making development and chicken enterprise development			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	brick making development and chicken enterprise development	Number of jobs created	DLM / PRIVATE SECTOR	DLM

ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
600	600	600	700	700

PROJECT NO	PROJECT NAME			
LED-10-2008	Plan, develop and maintain Industrial Laundry			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Industrial Laundry	Number of jobs created	Private Sector	DLM /Private Sector
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
150	150	160	160	170

PROJECT NO	PROJECT NAME			
LED-11-2008	Plan, develop and maintain Industrial Laundry			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Industrial Laundry	Number of jobs created	Private Sector	DLM /Private Sector
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
150	150	160	160	170

PROJECT NO	PROJECT NAME			
LED-12-2008	Plan and Host a Local Economic Development Summit			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Local Economic Development Summit	Number of jobs created	DLM/ NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
150	150	160	160	170

PROJECT NO	PROJECT NAME			
LED-13-2008	Plan and Commission a Development Agency			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Development Agency	Creation of the Development Agency	DLM/ NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	150	160	160	170

PROJECT NO	PROJECT NAME			
MPG Project	Sinamuva Kwezolimo			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Complete 2 broiler units and construction of 4 new houses	Number of jobs created	Conditional Grant	DLM /DALA

	and equipments			
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
13,200				

### 3. LOCAL SOCIAL DEVELOPMENT

#### 3.1 LAND AND HOUSING

##### 3.1.1 OVERVIEW

For the purpose of guiding and regulating spatial development, the Delmas Local Municipality has a spatial development framework, a land use management policy and a town planning scheme. The spatial development framework was approved and adopted in 2003 and needs revision to achieve alignment with the national spatial development perspective and the Mpumalanga provincial growth and development strategy. It is anticipated that the spatial development framework will be reviewed in the 2007/8 financial year. The town planning scheme was updated in the 2006/7 financial year and is now applicable to the entire municipality.

During the 2006/7 financial year the Delmas Local Municipal Council succeeded in acquiring Portion 6 of the Farm Middelburg 231 IR and the Remainder of the Farm Leeuwpoort 205 IR. The intent is to create two townships to be known as Botleng Extension 5 and 6. It is estimated that approximately 7,500 residential stands are to be developed in these two townships. It is anticipated that once these stands have been developed and transferred to the respective beneficiaries, the backlogs that have been identified in terms of housing, potable water, sanitation, and electricity would effectively have been addressed.

The municipal council is also in the process of developing a township on Portion 2 of the Farm Witklip 229 IR. This township is known as Delpark Extension 4 and consists of 367 residential stands. The beneficiaries of these stands all presently reside in informal settlements in the vicinity.

Table 3.1 reflects the present status of housing in the municipality.

Households	DWELLING TYPE								
	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Formal	<b>8304</b>	789	666	312	273	1662	2178	1224	1200
Informal	<b>3885</b>	576	525	276	1326	537	324	243	78
Traditional	<b>1161</b>	3	6	153	6	186	153	603	51
Other	<b>39</b>	3	3	0	12	6	6	6	3
Total households	<b>13389</b>	1371	1200	741	1617	2391	2661	2076	1332

Table 3.1 - dwelling type

Table 3.2 reflects on the number of rooms per house in the municipality.

NUMBER of ROOMS									
Households	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
4	<b>3261</b>	492	456	222	378	432	531	531	219
3	<b>3243</b>	129	126	111	423	1155	591	591	117
2	<b>2073</b>	57	228	135	387	351	369	369	177
5	<b>1356</b>	255	69	63	174	240	219	219	117
1	<b>1284</b>	99	141	57	135	30	276	276	270
6	<b>1116</b>	153	78	48	81	102	258	258	138
7	<b>636</b>	84	54	30	30	48	153	153	84
8	<b>453</b>	63	27	27	12	18	102	102	102
10 and over	<b>336</b>	12	9	24	3	3	108	108	69
9	<b>207</b>	27	6	18	0	6	54	54	42

**Table 3.2 - number of rooms per house**

Table 3.3 reflects on the number of people per household in the municipality.

HOUSEHOLD SIZE									
Households	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
2	<b>2475</b>	156	183	120	291	441	612	366	306
1	<b>2367</b>	174	222	105	288	411	555	300	312
3	<b>2034</b>	177	177	99	267	411	405	258	240
4	<b>1962</b>	186	165	96	243	387	414	291	180
5	<b>1494</b>	222	141	72	195	276	267	195	126
6	<b>1053</b>	153	105	78	111	186	162	177	81
7	<b>639</b>	105	81	39	78	96	87	120	33
10 and over	<b>579</b>	78	51	63	51	60	81	174	21
8	<b>474</b>	78	42	39	63	69	57	102	24
9	<b>318</b>	48	30	33	36	48	24	90	9

**Table 3.3 - household size**

Of the 13,389 households in the Delmas Local Municipality 8,304 households or 62% of households live in formal houses. These figures translate to a housing backlog of at least 5,085 households. As this backlog has been calculated based on figures from the 2001 census, the municipal council has initiated a project on the compilation of a socio-economic profile of the urban community in the municipality. The results of this project will not be available for inclusion into this review of the integrated development plan, but when available will assist with accurately planning the development of housing. The anticipated development of the townships known as Botleng Extension 5 and 6 where

approximately 7,500 residential stands are to be developed, will in all probability address the backlog.

### **3.1.2 DEVELOPMENT NEEDS**

- Ø The priority one development need for land and housing is to secure the financial means to fully develop Botleng Extension 5 and 6.
- Ø To identify and acquire land in ward 8 for housing purposes.
- Ø To identify and acquire land for small-scale and emerging farmers.

### **3.1.3 DEVELOPMENT CHALLENGES**

- Ø The urban areas of Delmas, Botleng and Delpark have been developed on land that in geotechnical terms is referred to as erodible soil. This is a critical environmental factor for further and future developments in this area where the erosion of soil represents a negative environmental factor for development.

### **3.1.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To acquire suitable land in accordance with the needs of the local community for the economic, effective, efficient and sustainable planning and development of township services and infrastructure to accommodate the building of houses in accordance with the needs of the community.
- Ø To acquire suitable land in accordance with the needs of the local community for the economic, effective, efficient and sustainable settlement of small-scale and emerging farmers.

### **3.1.5 OPERATIONAL STRATEGIES**

- Ø To acquire suitable land for present and future township establishment and development.
- Ø To facilitate the planning and construction of infrastructure and houses in terms of the needs of the community.
- Ø To revise the spatial development framework and the town planning scheme.
- Ø To facilitate the acquisition of farm land where small-scale and emerging farmers can settle.

### **3.1.6 KEY PERFORMANCE AREAS**

Table 3.4 reflects the key performance indicators, targets and time-frames for land and housing.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
New houses	Facilitate the construction of at least 500 houses per annum
Policies, by-laws and plans	Adopt a new spatial development framework by 30 June 2008 Adopt a new land use management policy by 30 June 2009

Table 3.4 - key performance areas for land and housing

### 3.1.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
L&H-01-2008	Review, communicate and adopt the spatial development framework			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted SDF	Adoption before 30 June 2008	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	100	100	110	110

PROJECT NO	PROJECT NAME			
L&H-02-2008	Review, communicate and adopt the land use management policy			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted LUM policy	Adoption by 30 June 2009	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
	1,000	100	100	110

PROJECT NO	PROJECT NAME			
L&H-03-2008	Complete and maintain RDP-houses			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Complete and maintain houses	Number of houses completed and maintained	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
38,000				

PROJECT NO	PROJECT NAME			
L&H-04-2008	Acquire land for 1,000 RDP houses in Ward 8			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Land for infrastructure and houses	Acquire by 30 June 2008	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
2,000				

PROJECT NO	PROJECT NAME			
MPG PROJECT	Informal settlement upgrading			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Provision of the 600 grants for the construction of houses	Number of houses built per financial year	MPG	MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
21, 917				

PROJECT NO	PROJECT NAME			
MPG PROJECT	Provision of housing for farm worker assistance program			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Provision of 60 housing units	Delivery of 9,15, 21 and 15 units per quarter	MPG	MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
21, 917				

PROJECT NO	PROJECT NAME			
MPG PROJECT	Acquire land for commonage			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Land for commonage	Acquire by 30 June 2009	MPG(DLA)	MPG/ DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
10,000				

PROJECT NO	PROJECT NAME			
MPG PROJECT	Acquire land for Integrated Human settlement			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Land for RDP, Low and Medium income cost Housing	Acquire by 30 June 2009	MPG(DLA)	MPG/ DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
10,000				

PROJECT NO	PROJECT NAME			
MPG PROJECT	Acquire Rietvallei 195 IR and PTN 3 Hekpoort 207 IR			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Rietvallei 195 IR and PTN 3 Hekpoort 207 IR	Acquire 2 farms for farming purposes	Acquire by 30 June 2009	MPG(DLA)	MPG/ DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY



13,565				
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PROJECT NO	PROJECT NAME			
MPG PROJECT	Acquire Klipspruit 199 IR (Ptns 7,17, RX of Ptn 4,19 & RX of Stilte 223 IR			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Klipspruit 199 IR (Ptns 7,17, RX of Ptn 4,19 & RX of Stilte 223 IR	Acquire PTNs farms for farming purposes	Acquire by 30 June 2009	MPG(DLA)	MPG/ DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
12,606				

### 3.2 ENVIRONMENTAL MANAGEMENT

#### 3.2.1 OVERVIEW

The Delmas Local Municipality presently does not have an environmental management plan and therefore this section focuses on solid waste disposal. It is expected that an environmental management plan will be drafted, communicated, approved and adopted during the 2007/8 financial year. For the purposes of solid waste disposal the municipal council had in 2002 an environmental overview of all the waste disposal sites in the municipality that in 2004 resulted in a solid waste management strategy.

Table 3.5 reflects the status of solid waste disposal in the municipality.

REFUSE									
Households	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Munic weekly	<b>8490</b>	1353	789	138	1386	2220	1608	39	957
Munic other	<b>96</b>	9	9	0	12	27	15	12	12
Communal dump	<b>516</b>	3	231	51	6	3	117	69	36
Own dump	<b>3669</b>	12	165	480	207	84	705	1704	312
No disposal	<b>627</b>	3	6	72	3	48	222	255	18

Table 3.5 - refuse collection

#### 3.2.2 DEVELOPMENT NEEDS

- Ø The priority one development need for waste disposal is to limit uncontrolled dumping.
- Ø To manage and develop the landfill site.
- Ø To establish a transfer station for the Eloff and Sundra area.

### 3.2.3 DEVELOPMENT CHALLENGES

- Ø The building of additional houses puts pressure on present resources to maintain the level of service delivery.
- Ø The present landfill site in Botleng Extension 4 is nearing its capacity and phase 2 needs to be designed.
- Ø The solid waste transfer station to serve the communities in Eloff and Sundra needs to be commissioned.

### 3.2.4 DEVELOPMENT OBJECTIVES AND STRATEGIES

- Ø To deliver an economic, effective, efficient and sustainable municipal solid waste disposal service to all consumers in the municipality of a quality that adheres to all stipulated requirements and in accordance with the needs of the consumers by:
  - § the regulation of the service through policies and by-laws;
  - § the planning, identification, development, commissioning and maintenance of sufficient refuse dumps;
  - § the planning, commissioning, maintenance and extension of the refuse removal service;
  - § the planning, development, implementation and maintenance of an equitable and fair cost recovery system that includes provisions for indigent consumers; and
  - § the planning, development, implementation and maintenance of a management system that includes recycling, consumer awareness and consumer satisfaction.

### 3.2.5 OPERATIONAL STRATEGIES

- Ø To ensure that the present level of service delivery is maintained by the acquisition of sufficient resources and the provision of sufficient landfill capacity.

### 3.2.6 KEY PERFORMANCE AREAS

Table 3.6 reflects the key performance indicators, targets and time-frames of the solid waste disposal service.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Standard	All urban collection points to be serviced at least once per week
New service points	To be serviced within 3 working days
% landfill volume licensed	100%

Consumer satisfaction	Average above 80% for any given period
Policies, by-laws and plans	Adopt environmental management plan by 30 June 2009 Adopt new sanitation by-laws by 30 June 2009

**Table 3.6 - key performance areas for solid waste disposal**

### 3.2.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
EMS-01-2008	Acquire and commission one new tractors and one PXO trailers			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	One new tractors and one PXO trailer	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	100	100	120	120

PROJECT NO	PROJECT NAME			
EMS-02-2008	Acquire and distribute new refuse bins (1350) and mass containers(10) (4.5m <sup>3</sup> )			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New mass containers and dustbins	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	1,100	1,200	1,300	1,400

PROJECT NO	PROJECT NAME			
EMS-03-2008	Acquire and commission one new refuse collection compacting trucks			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New refuse truck	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,500	1,500	300	300	300

PROJECT NO	PROJECT NAME			
EMS-04-2008	Plan, construct and commission phase 2 of the landfill site			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 4	Operational 2 <sup>nd</sup> phase of landfill	100% operational by 30 June 2008	DLM / NDM / MPG / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
2,500	250	250	300	300

PROJECT NO	PROJECT NAME			
EMS-05-2008	Plan, construct and commission a transfer station			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Eloff	An operational transfer station	100% operational by 30 June 2009	DLM / NDM	NDM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
2,500	500	600	700	800

PROJECT NO	PROJECT NAME			
EMS-06-2008	Plan and procure outsourced management for the landfill site			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 4	Signed service level agreement	Operations 100% in terms of service level agreement	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
600	700	800	900	1,000

PROJECT NO	PROJECT NAME			
EMS-07-2008	Acquire and commission a new landfill compactor			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 4	A new landfill compactor	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
3,100	310	310	400	400

PROJECT NO	PROJECT NAME			
EMS-08-2008	Draft, communicate, adopt and implement an environmental management plan			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted EMP	Adoption by 30 June 2009	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
	1,000	100	100	150

PROJECT NO	PROJECT NAME			
EMS-09-2008	Plan, adopt and implement a cleansing awareness program			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Meetings where information is communicated	Number of meetings Number of attendees	DLM/ NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

PROJECT NO	PROJECT NAME			
EMS-10-2008	Plan, adopt and implement a rehabilitation program for wetlands/ Nkanini/ Botleng			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Adopted program	Adoption by 30 June 2008	DLM/ NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	50	60	70	80

PROJECT NO	PROJECT NAME			
EMS-11-2008	Plan, adopt and implement a greening program			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Planting of trees and shrubs	Number of trees and shrubs planted	DLM/ NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

PROJECT NO	PROJECT NAME			
MPG PROJECT	Greening of Mpumalanga			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Planting of trees and shrubs	MPG Project	MPG	MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	1,000	1,000	1,000	1,000

PROJECT NO	PROJECT NAME			
MPG PROJECT	Environmental stability			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Compile environmental spatial framework Roll-out of biodiversity plan	MPG Project	MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
442				

PROJECT NO	PROJECT NAME			
MPG PROJECT	Investigation of the Sink Holes			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Geotech Investigation of Sink Holes all over Delmas	Implementation by 30 June 2009	MPG/ DLA	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY

1,000			
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### 3.3 DISASTER MANAGEMENT

#### 3.3.1 OVERVIEW

The disaster management section focuses mainly on civil protection and the fire fighting and rescue service. For the purposes of disaster management the Delmas Local Municipality has a disaster management plan that is annually reviewed and updated with the review of the integrated development plan. The disaster management plan is regarded as an integral part of the integrated development plan and an executive summary thereof is included under Section 7 of the integrated development plan.

Table 3.7 reflects the number of fires fought per month in the municipality.

FIRES												
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
2000/1FY	41	36	24	8	3	4	3	5	7	12	23	30
2001/2FY	41	41	20	12	5	4	2	4	5	17	49	20
2002/3FY	48	28	13	3	3	6	5	4	4	8	31	31
2003/4FY	44	35	29	22	7	8	2	8	1	4	29	10
2004/5FY	35	27	18	12	12	5	4	2	0	1	11	48
2005/6FY	26	28	32	21	14	10	4	7	3	11	40	48

**Table 3.7 - number of fires per month**

Figure 3.1 shows these statistics in a chart format.

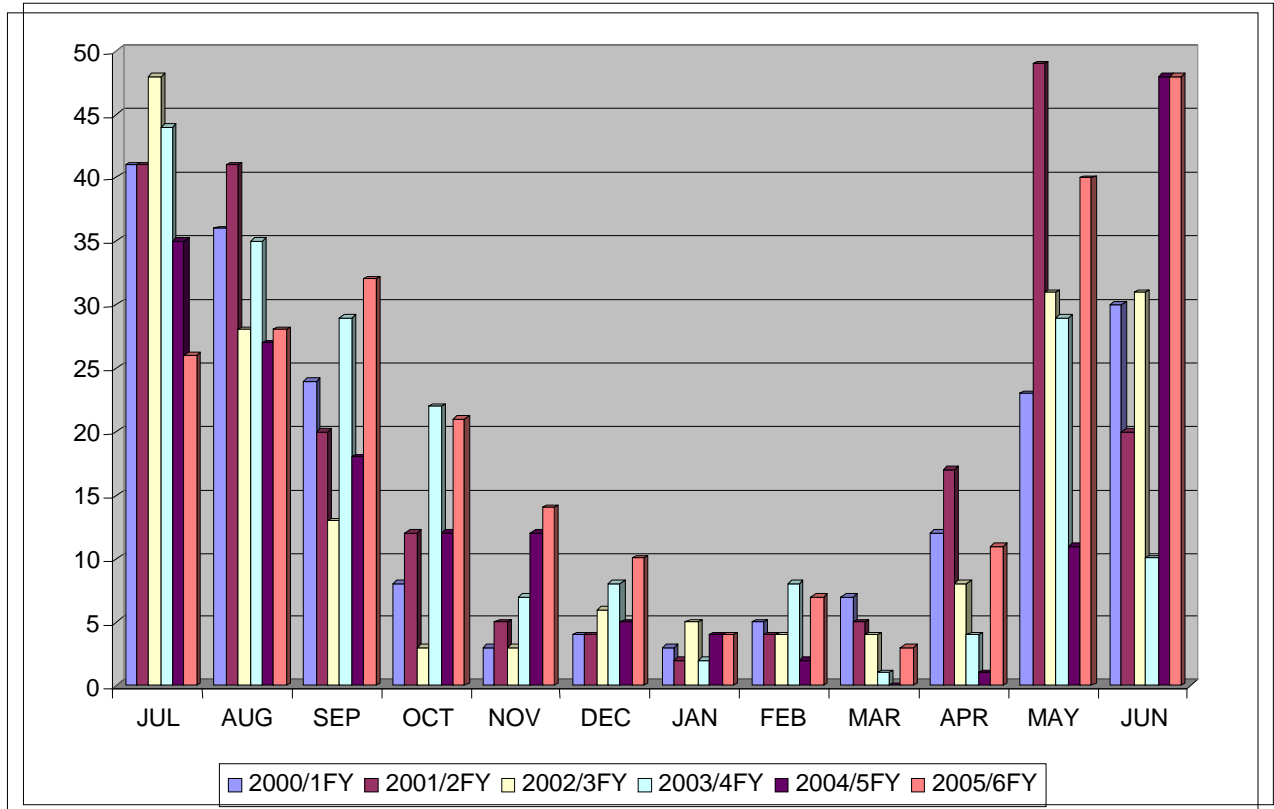


Figure 3.1 - number of fires per month

Table 3.8 reflects the number of vehicle collisions per month attended to in the municipality.

VEHICLE COLLISIONS												
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
2000/1FY	25	15	10	11	19	16	15	20	13	28	24	18
2001/2FY	32	13	15	23	20	26	18	14	16	15	13	13
2002/3FY	17	12	16	7	6	14	6	13	10	13	11	10
2003/4FY	16	5	9	9	13	15	6	5	2	8	15	12
2004/5FY	15	7	5	9	8	15	8	13	7	9	9	9
2005/6FY	18	9	15	13	11	22	13	18	9	10	12	13

Table 3.8 - number of vehicle collisions

Figure 3.2 shows these statistics in a chart format.

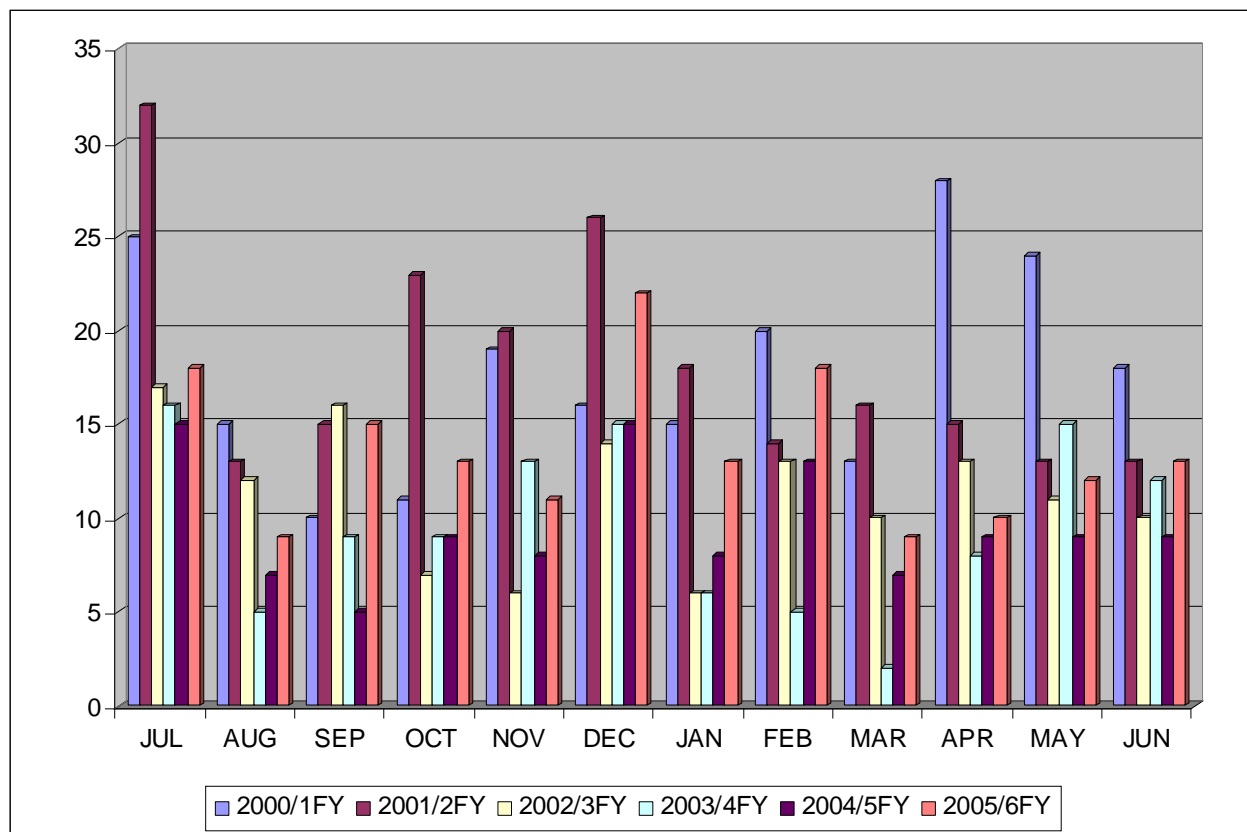


Figure 3.2 - number of vehicle collisions

### 3.3.2 DEVELOPMENT NEEDS

- Ø To provide an effective and efficient civil protection, fire fighting and rescue service to all people in the municipality.

### 3.3.3 DEVELOPMENT CHALLENGES

- Ø The 157,050 Ha municipal area makes it difficult to provide effective and efficient civil protection, fire fighting and rescue services with the present level of resourcing.

### 3.3.4 DEVELOPMENT OBJECTIVES AND STRATEGIES

- Ø To deliver an economic, effective, efficient and sustainable municipal civil protection, fire fighting and rescue service to the community in the municipality of a quality that adheres to all stipulated requirements and in accordance with the needs of the community by:

- § the regulation of the service through policies and by-laws;
- § the identification, development, commissioning and maintenance of sufficient municipal civil protection, fire fighting and rescue staff, facilities and equipment;



- § the planning, delivery, maintenance and extension of the municipal civil protection, fire fighting and rescue service;
- § the planning, development, implementation and maintenance of an equitable and fair cost recovery system for the fire fighting and rescue service that includes provisions for indigent persons; and
- § the planning, development, implementation and maintenance of a municipal civil protection, fire fighting and rescue management system that includes response effectiveness and efficiency, awareness programs and customer satisfaction.

### 3.3.5 OPERATIONAL STRATEGIES

- Ø To provide a civil protection, fire fighting and rescue service with maximum effectiveness and efficiency with the available resources.

### 3.3.6 KEY PERFORMANCE AREAS

Table 3.9 reflects the key performance indicators, targets and time-frames for the civil protection, fire fighting and rescue service.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Standard	Response time of less than 60 minutes per call out
Consumer satisfaction	Average above 80% for any given period
Policies, by-laws and plans	Adopt new disaster management by-laws by 30 June 2009

Table 3.9 - key performance areas for disaster management

### 3.3.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
DMS-01-2008	Plan, construct and commission a new fire station with the inclusion of a vehicle and drivers license centre			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng	Operational fire station and license centre	100% operational station and centre	NDM / MPG / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
3,000	300	300	400	400

PROJECT NO	PROJECT NAME			
DMS-02-2008	Plan, construct, commission and maintain a satellite fire station			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Operational fire station	100% operational fire station	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY

			1,000	300
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PROJECT NO	PROJECT NAME			
DMS-03-2008	Acquire, commission and maintain an additional fire engine			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New fire engine	Spend 100% of budget	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
	2,500	250	250	300

PROJECT NO	PROJECT NAME			
DMS-04-2008	Acquire and commission disaster management furniture and equipment			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Rescue equipment Safety equipment Fire hoses and branches	Spend 100% of budget	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
	300	350	400	450

PROJECT NO	PROJECT NAME			
DMS-05-2008	Acquire and commission emergency radio channel with radios & license			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Emergency radio channel with radios 7 license	Spend 100% of budget	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
	150	200	250	300

PROJECT NO	PROJECT NAME			
DMS-06-2008	Acquire and commission one new 4 x 4 rapid intervention vehicle			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	One new 4 X 4 rapid intervention vehicle	Spend 100% of budget	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
750	100	100	120	120

### 3.4 PUBLIC SAFETY

#### 3.4.1 OVERVIEW

The section on public safety addresses issues on traffic, driver and vehicle licenses, parking and public transport.

The Delmas Local Municipality as well as the Mpumalanga Provincial Government deploys traffic officers in the municipality for traffic law enforcement. Driver and vehicle licenses are issued by the municipal council on an agency basis on behalf of the Mpumalanga Provincial Government. The municipal council is not involved in public transport apart from providing parking facilities and taxi ranks for private public transport operators.

### **3.4.2 DEVELOPMENT NEEDS**

- Ø Traffic law enforcement on all roads and streets in the municipality to curb speeding and illegal usage of roads and streets by unlicensed drivers and heavy vehicles.
- Ø To see to it that grass on undeveloped properties is kept short in order to enhance public safety.
- Ø Concrete palisade fence next to the N12 highway and other major thoroughfares where the community stays.
- Ø Control over trucks driving through and parking in residential areas.
- Ø Turn 6<sup>th</sup> Street, Delmas into a one-way street running from east to west from the Van Riebeeck Avenue intersection to the Bredenkamp Street intersection to improve public safety at the Delmas primary school.

### **3.4.3 DEVELOPMENT CHALLENGES**

- Ø The approximately 20,000 registered vehicles in the municipality create challenges in terms of the licensing of the vehicles and the drivers of those vehicles; the creation of a safe traffic environment for drivers of vehicles and pedestrians; and the sufficiency of parking areas for private vehicles, taxi's, busses and other heavy vehicles.

### **3.4.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To deliver economic, effective, efficient and sustainable municipal traffic and parking service, and public transport facilities to the community in the municipality of a quality that adheres to all stipulated requirements and in accordance with the needs of the community by:
  - § the regulation of the service through policies and by-laws;
  - § the identification, development, commissioning and maintenance of sufficient municipal traffic, parking, and public transport facilities;
  - § the planning, delivery, maintenance and extension of the municipal traffic and parking service;

- § the planning, construction, maintenance and extension of the public transport facilities;
- § the planning, development, implementation and maintenance of an equitable and fair law enforcement system; and
- § the planning, development, implementation and maintenance of a municipal traffic and parking management system that includes law enforcement efficiency and awareness programs.

### 3.4.5 OPERATIONAL STRATEGIES

- Ø To ensure a safe traffic environment for all vehicles, drivers, commuters and pedestrians by providing the necessary traffic infrastructure and facilities, and by effectively and efficiently applying traffic law enforcement in the municipality.

### 3.4.6 KEY PERFORMANCE AREAS

Table 3.10 reflects the key performance indicators, targets and time-frames for the public safety service.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Standard	Community awareness of above 80% for any given period
Community satisfaction	Average above 80% for any given period
Policies, by-laws and plans	Adopt integrated transport plan by 30 June 2009

Table 3.10 - key performance areas for public safety

### 3.4.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
PSS-01-2008	Draft, communicate, adopt and implement an integrated transport plan			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted ITP	Adoption by 30 June 2009	DLM / NDM / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
	300	100	100	110

PROJECT NO	PROJECT NAME			
PSS-02-2008	Draft, adopt and implement traffic safety awareness programs			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Improved levels of traffic safety	Number of people sensitized	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
	60	80	100	120

PROJECT NO	PROJECT NAME			
PSS-03-2008	Maintain, upgrade and extend traffic signs and – measures			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Traffic, street and information signs Traffic lights	Spend 100% of budget	DLM / NDM / MPG / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	1,200

PROJECT NO	PROJECT NAME			
PSS-04-2008	Plan, commission and maintain a weigh bridge			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	100% operational weigh bridge	Spend 100% of budget	DLM / NDM / MPG / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	100	200	300	400

PROJECT NO	PROJECT NAME			
PSS-05-2008	Safety and security imbizos conducted			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	MPG project	Improved interaction and understanding between the community and the department which results in the reduction in the levels of crime	MPG	MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
10				

PROJECT NO	PROJECT NAME			
PSS-06-2008	Acquire and commission Mayoral Vehicle			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New one Mayoral vehicle	Spend 100% of budget	DLM / MPG	DLM / MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
455	70	70	80	80

PROJECT NO	PROJECT NAME			
PSS-07-2008	Plan, construct, commission and maintain a new Police Station in Botleng Ext 03			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR

Botleng Ext 03	New police station	Spend 100% of budget	DLM / MPG	DLM / MPG
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
1,500	70	70	80	80

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
PSS-08-2008	Plan, construct, commission and maintain a Place of Safety at the Delmas Police Station			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Delmas Police Station	New Place of Safety	Spend 100% of budget	DLM / MPG	DLM / MPG
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
800	70	70	80	80

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
MPG PROJECT	Facilitate the establishment of a community structure in the form of a Multi-Agency Mechanism (MAM)			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Municipality	MPG Project	3% reduced incidences of crime through community participation within the financial year	MPG	MPG
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
14				

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
MPG PROJECT	Community policing forum resuscitated and trained at municipal level			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Municipality	MPG project	Effective, efficient and sustainable CPF's	MPG	MPG
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
10				

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
MPG PROJECT	Safety and security imbizos conducted			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Municipality	MPG project	Improved interaction and understanding between the community and the department which results in the reduction in the levels of	MPG	MPG

		crime		
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
10				

### **3.5 PUBLIC FACILITIES**

#### **3.5.1 OVERVIEW**

The section on public facilities addresses issues on libraries and archives, museums and art galleries, community halls, and parks, sport and recreation.

In the municipality there are three public libraries: one in the Delmas area, one in the Botleng Extension 3 area and one in the Sundra area. These public libraries are the competency of the Mpumalanga Provincial Government and are managed by the municipal council on an agency basis on behalf of the provincial government. The public libraries jointly have about 1,000 members; visits to the libraries count between 1,500 and 2,500 people per month, and circulation between 3,000 and 5,000 books per month.

There are no archives, museums or art galleries in the municipality.

The municipality has four community halls: one in the Delmas area in the FC Dumat Building, one in the Botleng Proper area, one in the Botleng Extension 3 area and one in the Eloff area. These community halls are used for community meetings and may also be rented for ad hoc occasions.

Besides the various parks, the municipality has a number of sport and recreation facilities. The Simon Gondwe Centre in the Botleng area caters for a host of indoor sport and recreation activities, and the adjacent stadium hosts numerous sport and other activities. Apart from the stadium in the Botleng area there is also one in the Delmas area. Other sport facilities include tennis, basket ball and squash courts, a cricket pitch, a bowls green and a nine-hole golf course.

#### **3.5.2 DEVELOPMENT NEEDS**

- Ø The provision of sport and recreation facilities in Botleng Extension 3 and 4, and the rural area of the municipality.
- Ø To keep the grass in all parks and public open spaces short.
- Ø The provision of more libraries and IT centre in the libraries.
- Ø The Delmas Squash Club that is a privately owned sport club, indicated that the squash courts need renovation and upgrading, and a palisade fence to the tune of about R150,000-00.

#### **3.5.3 DEVELOPMENT CHALLENGES**

- Ø The uncoordinated provision albeit sometimes of informal sport and recreation facilities needs to be planned by means of a sport and recreation development plan.
- Ø Many of the sport facilities in Botleng were created informally and must be formalized by means of a construction and maintenance program.

### 3.5.4 DEVELOPMENT OBJECTIVES AND STRATEGIES

- Ø To deliver economic, effective, efficient and sustainable municipal parks, and sport and recreational facilities in the municipality of a quality that adheres to all stipulated standards and in accordance with the needs of the local community by:
  - § the planning, construction, maintenance and extension of the municipal parks, and sport and recreational facilities; and
  - § the development, implementation and maintenance of a municipal parks, and sport and recreational facilities construction and maintenance program.

### 3.5.5 OPERATIONAL STRATEGIES

- Ø To adopt and implement a sport and recreation development plan.
- Ø To formalize the construction and maintenance of sport and recreational facilities.

### 3.5.6 KEY PERFORMANCE AREAS

Table 3.11 reflects the key performance indicators, targets and time-frames for public facilities.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Community satisfaction	Average above 80% for any given period
Policies, by-laws and plans	Adopt a parks, sport and recreation development plan by 30 June 2010

Table 3.11 - key performance areas for public safety

### 3.5.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
PFS-01-2008	Draft, communicate, adopt and implement a parks, sport and recreation development plan			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted development plan	Adoption by 30 June 2010	DLM / NDM	DLM



ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
		500	50	60

PROJECT NO	PROJECT NAME			
PFS-02-2008	Plan and implement a parks, sport and recreation maintenance program			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Neat and clean parks, sport and recreational areas	Neatness above 80%	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
50	55	60	66	72

PROJECT NO	PROJECT NAME			
PFS-03-2008	Plan ,construct, commission and maintain additions to the sports stadium			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng	Buildings to be used as offices and consulting rooms	Spend 100% budget	DLM/ NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	50	60	70	80

PROJECT NO	PROJECT NAME			
PFS-04-2008	Plan ,construct, commission and maintain a Entertainment Facility			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng behind Simon Gondwe Arts & Culture Centre	an Entertainment Facility	Spend 100% budget	DLM/ NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
400	50	60	70	80

PROJECT NO	PROJECT NAME			
PFS-05-2008	Plan ,construct, commission and maintain Tennis and Netball Courts			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Delpark Ext 2	Tennis and Netball Courts	Spend 100% budget	DLM/ NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
780	20	20	30	30

### 3.6 PUBLIC HEALTH SERVICE

#### 3.6.1 OVERVIEW

The public health service in the Delmas Local Municipality is at the time of the drafting of the integrated development plan, jointly the competency of the local municipality and the Mpumalanga Provincial Government. The local municipality attends to primary health care by means of the various public health clinics whilst the provincial government manages the local hospital and attend to health matters in the rural area of the municipality. It is however anticipated that the municipal public health clinics are to be transferred to the provincial government with effect from 01 July 2007. There are also a number of private companies and local non-governmental organizations that also operate within the health services area.

The public hospital in Delmas is in the process of being upgraded and renovated. The hospital caters for 40 beds. It has seven doctors of which three are community doctors and 21 nursing staff. The hospital treats about 120 patients per month. The renovation projects that are presently being implemented are an outpatient and casualty unit, a pharmacy, and a maternity and paediatric unit. Upgrades of the hospital that are being planned are additional wards, living quarters for doctors and nursing staff, extensions to the mortuary and archives, and additional storage. Other medical services that are being rendered at the hospital are as follows:

- Ø Occupational therapy
- Ø Physiotherapy
- Ø Psychology
- Ø Dietary care
- Ø Issuing of anti-retroviral drugs
- Ø Optometry once per week
- Ø Psychiatry twice per month
- Ø Speech therapy once per month.

In the municipality there are also three public health clinics: one in the FC DuMat Building in Delmas where a dental clinic is in operation as well, one in Botleng Proper and one in Botleng Extension 3. Each one of these clinics has three professional nurses on duty and they are supported by at least three community health workers, clerks and cleaners. Each clinic attends to approximately 1,600 patients per month. The services rendered at the clinics are as follows:

- Ø Immunization
- Ø Ante - and post natal care
- Ø Family planning
- Ø TB treatments
- Ø HIV/AIDS voluntary counselling and testing, and prevention of mother to child transfer
- Ø Malnutrition care
- Ø Treatment of communicable diseases

- Ø Treatment of sexually transmitted diseases
- Ø Cancer screening
- Ø House visits
- Ø Health education and training.

Besides the three public health clinics there are also three mobile clinics that are dispatched into the rural area of the municipality to take care of health matters where it is difficult for people to get to the other clinics. These mobile clinics have one professional nurse and one community health worker per mobile who dispense the health service there. Each mobile attends to about 200 people per month.

14 non-governmental organizations operate in the public health sector and attend from HIV/Aids counselling to home based care. There are 10 trained volunteer HIV/Aids counsellors: four operate from the hospital and two from each one of the public health clinics.

In the private health service there is a Medicross Health Centre, six medical doctors in private practice, two dentists, an optometrist, a dietician, a physiotherapist, and a psychologist.

### 3.6.2 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
PHS-01-2008	Acquire and maintain vehicles to transport staff and patients			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	One New vehicle	Spend 100% of budget	DLM / NDM / MPG	DLM / MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
250	50	60	70	80

PROJECT NO	PROJECT NAME			
PHS-02-2008	Replace and maintain mobile clinic			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New mobile clinic	Spend 100% of budget	DLM / NDM / MPG	DLM / MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
650	65	65	70	70

PROJECT NO	PROJECT NAME			
PHS-03-2008	Construct and maintain palisade fence around clinic			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Proper	Palisade fence	Spend 100% of budget	DLM / NDM / MPG	DLM / MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
50				

PROJECT NO	PROJECT NAME			
PHS-04-2008	Acquire and commission additional equipment for clinics			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Miscellaneous equipment	Spend 100% of budget	DLM / MPG	DLM / MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
90	90	100	100	110

PROJECT NO	PROJECT NAME			
PHS-05-2008	Acquire and commission one LDV			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New one LDV	Spend 100% of budget	DLM / MPG	DLM / MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
145	50	50	50	50

PROJECT NO	PROJECT NAME			
PHS-06-2008	Plan, commission, construct and maintain a new clinic in Botleng Ext 05			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Ext 05	New operational Clinic	Spend 100% of budget	DLM / MPG	DLM / MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,900	50	50	50	50

### 3.7 SOCIAL WELFARE SERVICE

#### 3.7.1 OVERVIEW

The social welfare service in the Delmas Local Municipality is the competency of the Mpumalanga Provincial Government. There are however a number of local non-governmental organizations that also operate within the social welfare services area.

Table 3.12 reflects the welfare projects in the Delmas Local Municipality being funded by the provincial department of health and social services.

PROJECT NAME	AREA	AMOUNT PAID (*)	YEAR OF FUNDING	COMMENT- CEMENT DATE	END DATE	STATUS	CONTACT DETAILS
Eyethu Self Help Organization	Botleng	R 96, 180	2006/2007	1 April 2006	31 March 2007	Protective workshop for 35 adult disabled people. Operational	Mrs. Arifah Hancock 0832965553
Nkosiphile Stimulation Centre	Botleng	R 15,840	2006/2007	1 October 2006	31 March 2007	Stimulation centre for 10 disabled children. Operational	Mrs. Arifah Hancock 0832965553
Ons Eie Home	Delmas	R 595,100	2006/2007	1 April 2006	31 March 2007	Old age home for 50 frail older persons in	Mr. Steve Henning

						need of 24-hour care. Operational	(013) 6652574
Botleng Society for the Aged	Botleng	R 65,160	2006/2007	1 April 2006	31 March 2007	A service centre for 30 older persons. Operational	Mrs. S. Vilakazi (013) 6655926
Kosmos Service Centre	Sundra	R 115,116	2006/2007	1 April 2006	31 March 2007	A service centre for 53 older persons. Operational	Mrs. Susan van Zyl (013) 6611935
Khensani Early Childhood Development centre	Botleng	R 60,720	2006/2007	1 April 2006	31 March 2007	A crèche registered for 67 children from the age of 2 to 6 years. Operational	Ms. C. Mashele (013) 6653499
Masakhane Catholic Pre-School	Botleng	R 66,000	2006/2007	1 April 2006	31 March 2007	A crèche registered for 50 children from age 2 to 6 years. Operational	Mrs. A Tholo (011) 8113761
Sithuthukile Day Care Centre	Botleng	R 65,340	2006/2007	1 April 2006	31 March 2007	A crèche registered for 69 children from the age of 2 to 6 years. Operational	Rabia Jiyane (013) 6653305
Thuthukani Day Care centre	Botleng	R 52,800	2006/2007	1 April 2006	31 March 2007	A crèche registered for 40 children from the age of 2 to 6 years. Operational	MK Mahlangu (013) 6654320
Vukuzenzele Pre- School	Delmas	R 118,800	2006/2007	1 April 2006	31 March 2007	A crèche registered for 90 children from the age of 2 to 6 years. Operational	Mrs. BN Xaba 083 9630609
Christian Social Council	Delmas	R 378,953	2006/2007	1 April 2006	31 March 2007	A welfare organization with 3 social workers and 1 auxiliary worker that render a generic service to children and their families. Their main focus is child protection services, including statutory services. Operational	Ms. AE Rainsford (013) 6652535

**Table 3.12 - welfare projects**

The Delmas Local Municipal Council is involved in poverty alleviation through the implementation and application of its Indigent Policy. In accordance with this policy different levels of indigence are determined in terms of which municipal accounts are being subsidized. Of the 13,426 municipal accounts, 2,476 or 18.4% are registered on the indigent register. All residential consumers receive free basic water of 6 kilolitres per month. All residential consumers receive free basic electricity of 50 kWh per month since the 01<sup>st</sup> July 2007.

Table 3.13 reflects the individual income in the municipality as it was in 2001.

INDIVIDUAL MONTHLY INCOME 2001									
Persons	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
None	39060	4755	3486	2655	4695	6651	6291	8046	2481

R1 - 400	<b>2814</b>	240	126	177	240	312	654	690	375
R401 - 800	<b>6726</b>	639	531	540	585	813	1293	1662	663
R801 - 1600	<b>3411</b>	444	312	246	360	555	540	528	426
R1601 - 3200	<b>2175</b>	234	189	108	162	246	537	357	342
R3201 - 6400	<b>1056</b>	75	51	54	24	66	459	84	243
R6401 - 12800	<b>588</b>	12	9	18	3	9	327	45	165
R12801 - 25600	<b>234</b>	3	3	3	0	6	135	21	63
R25601 - 51200	<b>66</b>	0	0	0	0	3	30	9	24
R51201 - 102400	<b>30</b>	0	0	0	0	3	12	3	12
R102401 - 204800	<b>24</b>	3	0	0	3	0	9	0	9
Over R204801	<b>21</b>	0	0	0	0	0	6	15	0

**Table 3.13 - individual monthly income**

Figure 3.3 shows the relative individual monthly income.

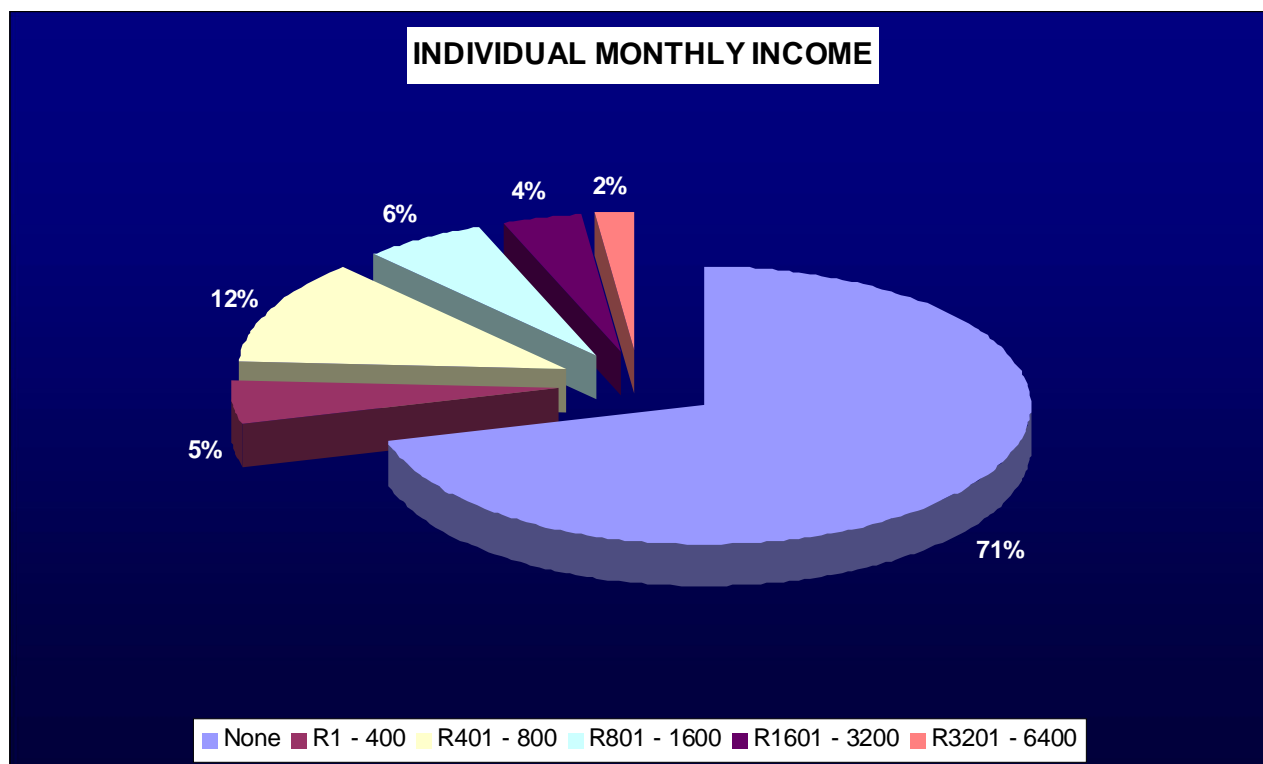


Figure 3.3 - individual monthly income

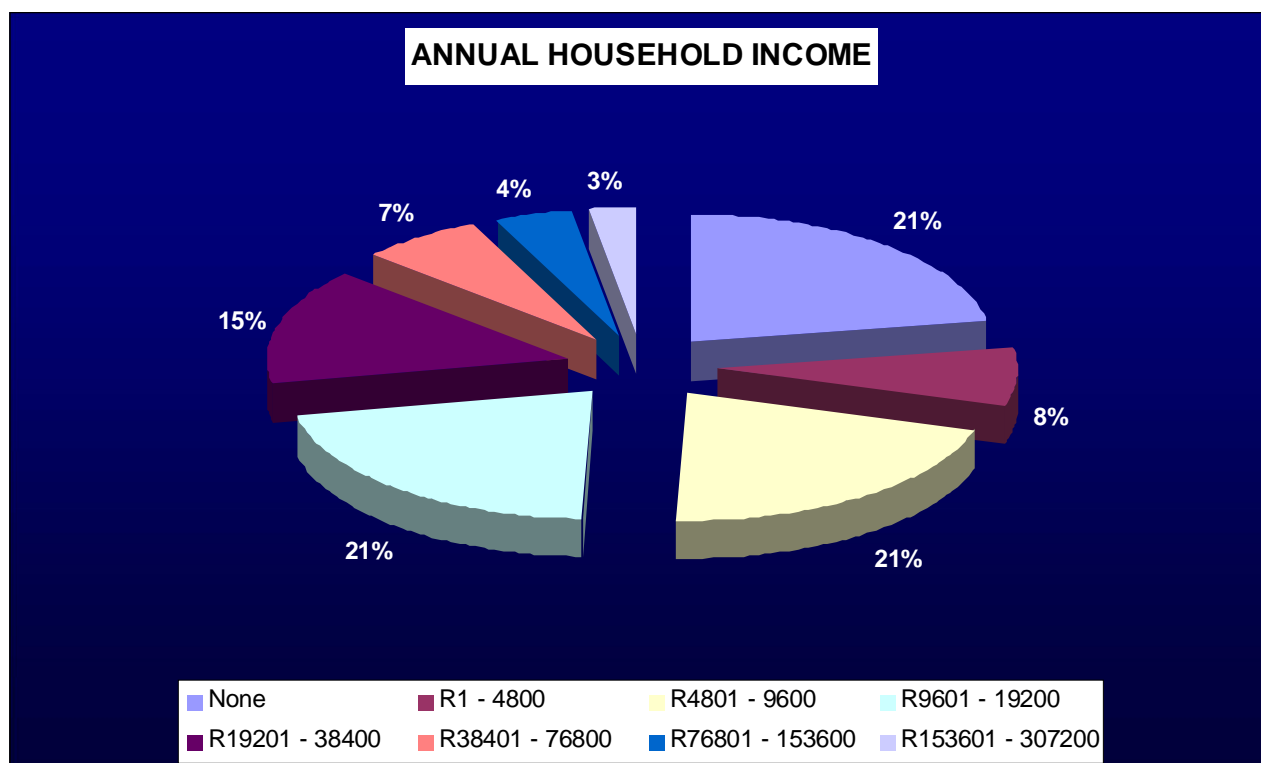
Table 3.14 reflects the annual household income in the municipality as it was in 2001.

ANNUAL HOUSEHOLD INCOME 2001									
Households	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
None	<b>2922</b>	282	345	132	528	810	474	243	108
R1 - 4800	<b>999</b>	69	60	54	129	162	213	213	99
R4801 - 9600	<b>2772</b>	255	243	162	351	447	504	549	261
R9601 - 19200	<b>2811</b>	360	237	177	321	507	429	513	267
R19201 - 38400	<b>1944</b>	273	201	120	228	321	297	336	168
R38401 - 76800	<b>903</b>	102	81	60	45	111	228	123	153
R76801 - 153600	<b>525</b>	30	24	24	6	15	234	51	141
R153601 - 307200	<b>339</b>	3	6	9	3	9	204	27	78
R307201 - 614400	<b>99</b>	3	0	0	0	0	48	6	42
R614401 - 1228800	<b>30</b>	0	0	0	0	3	9	3	15
R1228801 - 2457600	<b>18</b>	3	0	0	3	0	9	0	3

Over R2457600	<b>18</b>	0	0	0	0	0	6	9	3
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**Table 3.14 - annual household income**

Figure 3.4 shows the relative annual monthly income.



**Figure 3.4 - annual household income**

Table 3.14 indicates that there is a very close relationship between the 2,922 households with no income and the municipal council's indigent register of 2,476 households.

Table 3.15 reflects the occurrence of different types of disability in the municipality.

DISABILITY 2001									
Persons	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Physical	<b>1041</b>	156	195	75	66	204	174	102	69
Multiple	<b>708</b>	24	30	12	21	48	261	9	303
Sight	<b>627</b>	84	42	42	30	111	147	132	39
Hearing	<b>408</b>	18	21	12	15	69	174	72	27
Emotional	<b>369</b>	48	48	33	27	48	99	57	9
Intellectual	<b>195</b>	27	15	6	27	30	30	39	21
Communication	<b>117</b>	9	9	6	12	30	30	12	9

**Table 3.15 - people with disabilities**



Figure 3.5 shows the relative disability demographics.

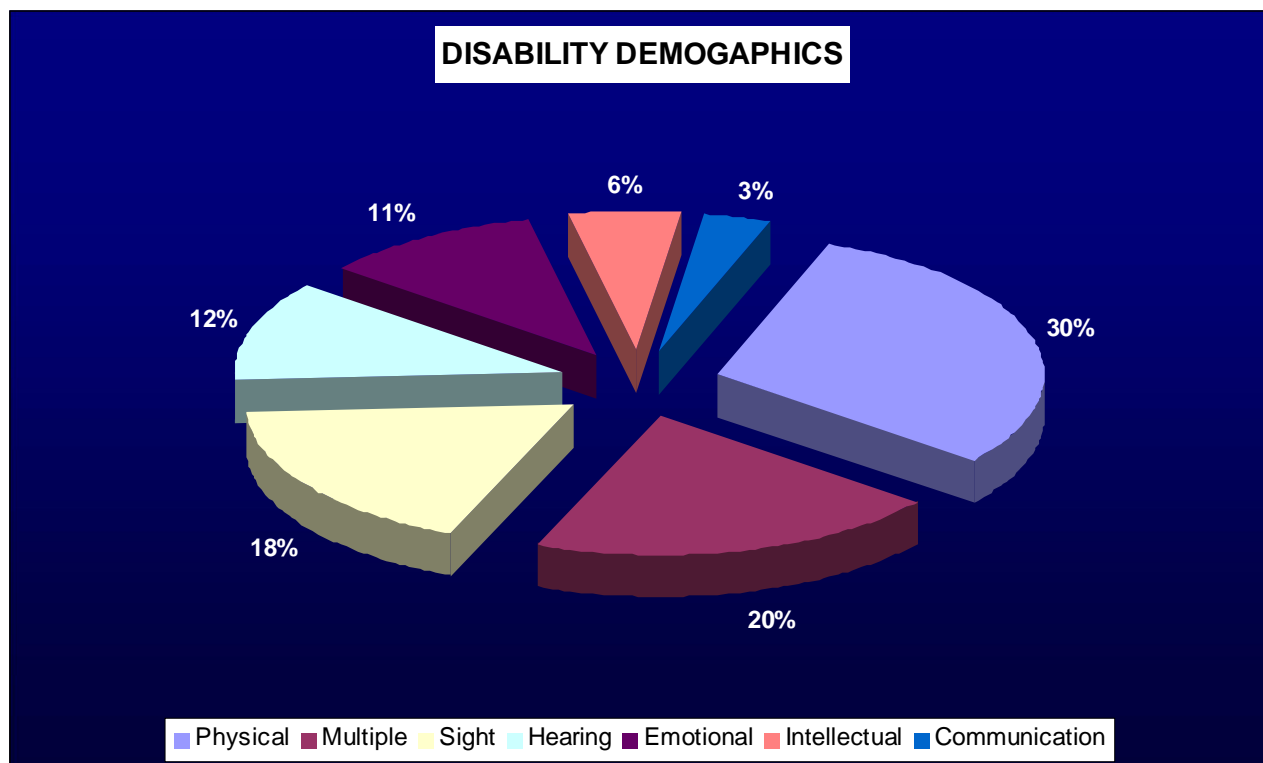


Figure 3.5 - people with disabilities

Table 3.16 reflects the modes of transport in the municipality.

MODE of TRAVEL for WORK or SCHOOL									
Persons	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
NA	<b>29043</b>	3120	2655	1977	3498	4842	5031	5718	2202
Foot	<b>14415</b>	1941	1194	1194	1284	1599	2568	3627	1008
Minibus/Taxi	<b>4230</b>	888	435	129	717	1446	285	246	84
Car passenger	<b>3090</b>	138	150	219	267	207	870	687	552
Car driver	<b>2193</b>	111	72	63	66	114	1050	180	537
Bus	<b>1986</b>	141	111	171	132	285	255	693	198
Bicycle	<b>813</b>	42	36	27	75	99	162	216	156
Other	<b>216</b>	3	27	18	24	30	27	63	24
Motorcycle	<b>120</b>	3	9	3	0	15	33	21	36
Train	<b>93</b>	15	15	3	9	24	12	9	6

Table 3.16 - modes of travel

Figure 3.6 shows the relative modes of transport.

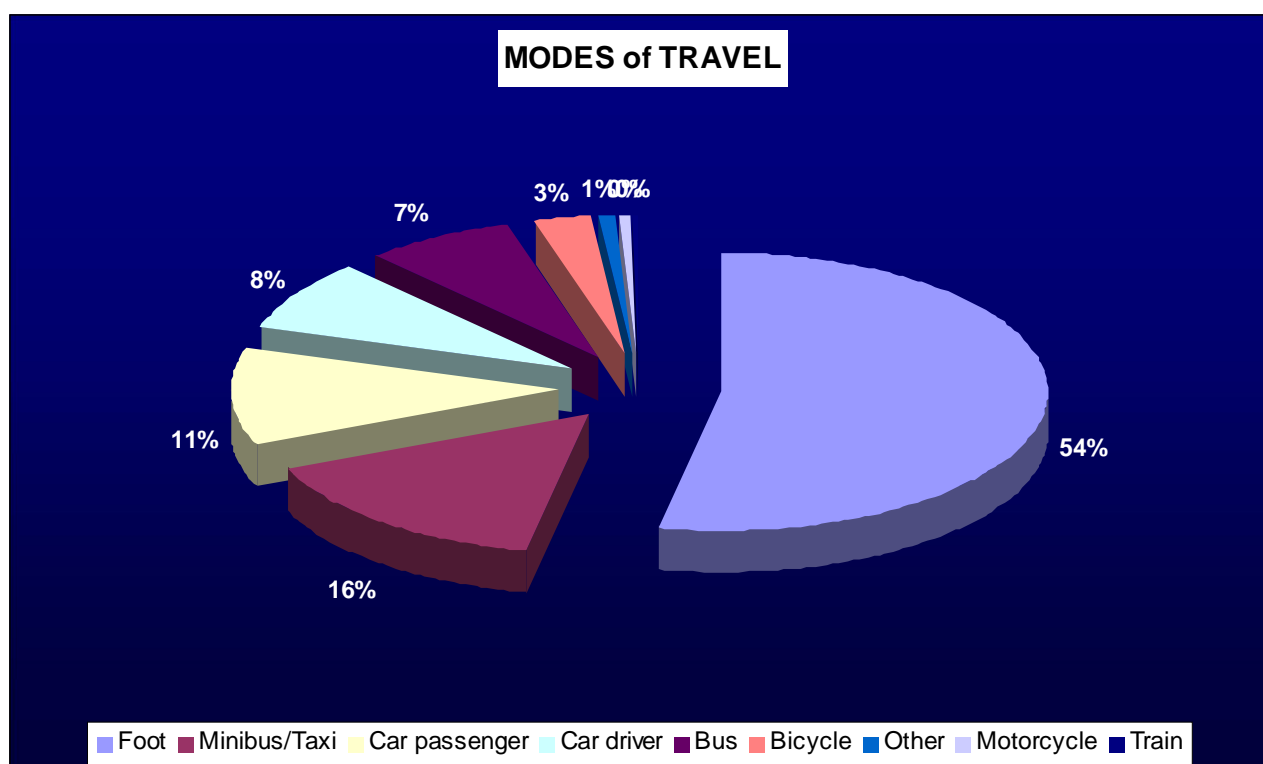


Figure 3.6 - modes of travel

### 3.7.2 DEVELOPMENT NEEDS

- Ø The development of community based gardens, poultry – and piggery projects.
- Ø Establishment of a place of safety and a rehabilitation centre.

### 3.7.3 PLANS, PROGRAMS AND PROJECTS

The service programs of the Delmas Christian Social Services Council are as follows:

CATEGORY	OBJECTIVE	BENEFICIARIES
Category 1:	Child Protection Services	3,784

	<p><b>Objective 1.1: Prevention Services (Level 1)</b> To protect and promote the well-being of children in the community by rendering preventative services by 31 March 2008.</p>	
	<p><b>Objective 1.2: Pre-Statutory and Early Intervention Services (Level 2)</b> To provide integrated and comprehensive pre-statutory and early intervention services and programmes to children and their families at risk by 31 March 2008.</p>	
	<p><b>Objective 1.3: Statutory Services to children (Level 3)</b> To protect and safeguard the interest of children who are in need of care by providing statutory service to the children and their families by 31 March 2008.</p>	
	<p><b>Objective 1.4: Children and their families – Alternative Placement for children (Level 4)</b> To provide alternative care and placement programmes for children as described in Section 15(1)(b)(c)(d) of the Child Care Act 74/1983 as amended by 31 March 2008.</p>	
	<p><b>Objective 1.5: Early Childhood Development – Capacity Building of Management Committees</b> To empower and support Management Committees of 1 Early Childhood Development Centre tending to children, to efficiently manage their ECD Centers through management, personnel and financial training.</p>	
<b>Category 2:</b>	<b>Families</b>	<b>1,500</b>
	<p><b>Objective 2.1: Services to Families</b> To preserve and strengthen through prevention and early intervention programmes as well as rendering statutory and reunification services.</p>	
<b>Category 3:</b>	<b>Substance Abuse</b>	<b>500</b>

	<p><b>Objective 3.1: Social Work Services to Individuals and Families Affected by the Use and Abuse of Substances.</b></p> <p>To provide and ensure that social work services are available to individuals and their families affected by the use and abuse of substances through prevention and early intervention programmes as well as rendering statutory and providing care services to the individuals and their families by 31 March 2008.</p>	
<b>Category 4:</b>	<b>Youth Development</b>	<b>1,500</b>
	<p><b>Objective 4.1: Prevention Services for young persons.</b></p> <p>To provide developmental services to youth in the community and to strengthen and support organized youth groups at community level by 31 March 2008.</p>	
<b>Category 5:</b>	<b>Women and Victim Empowerment Services</b>	<b>25</b>
	<p><b>Objective 5.1: Community Services</b></p> <p>To provide holistic community based services to women and children and promote their access to a range of social and economic opportunities, by 31 March 2008.</p>	
<b>Category 6:</b>	<b>Older Persons</b>	<b>150</b>
	<p><b>Objective 6.1: Social Work Services to Older Persons.</b></p> <p>To protect and promote the well being of older persons and their families in the community through prevention and early intervention programmes by 31 March 2008.</p>	
<b>Category 7:</b>	<b>Management and Personnel</b>	<b>108</b>
	<p><b>Objective 7.1: Effective Management</b></p> <p>Maximize the organization's quality services, well-being and effective outcome through implementing good management skills, trained board members and by structuring its functions, 31 March 2008.</p>	
	<p><b>Objective 7.2: Personnel Development</b></p> <p>To enhance the knowledge and skills of the personnel and volunteers through supervision Panel discussions and in-service training in order to maintain the organization's high level of effectiveness in service rendering, 31 March 2008.</p>	

### 3.8 PUBLIC EDUCATION

#### 3.8.1 OVERVIEW

The public education service in the Delmas Local Municipality is the competency of the Mpumalanga Provincial Government. The statistics in the education section was obtained with kind cooperation from the office of the circuit manager of the Delmas Circuit of the Department of Education. These statistics reflect the enrolment per grade into the local schools as on 24 January 2007.

Table 3.17 reflects the enrolment per grade at pre-primary schools in the municipality.

PRE- PRIMARY SCHOOLS					
NAME OF SCHOOL	CLASS ROOMS	EDUCATORS	PRE R	R	TOTAL
ELOFF	1	1		33	33
SUNDRA	1	1		24	24
MANYAZELA	1	1		22	22
NESHER	1	1		6	6
RIETKOL	1	1		44	44
SWARTKLIP	1	1		45	45
VUKUZAME	1	1		12	12
TOTAL	7	7		186	186

Table 3.17 - pre-primary schools

Table 3.18 reflects the enrolment per grade at primary schools in the municipality.

PRIMARY SCHOOLS										
NAME OF SCHOOL	CLASS ROOMS	EDUCATORS	1	2	3	4	5	6	7	TOTAL
BAZANI	28	28	125	126	126	100	157	125	147	906
DELPARK	8	9	61	63	54	40	42	41	34	335
KHANGELA	28	34	189	160	179	173	137	142	199	1179
DELMAS	27	20	104	98	102	111	117	120	85	737
ELOFF	8	6	34	31	38	37	25	29	19	213
NESHER	6	6	5	7	4	2	2	2	3	25
SUNDRA	20	7	30	37	22	37	38	27	37	228
MDUMISENI	26	26	220	257	207	202	165	151	92	1294
OTHANDWENI	24	29	176	174	167	150	139	162	158	1126
SIZUZILE	24	41	271	202	261	188	262	272	102	1558
TOTAL	199	206	1215	1155	1160	1040	1084	1071	876	7601

Table 3.18 - primary schools

Table 3.19 reflects the enrolment per grade at primary schools on farms in the municipality.

<b>PRIMARY SCHOOLS ON FARMS</b>										
NAME OF SCHOOL	CLASS ROOMS	EDUCATORS	1	2	3	4	5	6	7	TOTAL
ARBOR	7	7	42	26	30	41	30	35	30	234
ARGENT	2	3	13	15	16	12				56
BAMBIZANA	4	5	32	17	15	16	17	18	11	126
BONAMANZI	2	2	4	3	8	5	6	4		30
DIEPLAAGTE	4	4	8	9	14	19	10	10	7	77
DUMEZWENI	4	5	28	21	15	6	8	18	11	107
MANYAZELA	4	4	9	20	19	20	21	16	13	118
OKHELA	4	4	25	21	22	20	20	13	18	139
PHUMUZA	2	2	9	4	1	8	9	8		39
RIETKOL	8	5	48	31	19	30	31	29	20	208
SIZILE	4	2	7	9	8	6	9	8		47
SIZOFUNDA	8	4	43	17	13	33	20	20	6	152
STREHLA	5	2	5	6	6	8	5	1		31
UMTHOMBO-WOLWAZI	7	2	7	7	5	7	5	5	6	42
<b>TOTAL</b>	<b>65</b>	<b>51</b>	<b>280</b>	<b>206</b>	<b>191</b>	<b>231</b>	<b>191</b>	<b>185</b>	<b>122</b>	<b>1406</b>

**Table 3.19 - primary schools on farms**

Table 3.20 reflects the enrolment per grade at combined schools in the lower grades in the municipality.

<b>COMBINED SCHOOLS: LOWER GRADES</b>										
NAME OF SCHOOL	CLASS ROOMS	EDUCATORS	1	2	3	4	5	6	7	TOTAL
FUNDISISA	7	6	24	23	25	27	24	26	23	172
SWARTKLIP	18	22	45	42	35	56	50	54	56	338
VUKUZAME	5	5	15	11	16	8	7	9	9	75
<b>TOTAL</b>	<b>30</b>	<b>33</b>	<b>84</b>	<b>76</b>	<b>76</b>	<b>91</b>	<b>81</b>	<b>89</b>	<b>88</b>	<b>585</b>

**Table 3.20 - combined schools: lower grades**

Table 3.21 reflects the enrolment per grade at combined schools in the upper grades in the municipality.

COMBINED SCHOOLS: UPPER GRADES								
NAME OF SCHOOL	CLASS ROOMS	EDUCATORS	8	9	10	11	12	TOTAL
FUNDISISA	7	6	25					25
SWARTKLIP	18	22	117	143	111	120	53	544
VUKUZAME	5	5						0
TOTAL	30	33	142	143	111	120	53	569

**Table 3.21 - combined schools: upper grades**

Table 3.22 reflects the enrolment per grade at secondary schools in the municipality.

SECONDARY SCHOOLS								
NAME OF SCHOOL	CLASS ROOMS	EDUCATORS	8	9	10	11	12	TOTAL
BOTLENG	32	40	342	290	305	313	179	1429
DELMAS	17	22	100	159	157	138	113	667
MM MOTLOUNG	13	13	171	156	130	100	28	585
PHAPHAMANI	24	30	277	214	169	205	210	1075
SUNDRRA	30	32	134	176	232	211	131	884
TOTAL	116	137	1024	995	993	967	661	4640

**Table 3.22 - secondary schools**

Table 3.23 reflects a summary of all the enrolments in all the schools in the municipality.

SUMMARY OF ENROLMENT		
	LEARNERS	EDUCATORS
PRE-PRIMARY	186	7
PRIMARY	7601	206
PRIMARY: FARM	1406	51
COMBINED	1154	33
SECONDARY	4640	137
TOTAL	14987	434

**Table 3.23 - summary of enrolment**

### 3.8.2 DEVELOPMENT NEEDS

- Ø Improve bus transport to and from schools.
- Ø More secondary schools.
- Ø Include agriculture and mining subjects into curricula.
- Ø A centre where deaf and dumb people can be trained.
- Ø Establishment of media and IT centres at schools.

- Ø Improvement of sport facilities at schools: tennis, netball, volley ball, basket ball.
- Ø Improve toilets, electricity, halls and carports at schools
- Ø Erect palisade fences around schools.

### 3.8.3 PLANS, PROGRAMS AND PROJECTS

Table 3.24 reflects the construction of new buildings and infrastructure by the education department in the municipality during the 2007/8 financial year.

<b>2007/8: NEW CONSTRUCTIONS: BUILDINGS AND INFRASTRUCTURE</b>		
SCHOOL NAME	PROJECT DESCRIPTION	PROJECT COST IN R
ARBOR	1 X AD	672,999
MDUMISEMI	1 X AD	672,999
MM MOTLOUNG	1 X AD	672,999
BAMBISANA	1 X KITCHEN	104,000
ARBOR	RAMP / RAIL	8,800
MDUMISEMI	RAMP / RAIL	8,800
KHANGELA	RAMP / RAIL	8,800
OTHANDWENI	RAMP / RAIL	8,800

**Table 3.24 - 2007/8: new constructions at schools**

Table 3.25 reflects the rehabilitation and upgrading projects by the education department in the municipality during the 2007/8 financial year.

<b>2007/8: REHABILITATION AND UPGRADING</b>		
SCHOOL NAME	PROJECT DESCRIPTION	PROJECT COST IN R
MDUMISEMI	TOILETS	221,397
BAMBISANA	TOILETS	221,397
ARBOR	TOILETS	221,397
SIZUZILE	TOILETS	221,397
ARGENT	KITCHEN	104,000
BAMBISANA	KITCHEN	104,000
DIEPLAAGTE	KITCHEN	104,000
DUMEZWENI	KITCHEN	104,000
EXTENSION 3	KITCHEN	104,000
SIZILE	KITCHEN	104,000
UMTHOMBOWOLWAZI	KITCHEN	104,000
BAZANI	RAMP / RAILS	9,300
SIZUZILE	RAMP / RAILS	9,300
SIZOFUNDA	RAMP / RAILS	9,300

**Table 3.25 - 2007/8: rehabilitation and upgrading at schools**



Table 3.26 reflects the construction of new buildings and infrastructure by the education department in the municipality during the 2008/9 financial year.

<b>2008/9: NEW CONSTRUCTIONS: BUILDINGS AND INFRASTRUCTURE</b>		
SCHOOL NAME	PROJECT DESCRIPTION	PROJECT COST IN R
BAMBISANA	1 X AD	692,999
VUKUZAME	1 X AD	692,999
DELPARK	4 X CR	552,000
DUMEZWENI	RAMP / RAIL	9,579
BAMBISANA	RAMP / RAIL	9,579
MANYAZELA	RAMP / RAIL	9,579
UMTHOMBOWOLWAZI	RAMP / RAIL	9,579
ARGENT	RAMP / RAIL	9,579
FUNDISISA	RAMP / RAIL	9,579

**Table 3.26 - 2008/9: new constructions at schools**

Table 3.27 reflects the rehabilitation and upgrading projects by the education department in the municipality during the 2008/9 financial year.

<b>2008/9: REHABILITATION AND UPGRADING</b>		
SCHOOL NAME	PROJECT DESCRIPTION	PROJECT COST IN R
BAMBISANA	FENCING	252,350
VUKUZAME	FENCING	252,350
DELPARK	TOILETS	228,038
EXTENSION 3	TOILETS	228,038
VUKUZAME	KITCHEN	107,120
MANYAZELA	KITCHEN	107,120
EXTENSION 3	KITCHEN	107,120
MM MOTLOUNG	LIBRARY	395,000

**Table 3.27 - 2008/9: rehabilitation and upgrading at schools**

Table 3.28 reflects the construction of new buildings and infrastructure by the education department in the municipality during the 2009/10 financial year.

<b>2009/10: NEW CONSTRUCTIONS: BUILDINGS AND INFRASTRUCTURE</b>		
SCHOOL NAME	PROJECT DESCRIPTION	PROJECT COST IN R
DELPARK	8 X CR	1,214,400
DELPARK	1 X TOILETS	250,841
MM MOTLOUNG	1 X LIBRARY	434,500
DUMEZWENI	1 X FENCE	277,585
STREHLA	1 X KITCHEN	117,832
SWARTKLIP	1 X KITCHEN	177,832
BAZANI	RAMP / RAILS	10,537
KHANGELA	RAMP / RAILS	10,537
DELMAS PRIMARY	RAMP / RAILS	10,537
ELOFF	RAMP / RAILS	10,537
SUNDRAL PRIMARY	RAMP / RAILS	10,537
OTHANDWENI	RAMP / RAILS	10,537
SIZUZILE	RAMP / RAILS	10,537

EXTENTION 3	RAMP / RAILS	10,537
DIEPLAAGTE	RAMP / RAILS	10,537
DUMEZWENI	RAMP / RAILS	10,537
DELPARK	RAMP / RAILS	10,537
MDUMISENI	RAMP / RAILS	10,537
OKHELA	RAMP / RAILS	10,537
RIETKOL	RAMP / RAILS	10,537
STREHLA	RAMP / RAILS	10,537
FUNDISISA	RAMP / RAILS	10,537
SWARTKLIP	RAMP / RAILS	10,537
VUKUZAME	RAMP / RAILS	10,537

**Table 3.28 - 2009/10: new constructions at schools**

Table 3.29 reflects the rehabilitation and upgrading projects by the education department in the municipality during the 2009/10 financial year.

<b>2009/10: REHABILITATION AND UPGRADING</b>		
SCHOOL NAME	PROJECT DESCRIPTION	PROJECT COST IN R
ELOFF	7 X CR	252,414
ELOFF	1 X LIBRARY	434,500
ELOFF	1 X CR	151,800
SWARTKLIP	1 X LIBRARY	434,500
PHAPHAMANI	1 X LIBRARY	434,500
ARBOR	2 X CR	303,600

**Table 3.29 - 2009/10: rehabilitation and upgrading at schools**

### **3.9 YOUTH DEVELOPMENT**

#### **3.9.1 OVERVIEW**

Table 1.2 on page 13 and figure 1.6 on page 14 of this integrated development plan reflect that the youth – people between the ages of 15 and 34 years – is by far the biggest age group in the municipality. They represent 20,714 individuals or 36.8% of the population.

From 22 to 24 July 2005 a youth summit was held that ultimately culminated in May 2006 in a youth development plan that is to be regarded as an integral part of this integrated development plan.

#### **3.9.2 DELMAS YOUTH DECLARATION**

The mainstreaming of youth development at local government level should be organically scaled up as a matter of priority. The youth further define this mainstreaming to mean that the issues of youth development must find meaning and expression in the mainstream development goals of the municipality, the integrated development plan and other such development strategies of the municipality.

If youth development work has to be undertaken with the vigour it deserves, specifically designated institutions should be established to see through the implementation of local youth development policy imperatives. The youth makes this call for the institutionalization of youth development in the municipality based on the fact that youth development is not only important for the development of youth only, but for the broader development of the society.

In all these efforts, the youth acknowledges that no one will ever take young people serious if young people themselves are not organized. So, the organization of young people into different structures and formations is a prerequisite for realizing the desired destination.

The Delmas Youth Development Policy Framework represents an important milestone towards an integrated and holistic approach to youth development for the advantage of the young women and men.

The youth recognizes the contributions young people make to the society and build upon the imagination, energy, vibrancy and talents of all young women and men. These contributions need to be enhanced through initiatives that will bring about personal development for young people and their organizations.

As the youth makes all these assertions, they are mindful of the fact that the development of young people cannot be entrusted into the hands of non-young people. With this, they are making the claim that “Nothing should be done about us without us”.

### **3.9.3 DELMAS YOUTH DEVELOPMENT POLICY**

The Delmas Youth Development Policy Framework has been formulated in accordance with the below-mentioned eleven key principles:

#### **Ø Redressing imbalances**

Recognition of the manner in which young women and men have been affected by the imbalances of the past and the need to redress these imbalances through more equitable policies, programs and the allocation of resources.

#### **Ø Gender inclusive**

The Delmas Youth Development Policy promotes a gender-inclusive approach to the development of young women and men, where the socializing influences of gender, the impact of sexism and the particular circumstances of young women are recognized. The Delmas Youth Development Policy celebrates the many differences found amongst young people and promotes equal opportunity and treatment of all young people – male and female.

Ø Empowering environment

Creation of an environment which supports the continued life-long development of young men and women and their skills and capacities.

Ø Youth participation

Promotion of young people's participation in democratic processes, as well as in community and civic decision-making and development.

Ø Youth-driven

Youth development services and programs should be youth-driven and youth-centered.

Ø Mainstreaming youth issues

Whilst recognizing the need for youth-driven and youth-centered development programs and services, the needs, opportunities and challenges facing young women and men are the concerns of the whole society. Youth development should be recognized as an important mandate for all government agencies, non-government organizations and development institutions.

Ø Responsiveness

Responds to the needs, challenges and opportunities experienced by young women and men in a realistic and participatory manner.

Ø Cultural and spiritual diversity

Recognition of cultural and spiritual diversity as a basis for youth development and the important role tradition, spirituality and culture can play in the development of young men and women.

Ø Sustainable development

The value of sustainability is promoted to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs.

Ø Rural emphasis

The Delmas Youth Development Policy promotes a rural emphasis in many of its strategies. Where many development efforts contain an urban bias, the Delmas Youth Development Policy endeavours to recognize and address the needs of rural young people and their communities.

Ø Transparency and accessibility

Institutions and organizations involved in youth development should operate in a transparent and accountable manner, whilst ensuring they are accessible to young women and men.

### **3.9.4 CHALLENGES FACING THE DELMAS YOUTH**

In the Delmas Youth Development Policy Framework the following challenges for the youth were identified:

- Ø Access to agriculture
- Ø Access to arts and culture
- Ø Access to communication
- Ø Access to economy
- Ø Access to education and training
- Ø Access to environmental management
- Ø Access to finance
- Ø Access to foreign affairs
- Ø Access to government system
- Ø Access to health
- Ø Access to housing
- Ø Access to information on justice and correctional services
- Ø Access to minerals and energy
- Ø Access to safety, security and defence
- Ø Access to science and technology
- Ø Access to social development
- Ø Access to sports and recreation
- Ø Access to tourism
- Ø Access to transport
- Ø Access to water and forestry.

### **3.9.5 RESOLUTIONS ON YOUTH MATTERS**

The following resolutions have been recorded in the Youth Development Plan:

#### **3.9.5.1 RESOLUTIONS ON THE DEFINITION OF YOUTH**

Noting that:

- Ø Youth is all about involvement of young people, the family and community.
- Ø National Youth Policy defines young males and females aged 14 to 35 year.
- Ø Youth is a time in life when most young people are going through dramatic changes in their life circumstances as they move from childhood to adulthood
- Ø The definition indicates the primary target group, without excluding those who may share similar circumstances.

- Ø The transitional period is characterized by youthful energy, enthusiasm, ambition, creativity and promise, it can also be influenced by uncertainty, fear and alienation.
- Ø Black youth in general and African youth in particular have borne the brunt of many repressive and constraining policies and, as a result, are facing greater degrees of disadvantage.
- Ø The Youth Policy endeavours to promote the social or economic circumstances of young people.
- Ø We are conscious of the different age cohorts.
- Ø The concept 'youth' has varying connotations to our socio-cultural and political system.
- Ø Youth has largely being associated with violence, unruly behaviour, ill-disciplined and underdevelopment.
- Ø Young people needs their full individual development, in order to personally and collectively contribute to society and the reconstruction and development of their communities and the country as a whole.
- Ø We are conscious of the patriarchal character of our society, hence the usage of the concept young women and men.
- Ø Meeting the demands of 14-35 years has serious human and financial implications.
  
- Ø 14-35 years has increase the magnitude and complexity of designing and implementing focused programs and projects
  
- Ø The United Nation' General Assembly recognizes 15-24 years as youth.
- Ø The UN System recognizes the varying age definition per member state.
- Ø The United Nations Convention on the Rights of the Child (UNCRC) recognizes a child as any one aged 0 – 18.
- Ø 18 years is the legal age definition in South Africa.
- Ø The White Paper for Social Welfare defines youth as all those between the ages of 16 and 30
- Ø Correctional Services refers to young offenders as all those in the age range 14 to 25
- Ø The National Health Policy Guidelines focuses on the adolescents and youth as all those between 10-24 years
  
- Ø National Youth Development Policy Framework (2002- 2007) programs targets young people between the ages 15 and 28.
  
- Ø It says that this approach will essentially assist to focus government planning and intervention in the period between 2002 and 2007.

Believing that:

- Ø Youth development is not an exclusive domain of the youth; it should also include the involvement of the family and the immediate communities;
- Ø Age bracket of 14-35 years old be maintained until such time that clear and achievable intervention programs for all age cohorts has been achieved;
- Ø Being youth is about a transitional stage of human development;
- Ø Youthful stage will always be about energy, enthusiasm, ambition, creativity and promise, while at the same time can bring about uncertainty, fear and alienation;
- Ø This youth definition aimed at addressing the plight of black youth in general and African youth in particular who have borne the brunt of many repressive and constraining policies and, as a result, are facing greater degrees of disadvantage;
- Ø The Youth Policy becomes one amongst the instruments aimed and endeavours to promote the social or economic circumstances of young people;
- Ø A coherent and consistent definition of the concept 'youth' is needed to bridge the varying connotations that it has to our socio-cultural and political system;
- Ø The stigma which normally leads to ostracism of youth as the result being associated with violence, unruly behaviour, ill-disciplined and underdevelopment should come to an end;
- Ø Political and administrative buy-in coupled with sound support systems should help to enhance young people needs towards their full individual development, in order to personally and collectively contribute to society and the reconstruction and development of their communities and the country as a whole;
- Ø Young women and men have equal status and the role to play in the development of the society as a whole;
- Ø Age bracket of 14-35 years old has enormous implications in terms of human and financial capital resources; and
- Ø We shall respect the UN, UNCRC, the White Paper for Social Welfare, Correctional Services, the National Health Policy Guidelines and National Youth Development Policy Framework, but upholding our firm believe of the age category of 14-35 years as define by the National Youth Policy and the National Youth Commission Act.

Therefore resolved that:

- Ø The current definition of a young person is retained as those between the ages of 14 to 35.
- Ø Programmatic interventions should be designed to target and benefit specific cohorts within this broad group
  - § 14 – 18 years: High School
  - § 19 – 25 years: Higher & Further Education and Training
  - § 26 – 35 years: Job seekers and Entrepreneurs

### 3.9.5.2 RESOLUTIONS ON AN INTEGRATED YOUTH DEVELOPMENT MODEL

Noting that:

- Ø We need to have a working definition of the term Youth Development;
- Ø Youth Development has to do with acquisition of knowledge, skills, attitudes and values that enable young people to be self-sufficient;
- Ø Integrated Youth Development has to do with achieving effectiveness – helping young people reach their optimum potential as valued and valuable members of their communities;
- Ø Young people require support to develop physically, emotionally/psychologically, socially, economically and spiritually to become healthy adults;
- Ø This will only happen when programs and initiatives combine different elements in a holistic way to respond to the inter-connected needs and aspirations of young people;
- Ø Such a program treats young people as a whole-person and not as a series of separate (separable) problems and needs; and
- Ø This holistic view proposes that all youth development policies and programs should strive to achieve sustainable and comprehensive growth for young people by addressing their diverse needs within the communities where they live and grow.

Believing that:

- Ø Youth Development is a process in which family and community must actively participate;
- Ø Youth Development currently exists in a variety of places, forms and under different program;
- Ø People, programs and government institutions are working towards positive results in the lives of young people in South Africa;
- Ø Some have already clearly defined these desired positive results or outcomes – in an attempt to more effectively work towards them; and
- Ø Whilst language differs from place to place most people want for their children as defined and declared by UNCRC.

Therefore resolved that:

- Ø There are a number of well known factors in youth's lives which contribute to reaching these positive developmental outcomes;
- Ø Commitment to learning positive values, social competencies and positive identity provides communities a tool to measure these assets in the youth's lives.
- Ø People, programs and institutions who work with youth are engaged in youth development if there is a strong evidence of the following practices:



- § Supports, motivational, emotional, strategic supports to succeed in life. The support can take many different forms but they must be affirming, respectful, and ongoing. The supports are most powerful when they are offered by a variety of people such as parents and close relatives, community networks, teachers, youth workers, Employers, health providers and peers who are involved in the lives of young people; and
- § Opportunities, chances for young people to act in the world around them, to explore, express, earn, belong, and influence. Opportunities give young people the chance to test new ideas and behaviours and to experiment with different roles. It is important to stress that young people just like adults learn best through active participation and that learning occurs in all types of settings and situations.

### 3.9.5.3 RESOLUTIONS ON LOCAL YOUTH UNITS

Noting that:

- Ø Building a strong local youth unit by ensuring that programs such as youth development filter down to the right targeted young people who are set for work to be done.
- Ø Champion Socio-Economic interests of young people, by enhancing greater profile in area of Youth Development
- Ø In order to move in earnest towards financial sustainability the following must be adhere:
  - § Organizational development
  - § Youth Development
  - § International affairs
  - § Economic Development
  - § Education and Human Resource Development
  - § Finance and fundraising
  - § Elections and Civic Education
  - § Gender
  - § Legislative and Governance.

Believing that:

The engagement ensured that we develop a framework for youth participation in local youth policy, guidelines for participation and a statement of commitment for the participation, other issues that must identified include:

- Ø Researching youth participation in the Integrated Developmental Plans;
- Ø Capacity building for local youth organizations;
- Ø Advocacy and lobbying of various stakeholders to encourage youth participation;

- Ø Promote exchange of experience and information on youth initiatives between cities and across the continent
- Ø Focus on institutionalizing structures for youth governance for sustainability;
- Ø Recognition of youth structures by NYC, SAYC, UYF and other international bodies;
- Ø National youth policy formulation should include local youth structures;
- Ø Creation of network between municipal youth representatives and other local municipalities;
- Ø Creation of an African forum to influence youth and governance policies;
- Ø Support to local youth units from political and administrative authority;
- Ø Local youth councils should be recognized as statutory bodies of council who are involved in policy formulation and the development of youth programs;
- Ø Local youth structures should be developmental in nature;
- Ø Local Authority facilities and services should be opened up to youth to support the development of citizenship and where possible used as a crime diversion measure;
- Ø Support for information and awareness raising among youth as to the contribution they can make in governance processes and to create awareness of these structures; and
- Ø Good practices in regard to participation of youth in local governance structures should be identified and shared.

Therefore resolved that:

- Ø The LYU must be established
- Ø This Unit must be located in the Mayor's Office
- Ø The following should constitute the Terms of Reference of the LYU, but not limited to:
  - § Develop youth development programs that create employment for young people;
  - § Establish viable strategic partnerships with relevant stakeholders;
  - § Advocate for youth owned companies to acquire 40% of all municipal procurement opportunities;
  - § Monitor the compliance of the municipality on the above;
  - § Educate young people on how developmental local government work;
  - § Be an information hub for young people of the area;
  - § Develop appropriate strategies to realize youth development policy imperatives;
  - § Assist learners with Saturday schools;
  - § Consciously undertake programs to develop and empower young women; and
  - § Implement Life Skills programs to cover such aspects as teenage pregnancy, etcetera.
- Ø The LYU must be staffed with one person who'll focus on the program implementation;

- Ø This person will get administrative support from the existing staff complement of the Office of the Mayor;
- Ø The LYU will be resourced through undertaking consistent fundraising events;
- Ø Local Businesses will be engaged to support the work of the LYU;
- Ø The appointed official of the LYU, together with the municipality, will engage different DFI's, Foundations, Development Agencies, etc.;
- Ø The LYU should also undertake Income Generating Projects/Activities, e.g. Agricultural projects; and
- Ø SAYC should conceive and prioritize youth development programs. The LYU must be the implementer of such programs.

### 3.9.5.4 FURTHER RESOLUTIONS ON INSTITUTIONAL ARRANGEMENTS

#### 3.9.5.4.1 ORGAN OF CIVIL SOCIETY IN YOUTH DEVELOPMENT: WHAT IS SAYC?

Noting That:

- Ø South African Youth Council (SAYC) is a voluntary civil society youth organization that represents the interest and aspirations of various youth organizations affiliated to it;
- Ø It caters for a broad range of youth organizations from all walks of life;
- Ø SAYC derives its existence as a common law organization that has been incorporated not for gain and it is therefore recognized in the law in terms of the Non-profit Organizations Act No. 71 of 1997;
- Ø It is a separate entity from the members which constitute it;
- Ø It has a continuous existence, and that it has been incorporated not for gain;
- Ø SAYC is the largest youth representative in terms of its affiliates and the wide spectrum of youth these affiliates represents.
- Ø Its function is to mobilize youth organizations to ensure their participation in building and entrenching democracy in South Africa.

Therefore resolved that:

- Ø The commission resolved on how the SAYC branch should be arranged.
- Ø Only existing structures should be recognised to participate in SAYC.
- Ø The branch must register the organisation that will participate on SAYC activities.
- Ø The SAYC on branch level must be an accredited organisation, so that those organisations can be assisted.
- Ø The local council should strive to assist youth organisation and encourage them to affiliate to SAYC.
- Ø The local council must lobby fund to assist SAYC so that it may be functional.
- Ø The council should have a policy to interact with youth structures that are SAYC accredited (e.g. funding)

- Ø Member organisation must subscribe to SAYC within the period of three months after the summit.
- Ø Municipality must assist SAYC with resources to enable it to execute its mandate.
- Ø We recommend to tri-annual general assemble of SAYC to extend the term of office of the district structure to 18 months.
- Ø The upper structure of SAYC will induct the executive and the term of office will be 12 months.

#### 3.9.5.4.2 LOCAL YOUTH UNITS

##### 3.9.5.4.2.1 THE POLITICAL WING

- Ø Composed by the youth council which the member of EXCO and ideally it should be a young person.
- Ø Section 79 committee on youth development compressed of councillors chaired by youth councillor.

##### 3.9.5.4.2.2 LOCATION

- Ø In terms of national youth policy commission recommends to plenary that the unit be located in the office the mayor.

##### 3.9.5.4.2.3 ADMINISTRATIVE WING

- Ø Commission recommends to plenary that youth development manager should be appointed and it must be a young person. (Section 57 manager reporting direct to the municipal manager.

##### 3.9.5.4.2.4 PROPOSED YOUTH ORGANOGRAM

- Ø Youth Manager
- Ø Youth worker (2)
- Ø Project Managers (2)
- Ø Unit Administrator

It is recommended that in the period of 5 years council should budget for the above mentioned posts.

Considering financial implications the following organogram it proposed for financial year 2006-2007

- Ø Youth Manager (appointed by council)
- Ø Youth Worker (2) (seconded CDW)
- Ø Project Managers (2) (seconded CDW)
- Ø Youth administrator (appointed by council)

### 3.9.5.4.2.5 A MODEL FOR DELMAS LOCAL YOUTH UNITS

Noting that:

- Ø Building strong local youth unit by ensuring that Integrated Youth Development filters down to the right targeted young people who are set for work to be done.
- Ø Champion Socio-Economic interests of young people, by enhancing greater profile in area of Youth Development
- Ø In order to move in earnest towards sustainability the following must be adhered to:
  - § Organizational development
  - § International affairs
  - § Economic Development
  - § Education and Human Resource Development
  - § Finance and fundraising
  - § Civic Education (Elections, Legislative processes etc.)
  - § Gender
  - § Governance

Believing that:

There is a general agreement amongst the youth on the guidelines for participation and a statement of commitment for the participation, other issues that must identified, which includes:

- Ø Support to local youth units from political and administrative authority;
- Ø The Local Youth Unit should be developmental in nature;
- Ø Support for information and awareness raising among youth as to the contribution they can make in governance processes and to create awareness of these structures; and
- Ø Good practices in regard to participation of youth in local governance structures should be identified and shared.

Therefore resolved that:

- Ø The Local Youth Unit must be established
- Ø This Unit must be located in the Mayor's Office but administratively accountable to the Municipal Manager
- Ø Whilst we encourage the establishment of the gender and disability units, the LYU must be an independent unit.
- Ø All the office bearers in the unit should be within the age of 18 to 35 years.
- Ø The LYU should be composed of:
  - § The Political champion/ Youth Councillor
    - Must be a member of the Mayoral Executive Committee

- Must be between 18 and 35 years of age
- § The Youth Development Manager
  - Must be between 18 and 35 years of age
  - Must be a contract based contract with a maximum of five years
- § Youth Project Managers/ Co-ordinators
  - Same principles as above should apply
- § Youth Development Workers or CDW's
  - Same principles should apply
- Ø The implementation of the youth units should be done in phases
- Ø Phase One- The current financial year
- Ø Fill in the position of the youth councillor
- Ø Fill in the post of the youth development manager
- Ø Second at least five CDW's representing all former municipalities' areas
- Ø Phase two- 2006/ 2007 financial year
- Ø Fill in the posts of the youth project coordinators / managers
- Ø Finalize the appointment of the CDW's as the Youth Development Workers
- Ø The following should constitute the Terms of Reference of the LYU, but not limited to:
  - § Develop youth development programs that create employment for young people;
  - § Establish viable strategic partnerships with relevant stakeholders;
  - § Advocate for youth owned companies to acquire 40% of all municipal procurement opportunities;
  - § Monitor the compliance of the municipality on the above;
  - § Educate young people on how developmental local government work;
  - § Be an information hub for young people of the area;
  - § Develop appropriate strategies to realize youth development policy imperatives;
  - § Assist learners with Saturday schools;
  - § Consciously undertake programs to develop and empower young women; and
  - § Implement Life Skills programs to cover such aspects as teenage pregnancy, drugs and alcohol abuse etc.
- Ø Normal HR processes of the Delmas Municipality will be observed in the process of appointing the head of the LYU.

### 3.9.6 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
YDS-01-2008	Plan and host a youth summit			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted youth development plan	Adoption by 30 June 2008	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	200	200	220	220

PROJECT NO	PROJECT NAME			
YDS-02-2008	Draft, communicate, adopt and implement a youth development strategy			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted youth development strategy	Adoption by 30 June 2008	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	300	400	500	600

PROJECT NO	PROJECT NAME			
YDS-03-2008	Plan and implement youth development programmes			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	HIV/ AIDS awareness Skills development	Adoption by 30 June 2008	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	200	200	220	220

PROJECT NO	PROJECT NAME			
YDS-04-2008	Plan and implement Youth Economic Summit			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Youth economic summit	Adoption by 30 June 2008	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	200	200	220	220

## 4. INFRASTRUCTURE DEVELOPMENT, REHABILITATION AND MAINTENANCE

### 4.1 WATER SERVICE

#### 4.1.1 OVERVIEW

The bulk provision of water in the urban area of the Delmas Local Municipality is accessed from two sources: subterranean water via a number of boreholes and Rand Water. The various boreholes provide water for the Botleng, Delmas and Delpark areas whilst Rand Water is provided in the Sundra and Eloff areas. Due to the questionable quality of the subterranean water the construction and commissioning of a water purification plant has become a necessity. Bulk water provision in the rural area is predominantly by means of boreholes although the municipal council also carts potable water to some isolated communities.

In 2006 the draft water services development plan for the Delmas Local Municipality was completed. With the drafting of the integrated development plan, the draft water services development plan has not yet been submitted to the municipal council for consideration. It is however anticipated that the draft water services development plan will be adopted by the municipal council before 01 July 2007. For the purposes of the integrated development plan, the water services development plan is regarded as an integral part.

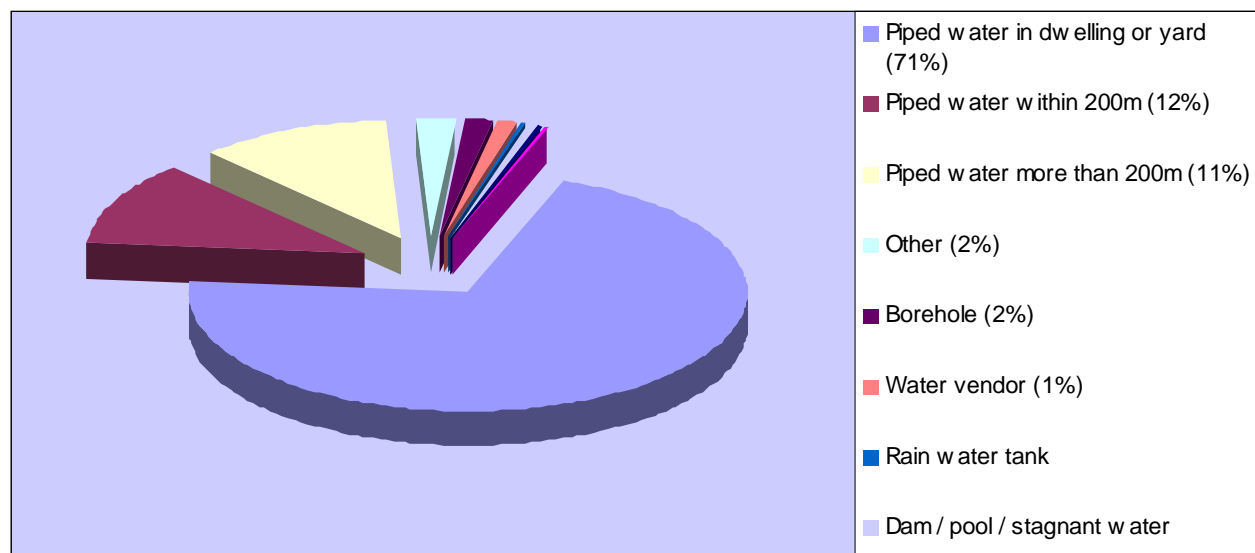
Table 4.1 reflects the sources of water consumption in the municipality.

WATER									
Households	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Dwelling	3744	276	516	111	123	486	1314	330	588
Inside yard	5718	1053	135	141	1161	1746	636	354	492
Community stand	1587	33	240	279	285	132	183	348	87
Community stand over 200m	1461	6	300	192	48	12	264	519	120
Borehole	249	0	0	9	0	0	57	153	30
Spring	48	0	0	3	0	0	3	42	0
Rain tank	54	0	0	3	0	0	6	42	3
Dam/Pool/Stagnant water	54	0	0	3	0	0	24	24	3
River/Stream	33	0	0	3	0	0	18	12	0
Water vendor	135	0	0	0	0	3	21	111	0
Other	303	3	3	3	0	3	135	141	15

Table 4.1 - water sources

Figure 4.1 shows the relative sources of water consumption in the municipality.





**Figure 4.1 - water sources**

Of the 13,389 households in the Delmas Local Municipality 9,462 households or 71% of households have piped potable water on their stands. These figures translate to a water backlog of at least 3,927 households. As this backlog has been calculated based on figures from the 2001 census, the municipal council has initiated a project on the compilation of a socio-economic profile of the urban community in the municipality. The results of this project will not be available for inclusion into this review of the integrated development plan, but when available will assist with accurately planning the development of the water service. The anticipated development of the townships known as Botleng Extension 5 and 6 where approximately 7,500 residential stands are to be developed, will in all probability address the backlog.

#### **4.1.2 DEVELOPMENT NEEDS**

- Ø The priority one development need for the water service is the planning, construction and commissioning of a water purification plant to treat all water sourced from the various borehole fields.
- Ø The sustainable provision of water to the rural community.
- Ø The rehabilitation and maintenance of the water reticulation system.
- Ø Education programs to capacitate the community on the conscientious usage of water.
- Ø Systems to detect the status of water provision and consumption.
- Ø The provision of external water troughs in Botleng Extension 4.

#### **4.1.3 DEVELOPMENT CHALLENGES**

- Ø The supply of water to approximately 40,000 consumers in the urban areas of the municipality from subterranean water sources by means of boreholes from four borehole fields and 15 operational boreholes creates challenges in

terms of the sustainability of the bulk water supply and in terms of the monitoring of the quality of the potable water.

- Ø The apparent dwindling of subterranean water as a source for the approximately 5,000 residents of Eloff, Sundra and Modder East Orchards compels extensions to and upgrading of bulk water supply and reticulation to and in those areas.
- Ø The creation of the townships known as Botleng Extension 5 and 6 where approximately 7,500 residential stands are to be developed also compels extensions to and upgrading of bulk water supply and reticulation to and in those areas.
- Ø The increased demand for the supply of potable water to the approximately 11,000 farm owners, - tenants and - dwellers in the rural area of the municipality necessitates proper planning for the economic, effective, efficient and sustainable delivery of the water service there.
- Ø The proper management of the water service demands a water services development plan, a ground water management plan and new water by-laws.

#### **4.1.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To deliver an economic, effective, efficient and sustainable municipal water service to all consumers in the municipality of a quality that adheres to all stipulated requirements and in accordance with the needs of the consumers by:
  - § the regulation of the service through policies and by-laws;
  - § the identification, development, commissioning and maintenance of sufficient bulk supply;
  - § the planning, installation, maintenance and extension of the reticulation system;
  - § the development, implementation and maintenance of an equitable and fair cost recovery system that includes provisions for indigent consumers; and
  - § the development implementation and maintenance of a management system that includes metering efficiency, consumer awareness and consumer satisfaction.

#### **4.1.5 OPERATIONAL STRATEGIES**

- Ø To ensure the sustainability of bulk water supply to all consumers in the urban area of the municipality by identifying and commissioning sufficient boreholes.
- Ø To ensure that the quality of all potable water to all the water consumers in the urban area of the municipality adheres to all stipulated requirements by planning, constructing and commissioning a water purification plant.

- Ø To ensure the sustainability of bulk water supply to all consumers in Eloff, Sundra and Modder-East Orchards by ensuring that the reticulation system meets the demands of these consumers.
- Ø To plan an economic, effective, efficient and sustainable water service for the rural consumers.
- Ø To ensure the implementation of an economic, effective, efficient and sustainable water services development plan, ground water management plan and new water by-laws.

#### 4.1.6 KEY PERFORMANCE AREAS

Table 4.2 reflects the key performance indicators, targets and time-frames for the water service

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Backlog	Reduce backlog with 20% per annum
New connections	Complete within 3 working days
Metering efficiency	Average above 85% for any given period
Consumer satisfaction	Average above 80% for any given period
Policies, by-laws and plans	Adopt new water by-laws by 30 June 2009 Adopt ground water management plan by 30 June 2008

Table 4.2 - key performance areas for water service

#### 4.1.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
WAT-01-2008	Plan, construct and commission a bulk water pipeline from Bloemendal to Botleng and Delmas			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng and Delmas	Commissioned bulk water pipe	Spend 100% of budget	MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
54,000	50	60	70	80

PROJECT NO	PROJECT NAME			
WAT-02-2008	Plan, construct and commission a water purification plant			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng and Delmas	100% operational water purification plant	Spend 100% of budget	MIG / MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
25,000	1,000	1,000	1,100	1,200

PROJECT NO	PROJECT NAME			
WAT-03-2008	Maintain, upgrade and extend water reticulation system			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Telemetry Water troughs	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,500	1,500	1,500	2,000	2,000

PROJECT NO	PROJECT NAME			
WAT-04-2008	Plan and provide potable water			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Rural communities				
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	1,000	1,000	1,100	1,100

PROJECT NO	PROJECT NAME			
WAT-05-2008	Plan, drill and commission three additional boreholes			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng and Delmas	Three commissioned boreholes	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	100	100	110	110

PROJECT NO	PROJECT NAME			
WAT-06-2008	Maintain and replace old asbestos water pipes			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng and Delmas	New PVC water pipes	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
2,000	1,000	900	800	700

PROJECT NO	PROJECT NAME			
WAT-07-2008	Construct and maintain fences around reservoir			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Concrete palisade fences	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	500	600	600	700

PROJECT NO	PROJECT NAME			
WAT-08-2008	Provision of 2500 Wash Basins			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Proper & Botleng Ext 03,04	Wash Basins	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				

2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	500			

## 4.2 SANITATION SERVICE

### 4.2.1 OVERVIEW

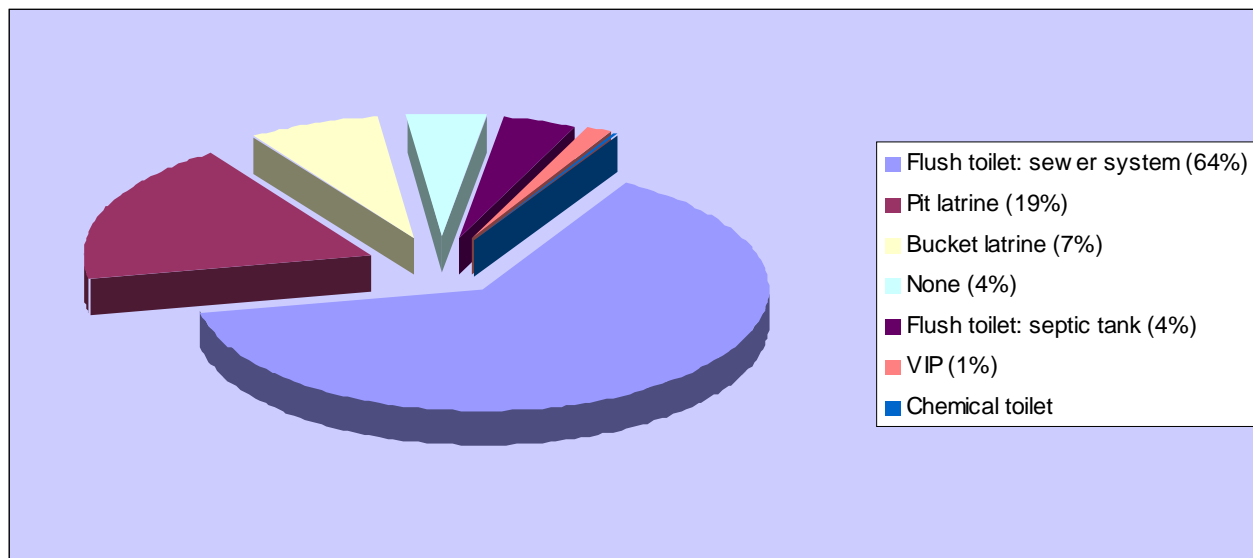
All stands in the Delmas Local Municipality, excluding those in the Eloff and Sundra areas, with piped potable water on those stands are also connected to a water-borne sanitation system. The water and sanitation services are therefore very closely linked to one another. The draft water services development plan referred to under the water service also addresses the sanitation service and is therefore also applicable in this regard. Those stands that are not connected to the water-borne sanitation system use either septic tanks or the bucket system. The bucket system is still prevalent in the informal settlements and represents the biggest development challenge for the sanitation service.

Table 4.3 reflects the sanitation service in the municipality.

SANITATION									
Households	TOTAL	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Flush toilet	<b>8523</b>	1353	663	174	1404	2349	1821	177	582
Flush septic tank	<b>555</b>	3	0	33	18	6	60	90	345
Chemical toilet	<b>45</b>	0	0	0	3	0	6	36	0
VIP	<b>195</b>	3	3	6	6	0	18	54	105
Pit latrine	<b>2508</b>	0	24	303	165	3	360	1428	225
Bucket latrine	<b>996</b>	6	486	201	6	6	228	36	27
None	<b>579</b>	12	21	27	21	21	171	252	54

**Table 4.3 - sanitation**

Figure 4.2 shows the relative sanitation service in the municipality.



**Figure 4.2 - sanitation**

Of the 13,389 households in the Delmas Local Municipality 9,123 households or 68% of households have a reasonable sanitation service on their stands. These figures translate to a sanitation backlog of at least 4,266 households. As this backlog has been calculated based on figures from the 2001 census, the municipal council has initiated a project on the compilation of a socio-economic profile of the urban community in the municipality. The results of this project will not be available for inclusion into this review of the integrated development plan, but when available will assist with accurately planning the development of the sanitation service. The anticipated development of the townships known as Botleng Extension 5 and 6 where approximately 7,500 residential stands are to be developed, will in all probability address the backlog.

#### **4.2.2 DEVELOPMENT NEEDS**

- Ø The priority one development need of the sanitation service is to eradicate the so-called bucket system in the urban area of the municipality that presently serves approximately 1,788 households.
- Ø The sustainable provision of a sanitation service to the rural community.
- Ø The rehabilitation and maintenance of the bulk – and reticulation system.
- Ø The connection of the Eloff urban area to the water-borne sanitation system.

#### **4.2.3 DEVELOPMENT CHALLENGES**

- Ø The supply of potable water to the approximately 40,000 consumers in the urban area of the municipality from subterranean water sources creates challenges for the sanitation service in terms of the maintenance of and extensions to the water-borne sanitation system as well as the monitoring of the quality of the treated effluent from the two water care works plants before final discharge.

- Ø The increased development and densification of agricultural holding areas such as Eloff, Sundra and Modder East Orchards demand planning of sanitation systems for these areas.
- Ø The creation of the townships known as Botleng Extension 5 and 6 where approximately 7,500 residential stands are to be developed also compels extensions to and upgrading of the bulk - and reticulation system to and in those areas.
- Ø The increased demand for the supply of potable water to the approximately 11,000 farm owners, - tenants and - dwellers in the rural area necessitates proper planning for the economic, effective, efficient and sustainable delivery of the sanitation service.
- Ø The proper management of the sanitation service demands a sanitation services development plan and new sanitation by-laws.

#### **4.2.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To deliver an economic, effective, efficient and sustainable municipal sanitation service to all consumers in the municipality of a quality that adheres to all stipulated requirements and in accordance with the needs of the consumers by:
  - § the regulation of the service through policies and by-laws;
  - § the identification, development, commissioning and maintenance of sufficient bulk services;
  - § the planning, installation, maintenance and extension of the reticulation system;
  - § the development, implementation and maintenance of an equitable and fair cost recovery system that includes provisions for indigent consumers; and
  - § the development implementation and maintenance of a management system that includes consumer awareness and consumer satisfaction.

#### **4.2.5 OPERATIONAL STRATEGIES**

- Ø To ensure maintenance of and extensions to the water-borne sanitation system to all water consumers in the urban area of the municipality by planning, constructing and commissioning sufficient bulk – and reticulation system.
- Ø To ensure that the quality of all treated effluent adheres to all stipulated requirements before final discharge by regularly testing and recording treated effluent for compliance.
- Ø To plan an economic, effective, efficient and sustainable sanitation service for the rural consumers.
- Ø To ensure the implementation of an economic, effective, efficient and sustainable sanitation services development plan and new sanitation by-laws.

#### **4.2.6 KEY PERFORMANCE AREAS**

Table 4.4 reflects the key performance indicators, targets and time-frames for the sanitation service.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Backlog	Reduce backlog with 20% per annum
Standard	Treated effluent to be 100% compliant
New connections	Complete within 3 working days
Consumer satisfaction	Average above 80% for any given period
Policies, by-laws and plans	Adopt new sanitation by-laws by 30 June 2009

Table 4.4 - key performance areas for sanitation service

#### 4.2.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
SAN-01-2008	Maintain and upgrade water care works			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 4 and Delmas	100% operational WCW	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
11,600	11,600	1,000	1,100	1,200

PROJECT NO	PROJECT NAME			
SAN-02-2008	Plan and deliver sanitation service			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Rural communities	Acquire chemical toilets Clean chemical toilets	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

PROJECT NO	PROJECT NAME			
SAN-03-2008	Maintain and upgrade sewerage pump stations			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng and Delmas	New sewer pumps	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
540	5	6	7	8



PROJECT NO	PROJECT NAME			
SAN-04-2008	Plan, construct and commission new waste water care works			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 4	100% operational WCW	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
48,000	2,000	2,000	2,000	2,000

PROJECT NO	PROJECT NAME			
SAN-05-2008	Acquire, commission and maintain a sewerage pipeline			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Eloff to Delmas	100% operational pipeline	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000				

PROJECT NO	PROJECT NAME			
SAN-06-2008	Acquire and commission sewerage vacuum tanker			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New sewerage vacuum tanker	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,500	30	40	50	60

PROJECT NO	PROJECT NAME			
SAN-07-2008	Plan, construct and commission an accredited laboratory			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng and Delmas	100% operational laboratory	Accreditation	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,200	120	130	140	150

PROJECT NO	PROJECT NAME			
SAN-08-2008	Maintain and upgrade sewer networks			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Clear blockages Fix Broken pipes and manholes	Spend 100% operational budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

## 4.3 ELECTRICITY SERVICE

### 4.3.1 OVERVIEW

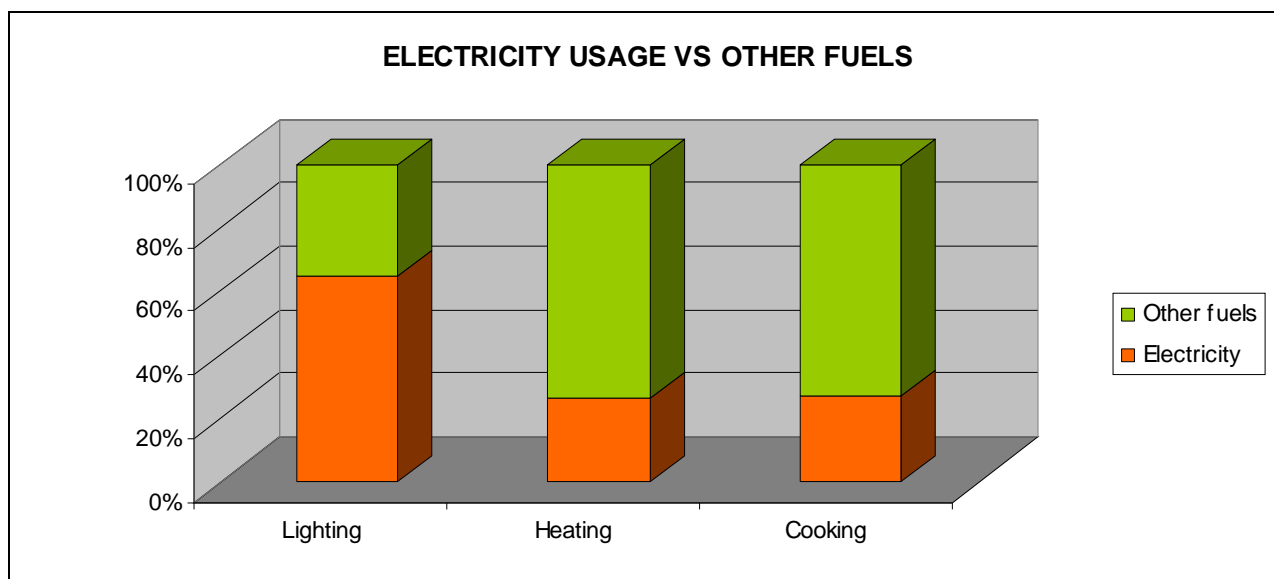
The one key feature of the electricity service in the Delmas Local Municipality is that the municipal council and Eskom act as service providers in the municipality. The municipal council is the electricity service provider in the Botleng area with the exclusion of Botleng Extension 3, in the Delmas area and in Delpark and its extensions; Eskom on the other hand, is the electricity service provider in Botleng Extension 3, the Eloff and Sundra areas, and in the rural area. It is specifically in the Botleng area where both the municipal council and Eskom are the electricity service providers where service challenges on the level of service provision are experienced. The Municipality has and is also in the process of addressing the electricity load shedding that is part of the challenges being faced by the whole of South Africa due to high electricity demand versus the amount of electricity available.

Table 4.5 reflects the status of the electricity service across the respective wards.

<b>SOURCE of ENERGY for LIGHTING</b>									
<b>Households</b>	<b>TOTAL</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>WARD 8</b>
Electricity	<b>8688</b>	1326	639	216	1332	2085	1287	744	1059
Gas	<b>24</b>	0	3	0	0	0	6	0	15
Paraffin	<b>183</b>	3	9	12	6	6	57	75	15
Candles	<b>4434</b>	45	546	513	273	279	1302	1236	240
Solar	<b>9</b>	0	0	0	0	3	3	0	3
Other	<b>54</b>	3	6	3	3	12	12	15	0

**Table 4.5 - sources of energy for lighting**

Figure 4.3 shows the relative use of electricity as a source of energy against other fuels.



**Figure 4.3 – electricity usage versus other fuels**

Of the 13,389 households in the Delmas Local Municipality 8,688 households or 65% of households use electricity for lighting purposes. These figures translate to an electricity backlog of at least 4701 households. As this backlog has been calculated based on figures from the 2001 census, the municipal council has initiated a project on the compilation of a socio-economic profile of the urban community in the municipality. The results of this project will not be available for inclusion into this review of the integrated development plan, but when available will assist with accurately planning the development of the electricity service. The anticipated development of the townships known as Botleng Extension 5 and 6 where approximately 7,500 residential stands are to be developed, will in all probability address the backlog.

#### **4.3.2 DEVELOPMENT NEEDS**

- Ø Electricity provision for all farm tenants and – dwellers. Eskom is providing an electrification subsidy of R3,800 per house. The municipality estimates that approximately 2,000 houses in the rural area of the municipality need to be electrified. The Eskom subsidy is not enough to complete the electrification and therefore the municipal council resolved to augment the subsidy by contributing on a rand-for-rand basis thereto.

#### **4.3.3 DEVELOPMENT CHALLENGES**

- Ø The main electricity substation, south-west of Delmas, has a capacity of 20 MVA with an average present demand of 12 MVA; developments in Delmas and Botleng as well as the creation of Botleng Extension 5 and 6 with its 7,500 residential stands will necessitate either a new 20 MVA substation more centrally located in relation to the developments or an additional 10 MVA substation dedicated for the development of Botleng Extension 5 and 6.

- Ø The ageing electricity network in Delmas and Botleng demands an overall electricity network upgrade plan and implementation program.
- Ø The approximately 10,000 farm tenants and – dwellers in the rural area, falling within the Eskom distribution area, have a demand for electricity in their dwellings.
- Ø The relatively high usage of coal - approximately 80% - for heating and cooking purposes necessitates plans and programs for the increased usage of electricity for these and other purposes.
- Ø Addressing the load shedding process which is a National feature challenge facing South Africa due to the high rate of growth(demand) versus capacity to deliver by ESKOM.

#### **4.3.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To deliver an economic, effective, efficient and sustainable municipal electricity service to all consumers in the municipality of a quality that adheres to all stipulated requirements and in accordance with the needs of the consumers by:
  - § the regulation of the service through policies and by-laws;
  - § the identification, development, commissioning and maintenance of sufficient bulk supply;
  - § the planning, installation, maintenance and extension of the reticulation system;
  - § the development, implementation and maintenance of an equitable and fair cost recovery system that includes provisions for indigent consumers; and
  - § the development implementation and maintenance of a management system that includes metering efficiency, consumer awareness and consumer satisfaction.

#### **4.3.5 OPERATIONAL STRATEGIES**

- Ø To ensure sufficient, continuous and reliable electricity supply to all electricity consumers within the electricity licensed area of the municipal council by providing sufficient bulk and reticulation system.
- Ø To draft, approve, adopt and implement an electricity network maintenance and upgrade plan.
- Ø To facilitate the supply of electricity to farm tenants and – dwellers where Eskom is the electricity service provider.
- Ø To promote the usage of electricity as the source of energy for all residential activities and needs.

#### **4.3.6 KEY PERFORMANCE AREAS**

Table 4.6 reflects the key performance indicators, targets and time-frames for the electricity service.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Backlog	Reduce backlog with 20% per annum
New connections	Complete within 3 working days
Metering efficiency	Average above 85% for any given period
Consumer satisfaction	Average above 80% for any given period
Policies, by-laws and plans	By-laws

Table 4.6 – key performance areas for electricity service

#### 4.3.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
ELE-01-2008	Maintain, renovate and upgrade the electricity reticulation system			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng and Delmas	Upgrade main substation Replace old cables Replace bare overhead cables with insulated cables	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,500	1,500	1,500	2,000	2,000

PROJECT NO	PROJECT NAME			
ELE-02-2008	Plan, provide and commission electricity in Middelburg 231 IR RDP houses			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng	Cabling Ready board Plugs Lights	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
4,600	700	800	900	1,100

PROJECT NO	PROJECT NAME			
ELE-03-2008	Plan, construct and commission a 20 MVA electricity substation			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng	100% operational substation	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
25,000	2,500	2,500	3,000	3,000

PROJECT NO	PROJECT NAME			
ELE-04-2008	Maintain and upgrade electricity network in municipal offices			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Delmas	New network	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	50	50	60	60

PROJECT NO	PROJECT NAME			
ELE-05-2008	Acquire and commission stand-by generator for municipal offices			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Delmas	New generator	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	50	50	60	60

PROJECT NO	PROJECT NAME			
ELE-06-2008	Maintain and upgrade sewer and water panels			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New electricity panels	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
300	400	500	600	700

PROJECT NO	PROJECT NAME			
ELE-07-2008	Provide financial support for the electrification of houses of farm tenants and - dwellers			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Rural area of the municipality	Electrified houses	Spend 100% of budget	DLM / NDM / MIG	Eskom
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

PROJECT NO	PROJECT NAME			
ELE-08-2008	Plan, provide and maintain flood lights at the sports stadium			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng	Flood lights	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	10	15	20	25

PROJECT NO	PROJECT NAME			
ELE-09-2008	Investigate and report creating a municipality entity for the electricity service			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Conclusive report	Report by 30 June 2008	DLM / NDM / MIG	DLM

ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500				

PROJECT NO	PROJECT NAME			
ELE-10-2008	Plan, construct, commission and maintain high mast lights			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New high mast lights	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
800	800	800	900	900

PROJECT NO	PROJECT NAME			
ELE-11-2007	Facilitate the provision, commissioning and maintenance of additional street lights			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
,Botleng, Eloff and Sundra	Additional street lights	Spend 100% of budget	DLM / NDM / MIG	Eskom/ DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	300	400	500	600

PROJECT NO	PROJECT NAME			
ELE-12-2007	Facilitate and commission Load shedding Campaigns			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Load Shedding Campaigns	The number of people conscientized regarding saving of electricity	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	300	400	500	600

PROJECT NO	PROJECT NAME			
ELE-13-2007	Facilitate and commission energy saving bulbs			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Energy saving bulbs	The number of houses/ dwellings/ street lights fitted with energy saving bulbs	DLM / NDM/ ESKOM	DLM/ ESKOM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
600	500	400	300	200

#### 4.4 ROADS, STORM WATER AND STREET LIGHTING

##### 4.4.1 OVERVIEW

National, provincial and municipal roads run through the Delmas Local Municipality. The N12 national toll road that links Johannesburg with Nelspruit (Mbombela) runs from east to west through the municipality. The major provincial roads are the R50 that links Tshwane with Standerton, the R42 that links with Bronkhorstspuit, the R555 that links Springs with Witbank , the R548 that links with Balfour and the R42 that links with Nigel.

Map 1.2 on page 10 of the integrated development plan shows these national and provincial roads.

#### **4.4.2 DEVELOPMENT NEEDS**

- Ø To have all roads and streets in the urban area of the municipality paved with adequate storm water drainage and street lighting.
- Ø To properly maintain all municipal tarred roads and streets, storm water aqua ducts, and street lights.
- Ø To properly rehabilitate and maintain all gravel roads and streets.
- Ø To properly rehabilitate and maintain all major provincial roads in the municipality.
- Ø To design and construct speed curbing mechanisms that are “consumer friendly”.
- Ø To keep all grass next to public roads short in order to enhance traffic safety.

#### **4.4.3 DEVELOPMENT CHALLENGES**

- Ø The approximately 20,000 vehicles registered within the municipality create challenges for the building, rehabilitation and maintenance of roads and streets.
- Ø The paving of roads and streets predominantly in the Botleng and Delpark areas of the municipality as well as the densification developments in the agricultural holding areas of Eloff and Sundra necessitate the adoption and implementation of a storm water drainage management plan as well as the improvement, expansion and upgrading of street lighting in these areas.

#### **4.4.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To deliver an economic, effective, efficient and sustainable municipal road, storm water drainage and street lighting network for the community in the municipality of a quality that adheres to all stipulated standards and in accordance with the needs of the community by:
  - § the planning, construction, maintenance and extension of the municipal road, storm water drainage and street lighting network; and
  - § the development, implementation and maintenance of a municipal road, storm water drainage and street lighting construction and maintenance program.



#### 4.4.5 OPERATIONAL STRATEGIES

- Ø To attend to the paving, rehabilitation, and maintenance of all roads and streets in the municipality by means of a roads and streets building, rehabilitation and maintenance plan.
- Ø To improve storm water drainage in specifically the urban area of the municipality by drafting, approving, adopting and implementing a storm water drainage management plan.
- Ø To ensure that the street lighting requirements meet the demands of the community by drafting, approving, adopting and implementing a street lighting management plan.

#### 4.4.6 KEY PERFORMANCE AREAS

Table 4.7 reflects the key performance indicators, targets and time-frames for roads, storm water and street lighting.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Backlog: # urban households no direct access to gravel/graded	All urban households to have direct access to at least gravel/graded roads
New urban access points	Complete within 40 working days
% roads budget spent on upgrading & maintenance	20% annually
Policies, by-laws and plans	Adopt a storm water drainage management plan by 30 June 2008
Community satisfaction	Average above 80% for any given period

Table 4.7 - key performance areas for roads, storm water and street lighting

#### 4.4.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
RSS-01-2008	Plan, construct and commission access road with storm water drainage and street lights			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Delpark Extension 4	New road with storm water drainage and street lights	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,200	1,200	1,200		

PROJECT NO	PROJECT NAME			
RSS-02-2008	Plan, construct and commission access road with storm water drainage and street lights			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 5	New road with storm water	Spend 100% of budget	DLM / NDM / MIG	DLM

	drainage and street lights			
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
2,500	2,500	2,500		

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
RSS-03-2008	Plan, construct and commission 1.5 km of the K155 provincial road with storm water drainage and street lights from the R42 provincial road past the Botleng cemetery and police station up to where it intersects with Ruth Mompoti Drive			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Botleng	New road with storm water drainage and street lights	Spend 100% of budget	DLM / NDM / MIG	DLM
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
2,500				

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
RSS-04-2008	Maintain, rehabilitate and upgrade roads and streets (Resealing and gravelling)			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Municipality	Resealed roads and streets	Spend 100% of budget	DLM / NDM / MIG	DLM
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
1,000	1,500	2,000	2,500	3,000

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
RSS-05-2008	Plan, construction and maintain municipal roads and streets with storm water drainage and street lights			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Municipality	New roads and streets with storm water drainage and street lights	Spend 100% of budget	DLM / NDM / MIG	DLM
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
3,500	3,500	3,500	4,000	4,000

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
RSS-06-2008	Maintain and replace street lights			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Botleng and Delmas	New illuminaires	Spend 100% of budget	DLM / NDM / MIG	DLM
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
250	250	250	300	300

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
RSS-07-2008	Acquire, commission and maintain illumination for entrance from the R42 provincial			

	road, Botleng Ext 03 & 04, Delpark Ext 02, Witklip and Botleng proper			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Extension 3 and 4	New illumination	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	20	20	30	30

PROJECT NO	PROJECT NAME			
RSS-08-2008	Plan, construct and maintain facilities for non-motorized transport			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Pathways for pedestrians, cyclists and pedestrian bridges in Extension 4	Spend 100% of budget	DLM / NDM / MPG / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

PROJECT NO	PROJECT NAME			
RSS-09-2008	Plan, construct and commission a weigh bridge			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	100% operational weigh bridge	Spend 100% of budget	DLM / NDM / MPG / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
				1,000

PROJECT NO	PROJECT NAME			
RSS-10-2008	Draft, adopt and implement a storm water management plan and pavement management plan			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted plan	Adoption by 30 June 2008	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

PROJECT NO	PROJECT NAME			
RSS-11-2008	Plan, commission and reconstruct V drainages			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng Proper	V drainages	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	200			

PROJECT NO	PROJECT NAME			
RSS-12-2008	Plan, commission and construction of streets in greater Delmas			

LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Paving/ Tarring of streets	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
3,000	3,200	3,200	3,400	3,400

PROJECT NO	PROJECT NAME			
RSS-13-2008	Plan, commission and gravelling of rural roads in greater Delmas			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Gravelling of rural roads	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
250	250	260	260	270

PROJECT NO	PROJECT NAME			
RSS-14-2008	Plan, commission and construct a pedestrian bridge over the river in Delpark Ext 04			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Delpark Ext 04	Pedestrian Bridge	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
250				

PROJECT NO	PROJECT NAME			
MPG PROJECT	Rehabilitate and repair provincial proclaimed surface roads			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	18 km of the Delmas-Bronkhorstspruit Road (P95/2) 22 km of the Delmas-Pretoria (Tshwane) Road (P101/1)	MPG project	MPG	MPG
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
4,900				

## 4.5 CEMETERIES AND CREMATORIA

### 4.5.1 OVERVIEW

The Delmas Local Municipality has three active cemeteries: one in the Delmas area, one in the Botleng area adjacent to the R42 provincial road and one in the Sundra area. There is not a crematorium in the municipality. The cemetery records of the municipality reveal that about 800 burials take place pr annum.

Table 4.8 reflects the number of burials per month per cemetery in the municipality.

		NUMBER OF BARIALS PER MONTH																								
	Jul-04	Jul-05	Aug-04	Aug-05	Sep-04	Sep-05	Oct-04	Oct-05	Nov-04	Nov-05	Dec-04	Dec-05	Jan-05	Jan-06	Feb-05	Feb-06	Mar-05	Mar-06	Apr-05	Apr-06	May-05	May-06	Jun-05	Jun-06	TOTAL	
BOTLENG	67	68	63	76	56	107	63	65	56	61	51	64	51	56	68	58	62	53	47	58	55	60	98	56	1519	
DELMAS	5	9	1	11	7	2	5	0	4	2	1	4	5	4	3	3	5	5	2	5	6	4	5	7	105	
SUNDRA	5	3	3	6	3	2	0	2	2	0	2	3	2	2	2	0	3	0	3	1	7	0	2	4	57	
TOTAL	77	80	67	93	66	111	68	67	62	63	54	71	58	62	73	61	70	58	52	64	68	64	105	67	1681	

Table 4.8 – burials per cemetery per month

Figure 4.4 shows these burials in a chart format.

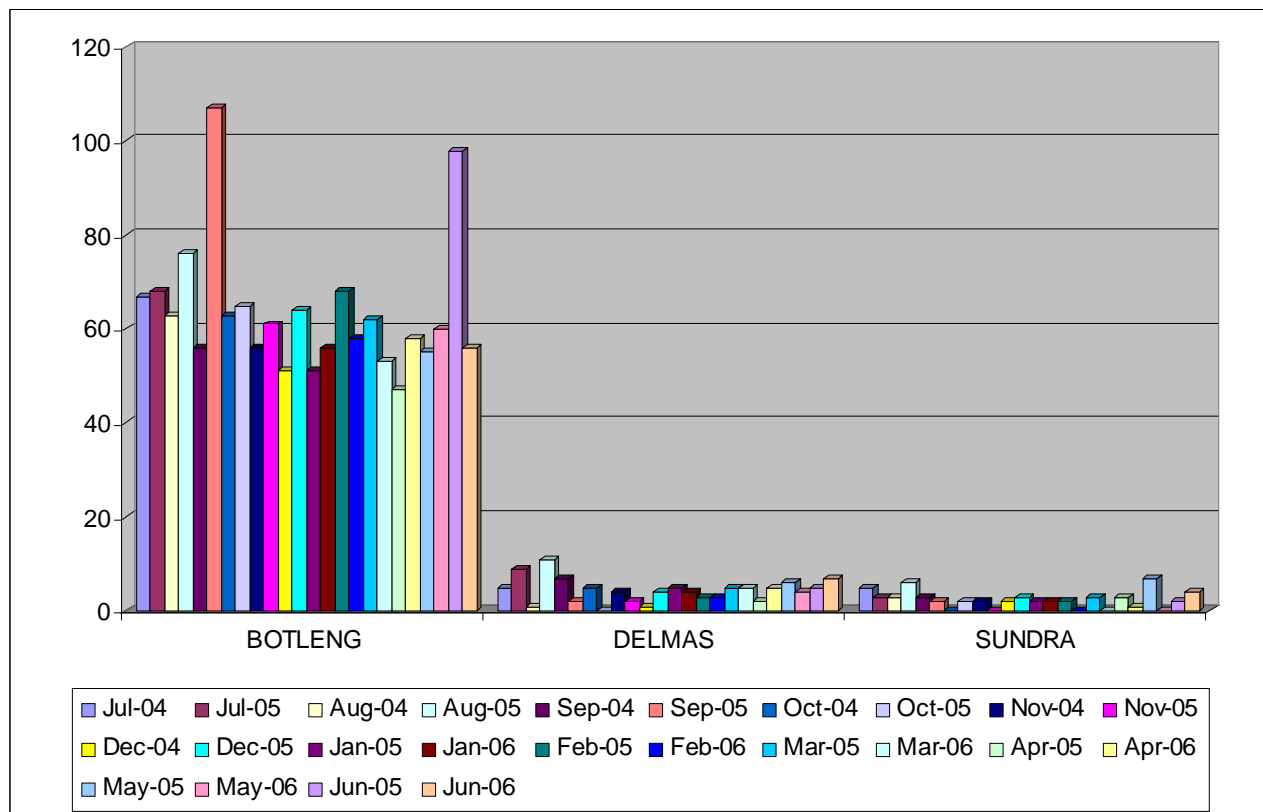


Figure 4.4 – burials per cemetery per month

#### 4.5.2 DEVELOPMENT NEEDS

- Ø The rural community in the municipality has expressed its need for cemeteries in the rural area of the municipality.

#### 4.5.3 DEVELOPMENT CHALLENGES

- Ø To find suitable land for the establishment of cemeteries in the rural area of the municipality.
- Ø To upgrade and maintain all cemeteries in the municipality.

#### 4.5.4 DEVELOPMENT OBJECTIVES AND STRATEGIES

Ø To deliver an economic, effective, efficient and sustainable municipal cemetery service to the community in the municipality of a quality that adheres to all stipulated requirements and in accordance with the needs of the community by:

- § the regulation of the service through policies and by-laws;
- § the identification, development, commissioning and maintenance of sufficient cemeteries;
- § the development, implementation and maintenance of an equitable and fair cost recovery system that includes provisions for indigent families; and
- § the development, implementation and maintenance of a management system that includes consumer satisfaction.

#### 4.5.5 OPERATIONAL STRATEGIES

Ø To ensure that the cemeteries are upgraded and maintained to meet the expectations from the community by optimally utilizing all available resources.

#### 4.5.6 KEY PERFORMANCE AREAS

Table 4.9 reflects the key performance indicators, targets and time-frames for the cemetery service.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Standard	Community awareness of above 80% for any given period
Consumer satisfaction	Average above 80% for any given period

Table 4.9 - key performance areas for cemeteries

#### 4.5.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
CEM-01-2008	Plan, construct and maintain concrete palisade fence			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Muslim cemetery	Erected concrete palisade fence	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
50	5	5	5	5

PROJECT NO	PROJECT NAME
------------	--------------

CEM-02-2008	Maintain and upgrade all cemeteries			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Municipality	Plant grass and trees Cut grass regularly	Neatness above 80%	DLM	DLM
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
100	100	100	150	150

<b>PROJECT NO</b>	<b>PROJECT NAME</b>			
CEM-03-2008	Draft, communicate, adopt and implement a burial strategy			
<b>LOCATION</b>	<b>OUTPUT</b>	<b>KPI</b>	<b>FUNDING</b>	<b>IMPLEMENTOR</b>
Municipality	Council adopted burial strategy	Adopted by 30 June 2008	DLM /NDM	DLM
<b>ESTIMATED PROJECT COST (R '000)</b>				
<b>2008/9 FY</b>	<b>2009/10 FY</b>	<b>2010/11 FY</b>	<b>2011/12 FY</b>	<b>2012/13 FY</b>
50	5	5	5	5

## **5. MUNICIPAL GOVERNANCE, AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

### **5.1 MUNICIPAL STAFF**

#### **5.1.1 OVERVIEW**

The Delmas Local Municipal Council as an institution employs 311 employees. For the purposes of the organisation of the staff the council has an organogram that is annually reviewed, approved and adopted. Table 1.2 on page 09 reflects the top level of the organogram. On the organogram for the 2007/8 financial year there are 323 approved positions that are to be funded through the annual operational budget of the council.

To guide human resource affairs in the municipality, the council has the following policies:

- Ø An integrated human resource management policy
- Ø An employment policy
- Ø An education and training policy
- Ø An experiential training policy
- Ø An HIV/Aids policy.

Besides the above-mentioned policies on human resource management, the council also has an employment equity plan, and a skills development plan.

For the purposes of performance management there is a performance management policy and a performance management framework. These documents presently exist as drafts as it is being communicated with the various labour movements in the Labour Forum. It is expected that the council will consider these documents before 01 July 2007 and therefore adoption thereof is expected not later than 30 June 2007.

All Section-57-employees – the municipal manager, directors and managers accountable to him – are employed on fixed term employment contracts and all have signed annual performance agreements.

#### **5.1.2 DEVELOPMENT NEEDS**

- Ø To build, employ and retain sufficient human resource capacity to manage municipal service delivery in an economic, effective, efficient and sustainable manner.
- Ø To meet employment equity targets.



### **5.1.3 DEVELOPMENT CHALLENGES**

- Ø The slow turnover rate of staff on predominantly the managerial levels makes it difficult to meet employment equity targets through natural attrition.
- Ø The relatively low levels of specialized institutional capacity impedes negatively on the implementation of intern and mentoring programs.

### **5.1.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To establish and maintain an economic, effective, efficient and sustainable municipal staff complement for the economic, effective, efficient and sustainable delivery of all municipal services in a manner that adheres to all stipulated standards and in accordance with the implementation requirements of the integrated development plan by:
  - § the development, approval, adoption and implementation of an organizational structure;
  - § the development, approval, adoption and implementation of an employment equity plan;
  - § the development, approval, adoption and implementation of a skills development plan;
  - § the development, approval, adoption and implementation of a performance management system; and
  - § the development, approval, adoption and implementation of human resource policies and programs.

### **5.1.5 OPERATIONAL STRATEGIES**

- Ø To devise creative ways and means to meet employment equity and skills development targets.

### **5.1.6 KEY PERFORMANCE AREAS**

Table 5.1 reflects the key performance indicators, targets and time-frames for the development of municipal staff.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
<b>ORGANIZATIONAL DESIGN</b>	
Approved organizational structure	Reviewed, approved and adopted organizational structure by 30 June annually
% posts in organogram filled	100% of posts budgeted by due dates
% posts unfilled for more than 3 months	Less than 5%
<b>EMPLOYMENT EQUITY</b>	
% top 3 levels of management black	Above 80% by 30 June 2008
% top 3 levels of management women	Above 50% by 30 June 2010
% staff women	Above 50% by 30 June 2008
% staff disabled	Above 2% by 30 June 2008
<b>SKILLS DEVELOPMENT</b>	
Workplace skills development strategy and plan	Reviewed, approved and adopted workplace skills development plan by 30 June annually
% skills levy received from SETA	Above 50% per annum

**Table 5.1 - key performance areas for municipal staff complement**

### 5.1.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
HRS-01-2008	Aids awareness program			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Meetings where information is given	Reach 100% of staff	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
200	200	200	250	250

PROJECT NO	PROJECT NAME			
HRS-02-2008	Capacitate, train and develop municipal councillors and employees			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Attendance of : workshops, Seminars Meetings Accredited training courses, etc.	Number of councillors and employees	DLM /NDM/ MPG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

PROJECT NO	PROJECT NAME			
HRS-03-2008	Acquire, commission and maintain a succession plan			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted plan	Adoption by 30 June 2008	DLM / NDM	DLM

ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
50	5	5	5	5

PROJECT NO	PROJECT NAME			
HRS-04-2008	Professional and consultancy fees			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Funding for miscellaneous consultants	Spend 100% of budget	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	600	700	800	900

## 5.2 MUNICIPAL BUILDINGS, VEHICLES AND EQUIPMENT

### 5.2.1 OVERVIEW

The Delmas Local Municipal Council has its main offices on the corner of Samuel Road and Van der Walt Street, Delmas. There are also municipal pay points in Botleng, Botleng Extension 3, Delpark and Sundra. Within the municipal offices there are information and communication systems to attend to the administration of the municipality. In 2006 an information technology and systems plan was drafted and adopted by the municipal council. This plan consists amongst others of a technology -, implementation - and financial plan, a computer usage policy, an information security policy and an IT contingency plan. The municipal council also has a number of vehicles to deliver municipal services. The ageing vehicle fleet specifically regarding construction needs urgent intervention.

### 5.2.2 DEVELOPMENT NEEDS

- Ø The planning, construction and commissioning of a new council chamber.
- Ø Upgrading of the vehicle fleet.

### 5.2.3 DEVELOPMENT CHALLENGES

- Ø The advances made with technological, infrastructure and socio-economic development create challenges in meeting the resource demands that accompany these developments.

### 5.2.4 DEVELOPMENT OBJECTIVES AND STRATEGIES

- Ø To acquire or construct and maintain in an economic, effective, efficient and sustainable manner municipal buildings, vehicles and equipment for the economic, effective, efficient and sustainable delivery of all municipal services of a quality that adheres to all stipulated standards and in accordance with the needs of the community by:

- § the planning, acquisition, construction, maintenance and extension of municipal buildings, vehicles and equipment; and
- § the planning, development, implementation and maintenance of a municipal buildings, vehicles and equipment acquisition, construction and maintenance program.

### 5.2.5 OPERATIONAL STRATEGIES

- Ø To ensure that sufficient municipal buildings, vehicles and equipment are available to deliver municipal services to the community.

### 5.2.6 KEY PERFORMANCE AREAS

Table 5.2 reflects the key performance indicators, targets and time-frames for municipal buildings, vehicles and equipment.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
Community satisfaction	Average above 80% for any given period

Table 5.2 - key performance areas for municipal buildings, vehicles and equipment

### 5.2.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
BVE-01-2008	Rehabilitate, upgrade and maintain existing building into a multi-purpose community centre			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Botleng	100% operational MPCC	Spend 100% of budget	DLM / NDM / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
2,500	250	250	300	300

PROJECT NO	PROJECT NAME			
BVE-02-2008	Maintain and renovate the FC Dumat building			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Delmas	Paint Replace carpets Replace tiles Air conditioning	Spend 100% of budget	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	900	800	700	600

PROJECT NO	PROJECT NAME			
BVE-03-2008	Acquire, commission and maintain a new grader			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New grader	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
2,000	200	200	300	300

PROJECT NO	PROJECT NAME			
BVE-04-2008	Acquire, commission and maintain new trucks, LDV's, and other vehicles			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	New trucks New LDV's New vehicles	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
2,000	2,100	2,200	2,300	2,400

PROJECT NO	PROJECT NAME			
BVE-05-2008	Acquire, commission and maintain additional office furniture and equipment			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Desks Tables Chairs Filing cabinets Computers Plasma screens Scanners Printers Two-way radio's etc	Spend 100% of budget	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	1,000	1,000	1,200	1,200

PROJECT NO	PROJECT NAME			
BVE-06-2008	Plan, acquire, commission and maintain CCTV monitoring of all municipal buildings			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Operational CCTV monitoring	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	500	500	500	500

PROJECT NO	PROJECT NAME			
BVE-07-2008	Maintain, renovate, upgrade and fence municipal residences			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Paint Replace carpets Replace tiles Construct fences etc	Spend 100% of budget	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500	500	500	600	600

PROJECT NO	PROJECT NAME			
BVE-08-2008	Plan, construct, commission and maintain a new municipal building			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	A new operational municipal building	Spend 100% of budget	DLM / NDM / MPG / MIG	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
100,000	50,000	1,000	1,500	2,000

PROJECT NO	PROJECT NAME			
BVE-09-2008	Acquire, commission and maintain 3x pre-paid electricity vending machines			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	A new operational 3 x pre-paid electricity vending machines	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
450	50	50	60	60

## 5.3 COMMUNITY PARTICIPATION, ACCOUNTABILITY AND TRANSPARENCY

### 5.3.1 OVERVIEW

The community participation in the Delmas Local Municipality is primarily driven by the ward councillors in conjunction with the community development workers and the ward committees. Every one of the eight municipal wards has a community development worker and a ward committee.

### **5.3.2 DEVELOPMENT NEEDS**

- Ø To develop, expand and entrench community participation and communication through and by means of community development workers and ward committees.
- Ø To develop, commission and manage a customer care system.

### **5.3.3 DEVELOPMENT CHALLENGES**

- Ø Communication with the community needs to be formalized by means of a communications policy.
- Ø The general apathy of the community in municipal matters demands creative ways and means to involve communities in these matters.

### **5.3.4 DEVELOPMENT OBJECTIVES AND STRATEGIES**

- Ø To maximize the constitutional principle of democratic and accountable local government by:
  - § establishing and maintaining ward committees in all the wards of the municipality; and
  - § ensuring meaningful, effective and efficient participation in the matters of the municipality by the involvement of communities and community organizations in all matters of the municipality through:
    - ✓ the planning, development, approval, adoption and implementation of a communication policy;
    - ✓ the planning, development, approval, adoption and implementation of community satisfaction surveys; and
    - ✓ the planning, development, approval, adoption and implementation of a complaint management system.

### **5.3.5 OPERATIONAL STRATEGIES**

- Ø To ensure that effective communication with the community materializes.
- Ø To create ways and means for the community to participate in municipal matters through the ward committees.
- Ø To ensure that the satisfaction of the community with municipal matters is measured.

### **5.3.6 KEY PERFORMANCE AREAS**

Table 5.3 reflects the key performance indicators, targets and time-frames for community participation, accountability and transparency.

KEY PERFORMANCE INDICATORS	TARGETS and TIME-FRAMES
% wards with ward committees	100%
% ward committee meetings with quorums	Above 80% per annum
Community communication strategy	Drafted, approved and adopted for implementation by 30 June 2008
Community satisfaction survey	Drafted, approved and adopted for implementation by 30 June 2010
Complaint management system	Drafted, approved and adopted for implementation by 30 June 2009
# public participants per 10,000 population	1000
Communication in first language	Above 60%
% stakeholders in participation structures	Average above 10% per structure

Table 5.3 - key performance areas for community participation, accountability and transparency

### 5.3.7 PLANS, PROGRAMS AND PROJECTS

PROJECT NO	PROJECT NAME			
CAT-01-2008	Plan and host community meetings, celebrations and festivities			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Meetings Celebrations Festivals	Number of people in attendance	DLM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
1,000	100	150	200	250

PROJECT NO	PROJECT NAME			
CAT-02-2008	Draft, communicate, adopt, implement and maintain a communication strategy			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted communication strategy	Adopt by 30 June 2008	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
500				

PROJECT NO	PROJECT NAME			
CAT-03-2008	Draft, communicate, adopt, implement and maintain a complaint management system			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted complaint management system	Adopt by 30 June 2009	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY



	500	50	60	70
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PROJECT NO	PROJECT NAME			
CAT-04-2008	Draft, communicate, adopt, implement and maintain community satisfaction surveys			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Council adopted community satisfaction survey	Adopt by 30 June 2010	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
		500	50	60

PROJECT NO	PROJECT NAME			
CAT-05-2008	Acquire, commission and maintain one new LDV			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	One new LDV for Hailing	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
145	50	50	60	60

PROJECT NO	PROJECT NAME			
CAT-06-2008	Plan and commission a Community Radio Station			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Community Radio	Spend 100% of budget	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
450	60	60	70	70

PROJECT NO	PROJECT NAME			
CAT-07-2008	Plan and commission a Corruption Fighting Multi Mechanisms			
LOCATION	OUTPUT	KPI	FUNDING	IMPLEMENTOR
Municipality	Corruption Fighting Multi Mechanisms	100% non tolerance on criminal & corrupt acts	DLM / NDM	DLM
ESTIMATED PROJECT COST (R '000)				
2008/9 FY	2009/10 FY	2010/11 FY	2011/12 FY	2012/13 FY
350	60	60	70	70

## 6. FINANCIAL PLAN

### 6.1 OPERATIONAL BUDGET PROJECTIONS

Table 6.1 reflects the revenue projections per revenue source for the 2007/8 financial year to the 2010/11 financial year.

	Current	Y 1	Y 2	Y 3	Total
	2007/2008	2008/2009	2009/2010	2010/2011	Y1 to Y3
Revenue source	('000)	('000)	('000)	('000)	('000)
Property taxes	17,468	18,865	20,375	22,413	61,653
Rates & user charges	55,656	58,240	59,990	66,589	184,819
Rental: Facilities	1,016	1,067	1,123	1,235	3,425
Interest	2,500	2,650	2,815	3,011	8,476
Traffic fines	900	990	900	750	2,640
Licences & permits	2,453	2,563	2,710	2,880	8,153
Grants & subsidies	23,567	24,942	31,635	34,500	91,077
Other Income	179	1,987	2,028	2,231	6,246
Internal recoveries	2,079	2,189	2,304	2,488	6,981
	<b>105,818</b>	<b>113,493</b>	<b>123,880</b>	<b>136,097</b>	<b>373,470</b>
<b>% Increase over period</b>		<b>7.3%</b>	<b>9.2%</b>	<b>9.9%</b>	

Table 6.1 - revenue projections

Figure 6.1 and figure 6.2 show these revenue sources and revenue projections in a chart format.

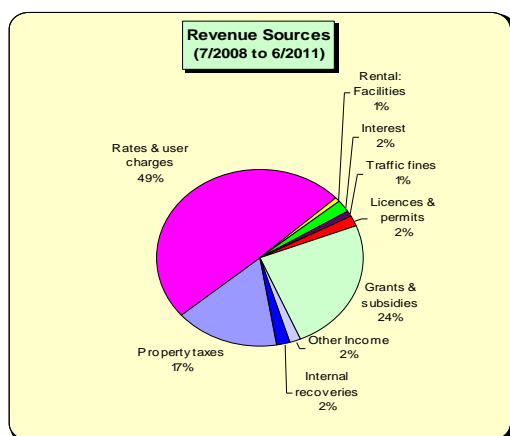


Figure 6.1 - revenue sources

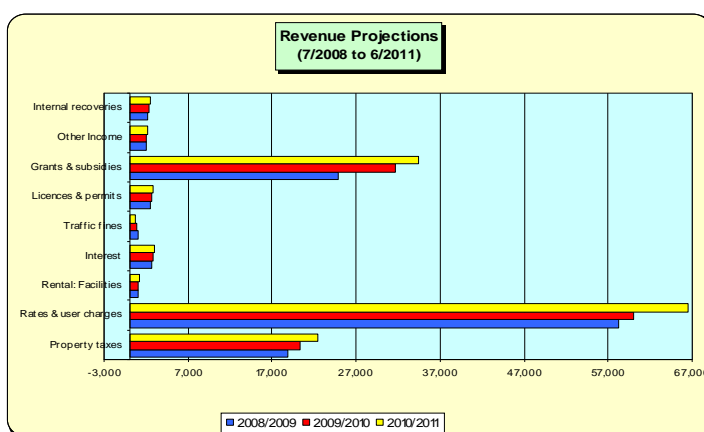


Figure 6.2 - revenue projections

Table 6.2 reflects the expenditure projects per item for the 2007/8 financial year to the 2010/11 financial year.

Expenditure per item.	Current	Y 1	Y 2	Y 3	Total
	2007/2008	2008/2009	2009/2010	2010/2011	Y1 to Y3
	('000)	('000)	('000)	('000)	('000)
Employee related	35,593	39,133	42,920	47,212	129,265
Remuneration Councilors	3,500	3,780	4,082	4,327	12,189
Working Capital reserve	15,850	17,435	19,179	20,713	57,327
Collection cost	300	460	521	800	1,781
Maintenance	6,867	7,643	8,137	9,785	25,565
Interest External	3,110	3,597	4,613	4,058	12,268
Redemption External	2,721	1,669	1,750	1,679	5,098
Bulk purchases	17,800	19,247	20,812	22,893	62,952
General expenses	30,567	30,563	32,867	36,154	99,584
Contribution to capital	150	900	1,100	1,500	3,500
Transfers to reserves	50	120	150	150	420
Internal charges	2,199	2,315	2,436	2,631	7,382
Costs debited out	-12,958	-13,402	-14,788	-16,119	-44,309
<b>Total expenditure</b>	<b>105,749</b>	<b>113,460</b>	<b>123,779</b>	<b>135,783</b>	<b>373,022</b>
<b>Operating surplus</b>	<b>69</b>	<b>33</b>	<b>101</b>	<b>314</b>	<b>448</b>
	<b>105,818</b>	<b>113,493</b>	<b>123,880</b>	<b>136,097</b>	<b>373,470</b>
<b>% Increase over period</b>		<b>7.3%</b>	<b>9.1%</b>	<b>9.7%</b>	

Table 6.2 - expenditure projections

Figure 6.3 show these expenditure projections in a chart format.

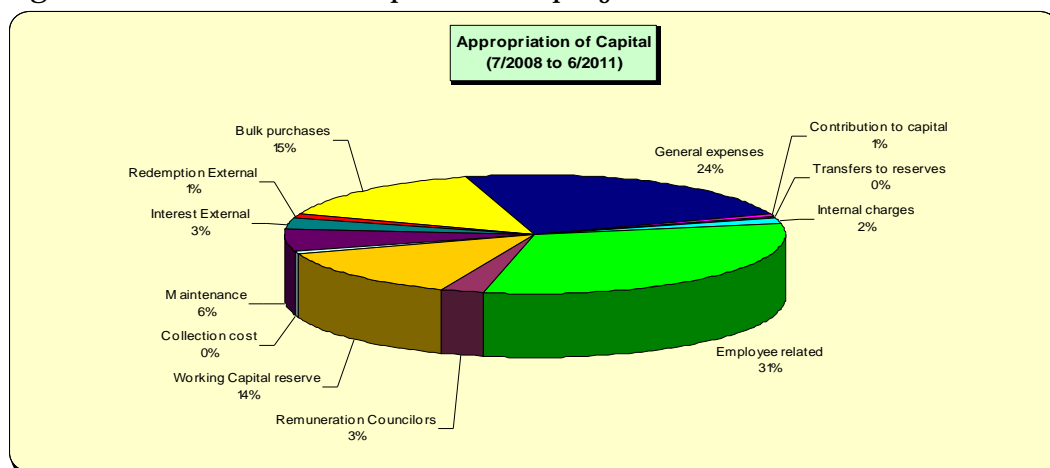


Figure 6.3 - expenditure projections

Table 6.3 reflects the expenditure per vote for the 2007/8 financial year to the 2009/10 financial year.

Expenditure per Vote	Current	Y 1	Y 2	Y 3	Total
	2007/2008	2008/2009	2009/2010	2010/2011	Y1 to Y3
	('000)	('000)	('000)	('000)	('000)
Executive & Council	11,542	12,465	13,537	14,823	40,826
Finance & admin	11,531	12,223	13,225	14,509	39,957
Health	4,139	4,398	4,741	5,205	14,343
Community & social	1,649	1,778	1,930	2,118	5,826
Housing	277	294	310	345	949
Public safety	5,402	5,942	6,418	7,040	19,400
Sport & recreation	2,643	2,854	3,140	3,454	9,448
Waste management	19,112	20,393	22,224	24,375	66,991
Roads	8,059	8,623	9,692	10,562	28,877
Water supply	19,649	21,005	23,102	25,412	69,519
Electricity supply	21,746	23,486	25,459	27,939	76,884
<b>Total expenditure</b>	<b>105,749</b>	<b>113,460</b>	<b>123,779</b>	<b>135,783</b>	<b>373,022</b>

Table 6.3 - expenditure per vote

Figure 6.4 show these expenditure projections per vote in a chart format.

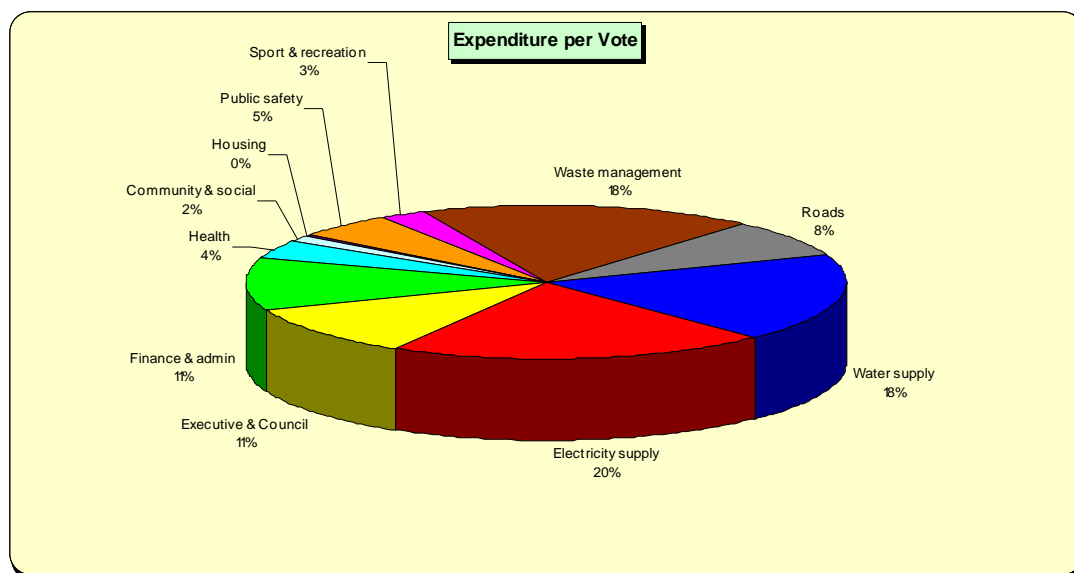


Figure 6.4 - expenditure per vote

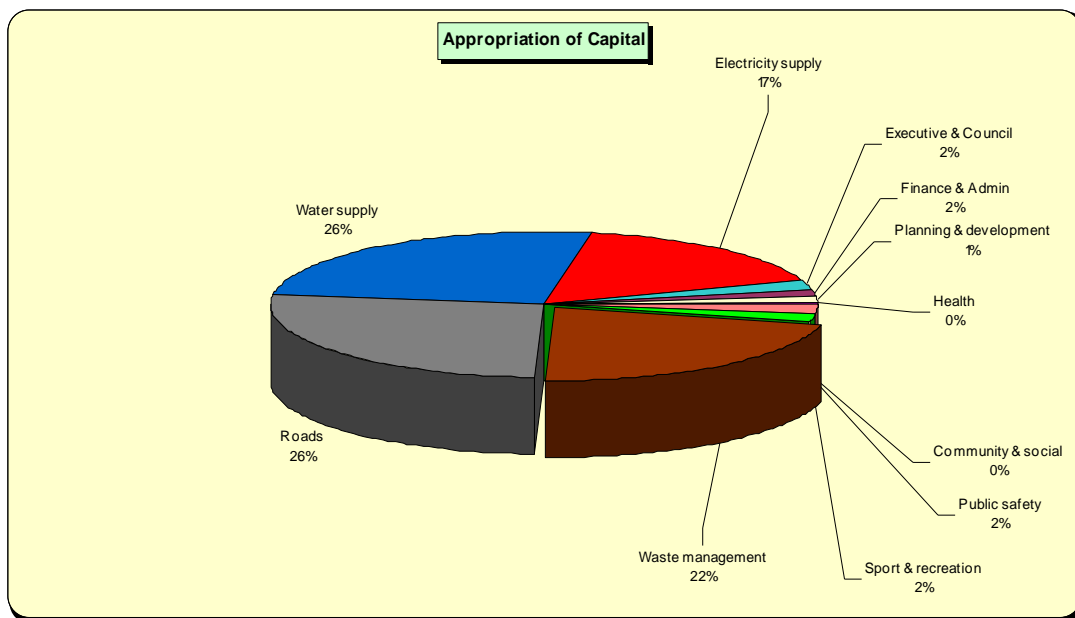
## 6.2 ESTIMATED CAPITAL PROJECTIONS

Based on the municipal plans, programs, and projects that have been included into the integrated development plan table 6.4 reflects the appropriation of capital per vote for the 2007/8 to 2010/11 financial year.

	Current	Y 1	Y 2	Y 3	Total
	2007/2008	2008/2009	2009/2010	2010/2011	Y1 to Y3
<b>Appropriation of capital</b>	('000)	('000)	('000)	('000)	('000)
Executive & Council	1,200	500	500	700	1,700
Finance & Admin	150	500	350	500	1,350
Planning & development	8,102	0	0	1,000	1,000
Health	0	0	0	250	250
Community & social	0	0	0	0	0
Public safety	600	500	650	500	1,650
Sport & recreation	500	500	500	350	1,350
Waste management	3,900	5,000	7,000	5,000	17,000
Roads	5,000	7,000	7,000	7,000	21,000
Water supply	5,000	5,000	5,000	10,000	20,000
Electricity supply	1,000	2,900	5,100	5,000	13,000
<b>Total expenditure</b>	<b>25,452</b>	<b>21,900</b>	<b>26,100</b>	<b>30,300</b>	<b>78,300</b>

**Table 6.4 - capital needs**

Figure 6.5 shows these capital appropriations in chart format.



**Figure 6.5 - capital needs**

Table 6.5 reflects the availability of funding sources for capital projects for the 2007/8 to 2009/10 financial years as well as the funding shortfalls for these projects.

	Current	Y 1	Y 2	Y 3	Total
	2005/2006	2006/2007	2007/2008	2008/2009	Y1 to Y3
Funding Sources	('000)	('000)	('000)	('000)	('000)
External loans	9,200	5,000	5,000	5,000	15,000
Own Revenue	150	900	1,100	1,500	3,500
Grants: Government**	7,402	10,000	12,000	14,000	36,000
Grants: Nkangala DM**	8,700	6,000	8,000	9,800	23,800
<b>Total sources</b>	<b>25,452</b>	<b>21,900</b>	<b>26,100</b>	<b>30,300</b>	<b>78,300</b>
Funded projects	25,452	21,900	26,100	30,300	78,300
Unfunded projects	0	0	0	0	0
<b>Total sources</b>	<b>25,452</b>	<b>21,900</b>	<b>26,100</b>	<b>30,300</b>	<b>78,300</b>
<b>% Unfunded Projects</b>		<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

\*\* - Estimated amount to be allocated to Delmas Municipal council.

Table 6.5 - funding sources

Figure 6.6 shows the relative funding sources for the capital program.

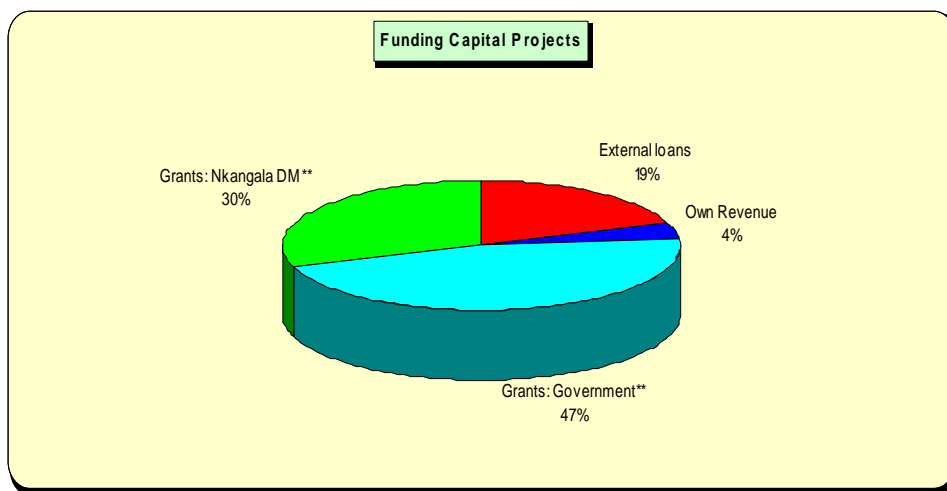


Figure 6.6 - funding sources

### 6.3. Financial Strategy

#### 6.3.1 The Financial framework

consideration when implementing operational activities as well as capital projects.

external investors.

### **Cash / Liquidity Position**

2,33:1. An overall ration in excess of 2:1 is considered to be healthy.

### **Sustainability**

community it serves.

share from national government.

### **Effective and Efficient use of resources**

policy statements provided by the Council.

### **Accountability, Transparency and Good Governance**

providing resources to the Municipality.

format and timeframes.

### **Redistribution**

from national government.

### **Development and Investment**

### **Borrowing**

to fulfil timeously in debt repayment without extra-ordinary fluctuations in tariffs.

norm should not be more than 12%.

## **6.3.2 Financial Management Strategies and Programmes**

### **3.2.1 A five year strategic information technology plan.**

in progress.

### **3.2.2 Asset management plan**

utilization and reporting on assets.

### **3.2.3 Budgetary Office**

Act, no 56 of 2003.

### **3.2.4 Pre-paid Vending**

### **3.2.5 Improved meter reading functions**

municipal accounts.

### **3.2.6 Upgrading of networks. WAN - Wireless Area Network**

financial server. Improve the service to the consumer.

## **6.3.3 Financial Management Policies.**



introduced and maintained:

### 3.3.1 Credit Control Policy

introduced to act against non-payers.

### 3.3.2 Indigent Policy

### 3.3.3 Investment policy

### 3.3.4 Tariff policy

### 3.3.5 Asset Management Policy

depreciation, writing off and selling of Council's assets.

### 3.3.6 Supply Chain Management Policy

procedures.

### 3.3.7 Travelling and Subsistence Policy

The policy was introduced in order to guide the reimbursement of travelling and subsistence expenses

incurred by Councillors and officials.

## 6.4. Ratio Analysis / Benchmarks

The table below gives details of commonly used financial ratios or benchmarks.

Financial benchmark	Basis of calculation	2005/2006	2006/2007
<b>Borrowing management</b>			
Debt to asset ratio	Total debt / Total assets	44%	<b>37,7%</b>
Debt to revenue	Total debt / Annual income	33%	<b>30,8%</b>
Interest bearing debt to revenue	Interest bearing debt / Annual income	26%	<b>15,7%</b>
Average interest paid on debt	Interest paid / Total interest bearing debt	15%	<b>23,4%</b>
Capital charges to operating expenditure	Interest & capital paid / Operating expenditure	7%	<b>6,3%</b>
Interest as a % of operating expenditure	Interest paid / Operating expenditure	5%	<b>4,0%</b>
<b>Safety of capital</b>			

Debt to equity	Total debt / funds & reserves	97%	<b>90,8%</b>
Current ratio	Current assets / Current liabilities	233%	<b>152,7%</b>
Gearing	Funds & reserves / Long term debt	132%	<b>216,4%</b>
Liquid ratio	Cash assets / Current liabilities	218%	<b>87,7%</b>
<b>Revenue management</b>			
Annual debtors collection rate (Payment level %)	Last 12 months receipts / Last 12 month billing	65%	<b>68,3%</b>
Outstanding debtors to revenue	Outstanding debtors (net) / Annual revenue (total income)	27%	<b>30,9%</b>
Days debtors outstanding	Outstanding debtors (net) / Annual revenue (total income) x 365	97	<b>113</b>
<b>Efficiency</b>			
Personnel costs to operating expenditure	Personnel cost / Operating expenditure	32%	<b>32,4%</b>
<b>Other indicators</b>			
Electricity distribution losses	(Total units purchase less total units sold) / Total units purchased	17%	<b>23,9%</b>
Water distribution losses	(Total units purchase less total units sold) / Total units purchased	18%	<b>21,3%</b>
Asset maintenance rate	Repair & maintenance expenditure / Total asset value	16%	<b>17,0%</b>
<b>Colour code Legend:</b>		<b>Positive</b>	
		<b>Negative</b>	

**Table 6.7 - financial ratios and benchmarks**

Table 6.6 reflects the implementation process and – time-table of the Property Rates Act in the Delmas Local Municipality.

NO	ACTION REQUIRED	DATE
1.	Commence with the development of a draft rates policy (Section 3 of the Property Rates Act.)	1 June 2006
2.	Determinate date of valuation in terms of Section 31 of the Property Rates Act. Report in this regard is to be tabled during the council meeting to be held on 06 November 2006. Date of valuation: 01 July 2007	6 November 2006
3.	Complete the development of the draft rates policy and submit to council for approval	6 November 2006
4.	Display and advertise the approved draft rates policy (Section 4 of the Property Rates Act. A period of 60 days is recommended.)	17 November 2006
5.	Secure dates venues and time of consultation meeting with community, agricultural unions, business representatives, mining sector representatives and interested parties	17 November 2006 onwards
6.	Calling of tenders for appointment as municipal valuer (Section 33 of the Property Rates Act 2004)	17 November 2006
7.	Closing of tender for appointment as municipal valuer (Section 33 of the Property Rates Act 2004)	15 December 2007
8.	Appointment of municipal valuer (Section 33 of the Property Rates Act 2004)	8 January 2006
9.	Last day for public comments on the draft rates policy	27 January 2007
10.	Adoption of Rates Policy by Council taking into account all public comments received	5 February 2007
11.	Commencement of conducting of land audit by municipal valuer	12 February 2007
12.	Finalize time table for submission of progress reports on the envisaged conducting of a general valuation	1 June 2007
13.	Commencement of the conducting of a general valuation (Section 30 of the Property Rates Act.)	1 July 2007
14.	Submissions of certified valuation roll to the municipal manager as per Section 49 of the Property Rates Act	1 February 2008
15.	Publish notice for the inspection of and objections to the valuation roll in terms of Section 49 of the Property Rates Act 2004 within 21 days of receipt thereof	20 February 2008 and 27 February 2008
16.	Advertise by – laws for public comments to give effect to the rates policy (Section 6 of the Property Rates Act.)	2 March 2008
17.	Table draft budget in council	30 March 2008
18.	Last day for inspection of and objections to the valuation roll in terms of section 50 of the Property Rates Act	20 April 2008
19.	Submit all objections to the valuation roll to the municipal valuer (Section 50(5) of the Property Rates Act)	24 April 2008
20.	Commence the process to consider and decide on objections and to adjust the valuation roll accordingly as well as the appeal process	7 May 2009
21.	Council adopts by-laws taking into account all public comments to give effect to the rates policy	29 May 2009
22.	Implement valuation roll and rates policy	1 July 2009

**Table 6.6 - implementation time-table for property rates**

## **7. DISASTER MANAGEMENT PLAN (EXECUTIVE SUMMARY)**

### **7.1 INTRODUCTION**

The following executive summary contains an overview of the Delmas Disaster Management Plan as a whole. The plan is being compiled in sequential stages as the information required are obtained and completed. This overview covers all work done as well as those sections and/or responsibilities that are still outstanding or not completed.

The ideal of a disaster management plan is to confirm arrangements within the Delmas Local Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

Disaster management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, - mitigation, - preparedness, - response, - recovery and - rehabilitation (Disaster Management Act 2002).

The preventative elements of the plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of the plan will be implemented in the Delmas Local Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction.

The Disaster Management Act requires the municipality to take the following actions:

- Ø Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- Ø Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- Ø Regularly review and update its plan. (Section 48)

In terms of Section 41 (1) (b) of the Constitution of the Republic of South Africa, all spheres of Government, Local Government are required to secure the well being of the people of the Republic. Local government is also empowered to deal with a number of functions, which are closely related to disaster management under part B of Schedule 4 and 5 of the Constitution. In addition Section 152 (1) (d) of the Constitution requires local government to provide a safe and healthy environment.

Section 26(g) of the Municipal Systems Act no 32. 2000 states that the integrated development plans of the municipality must reflect applicable disaster plans. The need for the integration of disaster plans into the integrated development plan of the municipality is underscored by the commonality between mitigation issues and new roles for local government which focus on the provision of basic

services, the creation of job opportunities, economic and social development, the eradication of poverty and promoting democracy.

The Municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Disaster Management Centre and the Disaster Management Centre of the Mpumalanga Province and the Disaster Management centre of the Nkangala District Municipality.

The plan should:

- Ø Form an integral part of the municipality's integrated development plan
- Ø Anticipate the likely types of disaster that might occur in the municipality's area and their possible effects
- Ø Identify the communities at risk
- Ø Provide for appropriate prevention and mitigation strategies
- Ø Identify and address weaknesses in capacity to deal with possible disasters
- Ø Facilitate maximum emergency preparedness
- Ø Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the municipality
- Ø Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal departments
- Ø Contain contingency plans and emergency procedures in the event of a disaster, providing for:
  - § The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities
  - § Prompt disaster response and relief
  - § Disaster recovery and rehabilitation focused on risk elimination or mitigation
  - § The procurement of essential goods and services
  - § The establishment of strategic communication links
  - § The dissemination of information.

## **7.2 PURPOSE OF THE DISASTER MANAGEMENT PLAN**

The plan is designed to establish the framework for implementation of the provisions of the future Disaster Management Act as well as the related provisions of the Municipal Systems Act, 2000 (Act 32 of 2000).

The purpose of the plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of disaster management.

It is intended to facilitate multi-agency and multi-jurisdictional coordination in both pro-active and reactive programmes.

### 7.3 DELMAS LOCAL MUNICIPALITY DISASTER MANAGEMENT POLICY FRAMEWORK (SECTION 41)

The policy framework of this municipality will be completed and aligned with the Nkangala District Municipality's policy when their policies are in place and will be:

- Ø Consistent with the provisions of the Disaster Management Act
- Ø Within the national disaster management framework
- Ø Consistent with the disaster management policy framework of the Mpumalanga province.

The processes involved in disaster management can best be explained through the disaster management continuum.

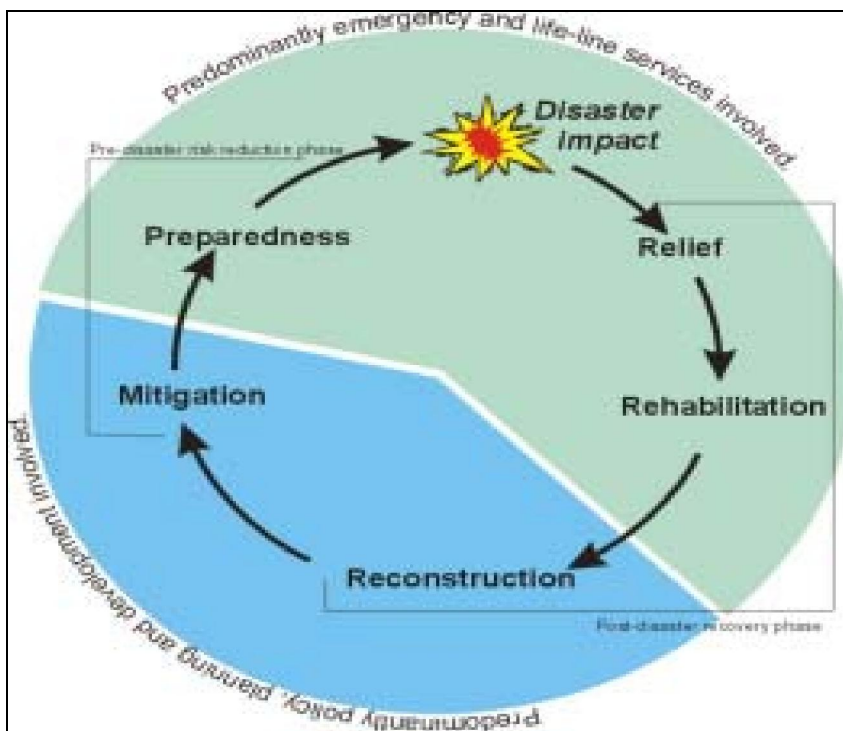


Figure 7.1 - disaster management continuum

Figure 7.1 illustrates the continuum: it should be noted that disaster management is not only reactive, but also involves actions aimed at preventing disasters, or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees to disaster management in the various phases of the disaster management continuum. The needs identified in the corporate disaster management plan will indicate where line functions and departments must contribute. These contributions will then be included in line function, departmental and integrated regional disaster management plans.

Disaster management plans cover the whole disaster management continuum,

and must address actions before, during and after disasters. Disaster management plans are compiled on the basis of a generic plan including standard operating procedures and best practice, and then expanded with risk-specific plans that address disaster management for special circumstances where the generic plan needs to be adapted.

#### **7.4 RISK PROFILE**

Risk and vulnerabilities will determine the priorities for disaster management programs and projects. The amount of possible benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended will be the criteria that determine priorities.

In a generic sense, the following physical hazards were found to pose the highest risks in the municipality:

- Ø Fire
- Ø Transport
- Ø Technological threats
- Ø Environmental threats
- Ø Natural phenomena
- Ø Mass events
- Ø Service disruption
- Ø Violence and terrorism.

Communities in informal settlements are the most vulnerable to many of these physical risks, but proximity to certain installations or hazards also exposes other communities to risks.

In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

Substantial growth in the number of informal settlements in the municipality has been observed. The influence of poverty, rapid population growth, unsafe building practices, lack of infrastructure and accessibility put these communities at risk of disasters. Emergency shelters and water provision in times of crises are of concern.

#### **7.5 MANAGEMENT STRUCTURE**

The Delmas Local Municipality, in terms of the Disaster Management Act do not require a disaster management structure other than for a disaster management officer. However, the need was identified by the municipal councillors to have some kind of disaster management structure in place. This is currently under

investigation for the best possible solution to accommodate this structure in relation to the district centre.

## **7.6 RESPONSIBILITIES**

The main stakeholders in the municipality's disaster management plan and their respective specific responsibilities in terms of disaster prevention and/or risk elimination, and disaster responses are indicated in the disaster management plan.

## **7.7 DISASTERS OCCURRING OR THREATENING**

When a disastrous event occurs or is threatening in the area of the municipality, the disaster management officer will determine whether the event is a disaster in terms of the Disaster Management Act, and, if so, the municipal manager, relevant directors and the executive mayor will be duly informed and advised into the procedures that are to be followed. The disaster management officer, through the office of the municipal manager will immediately:

- Ø Initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster
- Ø Alert disaster management role players in the municipal area that may be of assistance in the circumstances
- Ø Initiate the implementation of the disaster response plan or any contingency plans and emergency procedures that may be applicable in the circumstances
- Ø Inform the Nkangala Disaster Management Centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.

Irrespective of whether a local state of disaster has been declared or not, the municipality is primarily responsible for the co-ordination and management of local disasters that occur in its area. (Section 50(1))

## **7.8 DECLARATIONS OF DISASTERS**

Whether or not an emergency situation is determined to exist, municipal council and/or other institutions and/or agencies may take such actions under this plan as may be necessary to protect the lives and property of the residents of the municipality.

Irrespective of whether a local state of disaster has been declared, the municipality is primarily responsible for the coordination and management of local disasters that occur in its area.

In the event of a local disaster the Delmas Local Municipal Council may by



notice in the provincial gazette declare a local state of disaster if existing legislation and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster; or other special circumstances warrant the declaration of a local state of disaster. (Section 51:1)

If a local state of disaster has been declared, the municipality may make regulations or issue directions, or authorize the issue of directions concerning:

- Ø The release of available resources of the municipality, including stores, equipment, vehicles and facilities
- Ø The release of personnel of the municipality for the performance of emergency services
- Ø The implementation of all or any of the provisions of a municipal disaster management plan that is applicable in the circumstances
- Ø The evacuation to temporary shelters of all or parts of the population from the disaster- stricken area if such action is necessary for the preservation of life
- Ø The regulation of traffic to, from and within the disaster-stricken or threatened area
- Ø The control and occupancy of premises in the disaster-stricken area
- Ø The provision, control and use of temporary emergency housing
- Ø The suspension of limiting sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area
- Ø The maintenance or installation of temporary lines of communication to or from or within the disaster area
- Ø The dissemination of information required for dealing with the disaster
- Ø Emergency procurement procedures
- Ø The facilitation of post-disaster reconstruction, rehabilitation and recovery
- Ø Other steps that may be necessary to prevent escalation of the disaster, or to alleviate, contain and minimize the effects of the disaster.

If a local state of disaster has been declared, the municipality may issue directions, or authorize the issue of directions to:

- Ø Assist and protect the public
- Ø Provide relief to the public
- Ø Prevent or combat disruption
- Ø Deal with the destructive and other effects of the disaster.

## **7.9 DISASTER RESPONSE PROCEDURE**

A disaster management task team shall be established and convened when an emergency has occurred or is likely to occur, in accordance with the following procedure:

- Ø Where the size or seriousness of the emergency seems beyond the capability

of a service, in the opinion of the most senior on-duty official of that service, the disaster management officer can be requested to activate the emergency management task team

- Ø Where the disaster management officer is of the opinion that it is necessary to activate the emergency management task team in order to effectively manage an emergency which has occurred or is likely to occur, the emergency management task team must be activated
- Ø The activating service shall via the communications centre contact the disaster management officer who shall immediately arrange to notify the established members of the emergency management task team
- Ø The disaster management officer shall request the members to meet at the emergency communications centre
- Ø The emergency management task team will evaluate the situation and advise the municipal manager regarding the declaration of a local disaster, as well as the continued activation or standing-down of the emergency management task team.

#### **7.10 REQUESTING ASSISTANCE**

Under certain circumstances, assistance, including assistance from the South African National Defence Force, may be requested from the provincial disaster management centre through the Nkangala District Disaster Management Centre. The requesting of such services shall not be deemed to be a request that the Mpumalanga Provincial Government assume authority and control of the emergency.

#### **7.11 RECOVERY AND REHABILITATION OPERATIONS**

Post-disaster recovery and rehabilitation operations normally take on the nature of programs and projects. The Nkangala District Disaster Management Centre will assist with the identification of needs and will facilitate recovery and rehabilitation operations. The local functions or departments with the most direct involvement in the operations will take responsibility for project management and delivery. In this regard the causal factors of disasters must be addressed and disaster prevention through risk elimination must be pursued.

## **8. SPATIAL DEVELOPMENT FRAMEWORK**

### **8.1 INTRODUCTION**

#### **8.1.1 AIM OF THE SPATIAL DEVELOPMENT FRAMEWORK**

In terms of the provisions of the Development Facilitation Act, 1995 (Act No 67 of 1995) and the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) municipalities are required to formulate land development objectives and integrated development plans for their area of jurisdiction.

The aim of this document is to comply with the provisions of the above-mentioned legislation via the formulation of a spatial development framework to guide the future development of the Delmas Local Municipality.

It will address critical issues of concern such as:

- Ø Urban and rural needs that must be protected and integrated with each other;
- Ø Existing formal and informal settlements, as well as proposed new settlements, their specific needs, interrelation within the urban structure, etc.;
- Ø How to contain urban sprawl;
- Ø Defining the urban fringe;
- Ø Correction of distorted spatial patterns of settlement;
- Ø Mixed land use areas; and
- Ø Protection of the environment.

#### **8.1.2 PURPOSE OF THE SPATIAL DEVELOPMENT FRAMEWORK**

The purpose of the spatial development framework is to provide guidelines and to integrate planning regarding the future development of the municipality. It will:

- Ø Guide the development of an effective urban structure (residential, employment and transportation)
- Ø Guide decision-making regarding allowable land uses in certain areas as well as investment in infrastructure
- Ø Guide the budgeting process
- Ø Create an attractive environment for investment (residential, industrial, etc.)
- Ø Ensure the maintenance of a stable and attractive urban and rural environment.

The point of departure with the compilation of this framework is the vision statement of Delmas Local Municipality, namely:

“To provide a better life for all members of our community by striving to provide quality services and active participation.”

### **8.1.3 LOCATION AND COMPOSITION OF THE MUNICIPALITY**

The area includes:

- Ø **Developed Urban Areas:** Predominantly residential (Delmas, Botleng, and Eloff) with their supportive businesses, social services and industrial developments
- Ø **Agricultural Holding Areas:** Primarily extensive residential with numerous non-conforming land uses (Union Forest Plantation, Eloff, Rietkol, Springs and Sundra Agricultural Holdings)
- Ø **Informal Settlements** (4) as well as the Brakfontein “residential” area (mine);
- Ø **Agricultural / Farming operations**
- Ø **Mining Component.**

## **8.2 COMPOSITE PROBLEM STATEMENT**

### **8.2.1 INTRODUCTION**

The purpose of this section of the framework is to give a brief overview of the problems affecting the development of the municipality.

This analysis is based on information available from planning reports, as well as from insights obtained from officials, politicians as well as inputs at public meetings.

### **8.2.2 UNDERLYING PROBLEMS**

The underlying problems experienced with regards to the physical development of the municipality, are:

- Ø Urbanisation with a rapid population growth
- Ø The urban area is not functioning optimally as a result of past planning policies (separate residential areas)
- Ø Low economic and employment growth in the urban area as well as a decrease of work opportunities in the agricultural sector
- Ø Unemployment
- Ø Limited business and industrial sectors;
- Ø Uncontrolled overspill of economic activities from Gauteng into the municipality
- Ø Area underlain by dolomite influencing the urban form
- Ø High potential agricultural land competing with mining operations and urban extension
- Ø Limited budget resulting in ineffective implementation of development policies

- Ø Closing of mines, with available housing infrastructure, at the wrong locality (not cost effective to provide services).

### **8.2.3 SPATIAL MANIFESTATION OF PROBLEMS**

From a spatial point of view the problems experienced in Delmas manifest themselves as follows:

- Ø Dispersed and fragmented towns (Botleng Proper in relation to Delmas, and Botleng Extensions 3 and 4 in relation to Delmas and Botleng Proper)
- Ø Employment opportunities in:
  - Delmas Central Business District and adjacent “Industrial” area
  - Commercial/Business development - Rietkol area
  - At the mines throughout the area
- Ø Informal settlements (7) present in the area and influx of people due to farm evictions.

### **8.2.4 SOCIAL MANIFESTATION OF PROBLEMS**

The following problems are evident in the municipality:

- Ø Unemployment
- Ø Homelessness
- Ø Poverty.

Through the spatial development framework it is not possible to address social and economic problems directly, but it can contribute to relieving the problems via a positive development policy resulting in economic growth and job creation.

## **8.3 DEVELOPMENT PROBLEMS AND OPPORTUNITIES**

### **8.3.1 INTRODUCTION**

In this section an overview will be given of the problems and opportunities affecting the development of Delmas.

The main components of development in the area will be focussed on:

- Ø Housing
- Ø Employment
- Ø Environment.

These three components will now be addressed separately.

## **8.3.2 HOUSING**

### **8.3.2.1 HOUSING RELATED PROBLEMS**

#### **8.3.2.1.1 LAND**

- Ø Land in an appropriate locality need to be identified urgently for low cost housing development, taking available bulk infrastructure and affordability levels into consideration
- Ø Informal housing units present in Delmas Municipality come to about 5 000 units
- Ø Land is not released timely for housing development, due to budget constraints, existing legislation and regulations, application procedures, etc.
- Ø High potential agricultural land in “competition” with housing development
- Ø Erf sizes of available erven in upmarket residential areas not in line with present developmental costs and affordability levels
- Ø No financial support for sub-economic housing.

#### **8.3.2.1.2 INFRASTRUCTURE**

- Ø Financial constraints exist as far as provision of roads, at acceptable levels, in newly developed areas are concerned
- Ø Financial constraints also exist in terms of upgrading and maintenance of services in existing areas
- Ø Quality and extent of infrastructure especially in Botleng Extension 3 and 4 as well as the Agricultural Holdings Areas are not on par compared to the rest of urbanised area.

#### **8.3.2.1.3 TRANSPORT**

- Ø Long distances between low-income residential areas and employment areas (Botleng Extensions 3 and 4 - Delmas CBD/Industrial Areas, and Botleng and Extensions - Rietkol and Springs)
- Ø No public transport (buses, or rail) in area
- Ø Private transport (Taxi's) is relatively costly.

#### **8.3.2.1.4 OTHER PROBLEM AREAS**

- Ø Shortage of social infrastructure (schools, crèches, sport and recreation facilities, etc.) in low-cost residential areas.

### **8.3.2.2 HOUSING RELATED OPPORTUNITIES**

#### **8.3.2.2.1 LAND**

- Ø Vacant land is available close to existing employment areas. (Delmas CBD/Industrial area)

- Ø Diversity present in area regarding the range of existing residential areas and housing types. (Choice)
- Ø Financing available from Provincial Housing Department to house the unemployed
- Ø Proclaimed erven available for up-market residential development.

#### 8.3.2.2.2 INFRASTRUCTURE

- Ø Existing infrastructure capacity adequate to serve certain areas and possible extensions
- Ø Excluding roads, the other infrastructures are relatively well developed and maintained.

#### 8.3.2.2.3 TRANSPORT

- Ø Efficient and flexible private transport facilities are available. (Taxi's); and
- Ø Well-developed transport nodes. (Taxi ranks)

#### 8.3.2.2.4 OTHER OPPORTUNITY AREAS

- Ø Increased social mobility, leading to wider residential choices for residents
- Ø Government and other institutional funding available for low-cost housing and infrastructure.

### **8.3.3 EMPLOYMENT**

#### 8.3.3.1 EMPLOYMENT RELATED PROBLEMS

##### 8.3.3.1.1 LAND

- Ø Undeveloped industrial erven available adjacent to Botleng due to perceived security problems
- Ø Mines located at mineral source mostly far away from residential areas.

##### 8.3.3.1.2 INFRASTRUCTURE

- Ø Financial constrains regarding maintenance and extension of services networks
- Ø Infrastructure not available in Rietkol area.

##### 8.3.3.1.3 TRANSPORT

- Ø Long commuting distances between residential and employment areas.

#### 8.3.3.1.4 OTHER PROBLEM AREAS

- Ø Low economic growth in country, and low prices for minerals resulting in insufficient job creation
- Ø Mechanisation in agricultural sector with resulting job losses
- Ø No enhancement of mineral wealth or agricultural products in the area
- Ø No secondary industries present in area enhancing primary resources.

#### 8.3.3.2 EMPLOYMENT RELATED OPPORTUNITIES

##### 8.3.3.2.1 LAND

- Ø Industrial erven available in Delmas and adjacent to Botleng
- Ø Demarcated industrial land available for development in Rietkol
- Ø Land available for airport development where employment-generating land uses can be established.

##### 8.3.3.2.2 INFRASTRUCTURE

- Ø Well-developed infrastructure in place at some of the employment centres;
- Ø Good accessibility via N-12 highway and other Provincial roads to Gauteng Province; and
- Ø Located on Maputo Development Corridor.

##### 8.3.3.2.3 TRANSPORT

- Ø Well-developed regional road and rail infrastructure
- Ø Capacity on major transport routes.

##### 8.3.3.2.4 OTHER OPPORTUNITY AREAS

- Ø Growing employment opportunities in the informal sector
- Ø Area attractive for manufacturing establishments as well as the enhancement of minerals and agricultural products.

### **8.3.4 ENVIRONMENT**

#### 8.3.4.1 ENVIRONMENTAL RELATED PROBLEMS

- Ø Pollution of Bronkhorstspuit as a result of the informal settlement adjacent to Botleng
- Ø Mining expansion versus high potential agricultural production
- Ø Pressure on underground water for municipal use and irrigation purposes.

#### 8.3.4.2 ENVIRONMENTAL RELATED OPPORTUNITIES



- Ø Bronkhorstspruit and pans in area with prolific bird life, and fishing opportunities
- Ø Environmental legislation in place that must be adhered to before amendment of land use (mining, residential, etc.) can take place.

#### 8.3.4.3 OTHER OPPORTUNITY AREAS

- Ø Birding and fishing potential of area.

### **8.4 OBJECTIVES AND STRATEGY**

#### **8.4.1 INTRODUCTION**

Based on the above composite problem statements and opportunities, as well as the Vision Statement for Delmas, objectives and strategies have been formulated to guide the spatial development of the municipality.

#### **8.4.2 OBJECTIVES**

The following development objectives were formulated during the integrated development plan process:

- Ø Provision of land for housing for the different socio-economic groups in appropriate locations
- Ø Provision of land for employment in close relation to low-cost residential areas as well as close to economic growth areas
- Ø Provision of affordable bulk infrastructure
- Ø Promotion of economic development opportunities via a detailed marketing strategy
- Ø Promote environmentally friendly development practices and conserve certain areas. (Pans and Bronkhorstspruit)

#### **8.4.3 STRATEGY**

##### 8.4.3.1 STRATEGIC STATEMENT

This statement defines how the vision and objectives of Delmas can be achieved so as to ensure a sustainable urban and rural environment.

The following development strategy has been formulated:

*“To integrate development in the Delmas Local Municipality, rural and urban, spatially and functionally into a sustainable system.”*

### 8.4.3.2 APPLICATION OF STRATEGY

#### 8.4.3.2.1 PHYSICAL DEVELOPMENT

The arrangement of land uses in such a manner that choice, efficiency, accessibility and affordability are achieved as far as residential and employment developments are concerned.

Land uses must also be integrated and areas of mixed land uses need to be established to cater for the needs of the total community.

Infrastructure must be extended to support development in the different locations so as to integrate the urban system.

#### 8.4.3.2.2 ECONOMIC DEVELOPMENT

Opportunities must be created for economic activity by means of a range of land uses in certain locations and by the implementation of investor friendly policies.

Economic opportunities in the area need to be exploited such as the enhancement of agricultural products and minerals.

Opportunities should also be created for the expansion of the informal sector, as it will help people to escape from poverty.

#### 8.4.3.2.3 SOCIAL DEVELOPMENT

Provision of appropriate and adequate social facilities (schools, community centres, etc.) need to take place. The provision of most of these facilities are not the responsibility of the local authority but the municipal council must liaise with the relevant national and provincial government departments to ensure delivery of such services.

## **8.5 DEVELOPMENT POLICIES**

### **8.5.1 INTRODUCTION**

The drafting and adoption of the under-mentioned policies were identified taking the principals and regulations of the Development Facilitation Act as well as the Municipal Systems Act into consideration.

These policies are inter-related and must be implemented as a development package.

## **8.5.2 POLICY OPTIONS**

### **8.5.2.1 A COMPACT URBAN STRUCTURE / INFILL DEVELOPMENT**

This is necessary to prevent urban sprawl so as to conserve high quality agricultural land. Therefore, if possible, new residential areas should be located in close proximity to employment areas as well as existing residential area, or vice versa.

The following general principles should apply:

- Ø Bulk infrastructure must be focussed in areas adjacent to existing development. (Residential or employment)
- Ø Development of vacant, developable land within build-up areas must be encouraged where infrastructure can accommodate it
- Ø Formulate urban densification policies
- Ø Optimise the existing transport infrastructure
- Ø Urban edge must be defined.

### **8.5.2.2 PREVENT NON-SUSTAINABLE URBAN DEVELOPMENT**

It is necessary for the municipal council to ascertain the economic viability of services delivery in remote areas (existing or new), which places a heavy financial burden on the council and ultimately the taxpayers.

The principles applicable are:

- Ø Economical, affordable services
- Ø Pay for the services you receive therefore a sliding scale for payments applicable to the different areas.

### **8.5.2.3 URBAN DENSIFICATION**

Increase densities in certain areas in particular near employment areas, in existing residential areas, and transport routes

The principles applicable are:

- Ø Allow subdivision of residential erven in certain areas
- Ø Allow rezoning of erven to higher residential densities in certain areas
- Ø Allow second dwelling units on bigger erven
- Ø Make vacant land in existing residential areas available for development
- Ø Take capacity of bulk infrastructure reticulation into consideration when densification is investigated.

#### 8.5.2.4 PROTECT THE EXISTING TAX-BASE

Though residential areas and employment opportunities should be located in close proximity to each other, care should be taken that they support each other and do not have a negative impact on the urban area as a whole.

Residential areas for different income groups must be protected.

Principles:

- Ø Unsightly industrial/mining development or development with certain levels of pollution should be established away from residential areas, though easily accessible from such areas
- Ø Level of service delivery to an area must be used to determine compatibility of areas.

#### 8.5.2.5 MIXED LAND USE DEVELOPMENT

This will lead to functional integration of employment and residential opportunities located in the same area, in line with economic realities and spontaneous business development.

Principles:

- Ø Mixed land uses are already present on the agricultural holdings and should where possible be supported
- Ø The economic viability of an area will increase as a result of mixed land uses, making the area attractive to developers/investors
- Ø Affordability levels are more acceptable and therefore entrepreneurs will opt for such areas. (Residential and business on same property)
- Ø Higher tax base and income level for the municipal council due to mixed land uses therefore better services delivery
- Ø Must concentrate on such areas close/adjacent to major transport routes.

#### 8.5.2.6 PROMOTE LOCAL ECONOMIC DEVELOPMENT

A policy supporting and promoting economic development recognises the utilisation of property for economic purposes, provided that it does not negatively affect the surrounding area. Such activities will include home offices, home industries and home enterprises.

Principles:

- Ø Create an investor friendly culture at all departments of the municipal council
- Ø Identify areas with high economic development potential and support development thereof
- Ø Formulate a marketing plan and development incentives to attract investors.

### 8.5.2.7 EXPLOIT URBAN OPPORTUNITIES AND TRANSPORTATION ROUTES

Via the exploitation of existing development opportunities and the integration of activities, economic growth in the area can be achieved. As economic activities concentrate along major transportation routes and at intersections, urban development along these routes should be supported.

Principles:

- Ø Focus development in areas where bulk services are available
- Ø Exploit development opportunities associated with:
  - § the Maputo Corridor
  - § the close proximity of Gauteng (Rietkol area)
- Ø Undertake detail investigations to prioritise corridor development.

### 8.5.2.8 LAND REFORM

The Development Facilitation Act requires that spatial distortions of the past be addressed. From a spatial point of view, land reform therefore affects:

- Ø where the previously disadvantaged stay
- Ø what rights they have to the land they occupy, etc.

It is also a fact that more and more people/labourers are being evicted from farms, forcing them to “illegally” stay in informal settlements without the necessary infrastructure.

The Department of Land Affairs also has a number of grants and other support mechanisms in place to alleviate the above-mentioned problems, namely:

- Ø A Settlement and Land Acquisition Grant
- Ø A Settlement Planning Grant
- Ø A Land Acquisition Grant for Local Authorities
- Ø A Labour Tenant Scheme.

Principles:

- Ø Accommodate evicted labourers where infrastructure is present (Agri-villages)
- Ø Establish a “Tenure” desk at the municipal council where information regarding Department of Land Affairs’ Policies can be obtained.

## 8.6 THE SPATIAL DEVELOPMENT FRAMEWORK

### 8.6.1 POINT OF DEPARTURE

The spatial proposals for the spatial development framework have the following as points of departure:

- Ø The Development Facilitation Act principles
- Ø The municipal council's vision statement
- Ø The objectives, policies and criteria for urban/rural development as described in this report.

The most important aspects are summarized in the following table:

<u>DFA PRINCIPLES</u>	<u>DELMAS VISION</u>	<u>DEVELOPMENT OBJECTIVES</u>	<u>DEVELOPMENT POLICIES</u>
1. Integration of land uses. 2. Discourage urban sprawl. 3. Correct distorted spatial pattern. 4. Optimal utilization of infrastructure. 5. Promote corridor development 6. Promote environmentally sustainable development.	To provide a better life for all members of our community by striving to provide quality services and active participation.	1. Provision of land options for housing for the different socio-economic groups at appropriate locations. 2. Provision of land for employment in close relation to low cost residential areas as well as at economic growth areas. 3. Provision of affordable bulk infrastructure. 4. Promote environmentally friendly development practises and conserve certain areas.	1. A compact urban structure / Infill development. 2. Prevent non-sustainable urban development. 3. Urban densification. 4. Protect the existing tax base. 5. Mixed land use development. 6. Promote Local Economic Developments. 7. Exploit urban opportunities and transportation routes.

**Table 7.1 - aspects of the spatial development framework**

## **8.6.2 LAND USE PROPOSALS**

### **8.6.2.1 INTRODUCTION**

The land use proposals of the spatial development framework are depicted on Maps 15 to 19 from page 152 to 155. These maps must be read in conjunction with the strategic land use categories discussed below.

### **8.6.2.2 STRATEGIC LAND USE CATEGORIES**

#### **8.6.2.2.1 CENTRAL BUSINESS DISTRICT AND ADJACENT INDUSTRIAL AREA**

- Ø This area consists of the business development adjacent to Sarel Cilliers Street and the Delmas Extensions 7, 9 and 10 and Delmas West Extensions 1 and 2 Industrial/Commercial Areas
- Ø Future extensions of this area are indicated on Map 16.

#### **8.6.2.2.2 EMPLOYMENT AREAS**

- Ø Existing: Comprise Delmas Extensions 6 and 14 Industrial areas as well as certain portions of Union Forrest Plantation Agricultural Holdings (Portions of farm Leeuwpoort 235 I.R.)
- Ø Employment Area: Industrial/Commercial Development - Rietkol
- Ø Employment Area: Industrial/Commercial development Springs Agricultural Holdings and Sundra Agricultural Holdings and Portion of Eloff town
- Ø Employment Area: Future employment area.

#### **8.6.2.2.3 BUSINESS DEVELOPMENT**

Activity Corridors:

- Ø Sarel Cilliers Street / Witbank Road
- Ø The Avenue - Eloff Town
- Ø Main Road - Rietkol Agricultural Holdings
- Ø Samuel Road and v/d Walt Street - Delmas (to be investigated)
- Ø Dr. Nelson Mandela Drive - Botleng (to be investigated).

#### **8.6.2.2.4 RESIDENTIAL AREAS**

This includes all residential uses, as a range of land uses normally associated with residential development such as:

- Ø limited retail development
- Ø community facilities
- Ø public garages
- Ø parks, open spaces and sport fields.

As well as such other land uses (mixed) as may be consented to by the municipal council from time to time.

- Ø Existing: This includes the existing formal residential areas of Delmas, Eloff and Botleng. General policy for Delmas is densification via inter alia development of unutilised open space / park erven
- Ø Residential Infill (Low cost): Especially between Botleng Proper and Extensions 3 and 4 (Delmas Extension 14) if dolomitic conditions allow and south of Botleng adjacent to the R555
- Ø Residential Extension (Upmarket): Subdivision of erven / Security development - Delmas Extension 17.

#### 8.6.2.2.5 OPEN SPACE AREAS

The municipal council should dispense of areas zoned as open space, which are deemed not viable or not used by the inhabitants of the area.

River courses and areas around natural pans and dams should, where possible, be utilised for open space purposes.

#### 8.6.2.2.6 MINING

Mining development in the area must be supported but cognisance must be taken of environmental issues with special emphasis on rehabilitation.

The establishment of mining villages (residential) must be prohibited as it results later in unsustainable residential nodes, with cost implications to the municipal council.

#### 8.6.2.2.7 RURAL RESIDENTIAL

This includes rural residential development on smallholdings and farms. A detailed Land Use Management Policy needs to be drafted for the agricultural holdings areas, allowing a small component of economic activity in certain areas.

#### 8.6.2.2.8 AGRICULTURAL LAND

As the Delmas area is a high potential agricultural area, it is important that agricultural land must be protected against urban sprawl, etc. Therefore the urban edge is defined as per Map 2.

The possibility of the establishment of an agri-village or villages, possibly near to the new sewerage works, should be investigated.



#### 8.6.2.2.9 INFRASTRUCTURE PROVISION

Residential and employment development in areas with available bulk capacity must be earmarked as priority development areas.

Priority should also be applicable to investments in infrastructure that will stimulate economic development. These investments will ensure that Delmas be attractive to investors and developers.

### **8.7 IMPLEMENTATION STRATEGY**

#### **8.7.1 PREREQUISITES**

To implement the spatial development framework successfully the following prerequisites must be met:

- Ø Acceptance of the spatial development framework by all stakeholders and officials as the framework for decision-making and budgeting purposes as far as housing, employment and infrastructure development are concerned
- Ø Securing and prioritisation of funds for infrastructure development and maintenance
- Ø The spatial development framework must be marketed to property developers and investors
- Ø The municipal council must establish a development friendly culture in all departments
- Ø The introduction of development incentives should be investigated to attract development, especially employment related development.

#### **8.7.2 DEVELOPMENT PLANS**

The spatial development framework should be applied via detailed development plans for specific parts of the area.

The first steps in this direction has already been taken by the municipal council with the drafting of the Agricultural Holdings Status Quo Report, and several business plans regarding the viability of several low cost housing projects in the area.

#### **8.7.3 ACTION PLANS**

It is recommended that the following development plans / investigations be initiated:

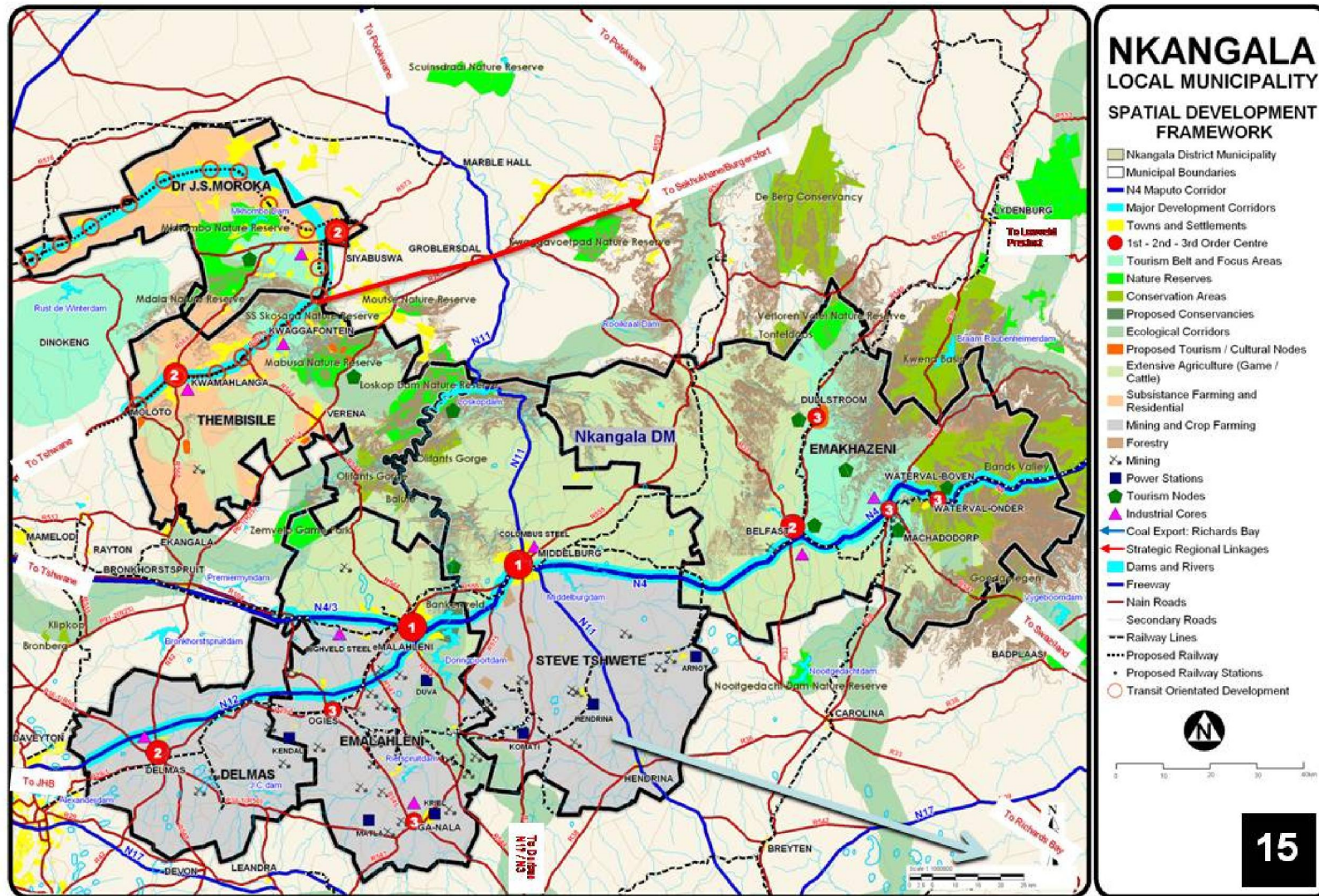
- Ø Low Cost Housing: Delmas Extension 14 (dolomitic area) and Portion 39, Witklip 232 I.R.
- Ø Detailed development plan for agricultural holdings area

- Ø Densification Upmarket Residential Development: Open Space Study and Subdivision of erven/Security development - Delmas Extension 17
- Ø Activity corridors: Samuel Road, Van Der Walt Street and Dr. Nelson Mandela Drive to be investigated.

## **8.8 CONCLUSION**

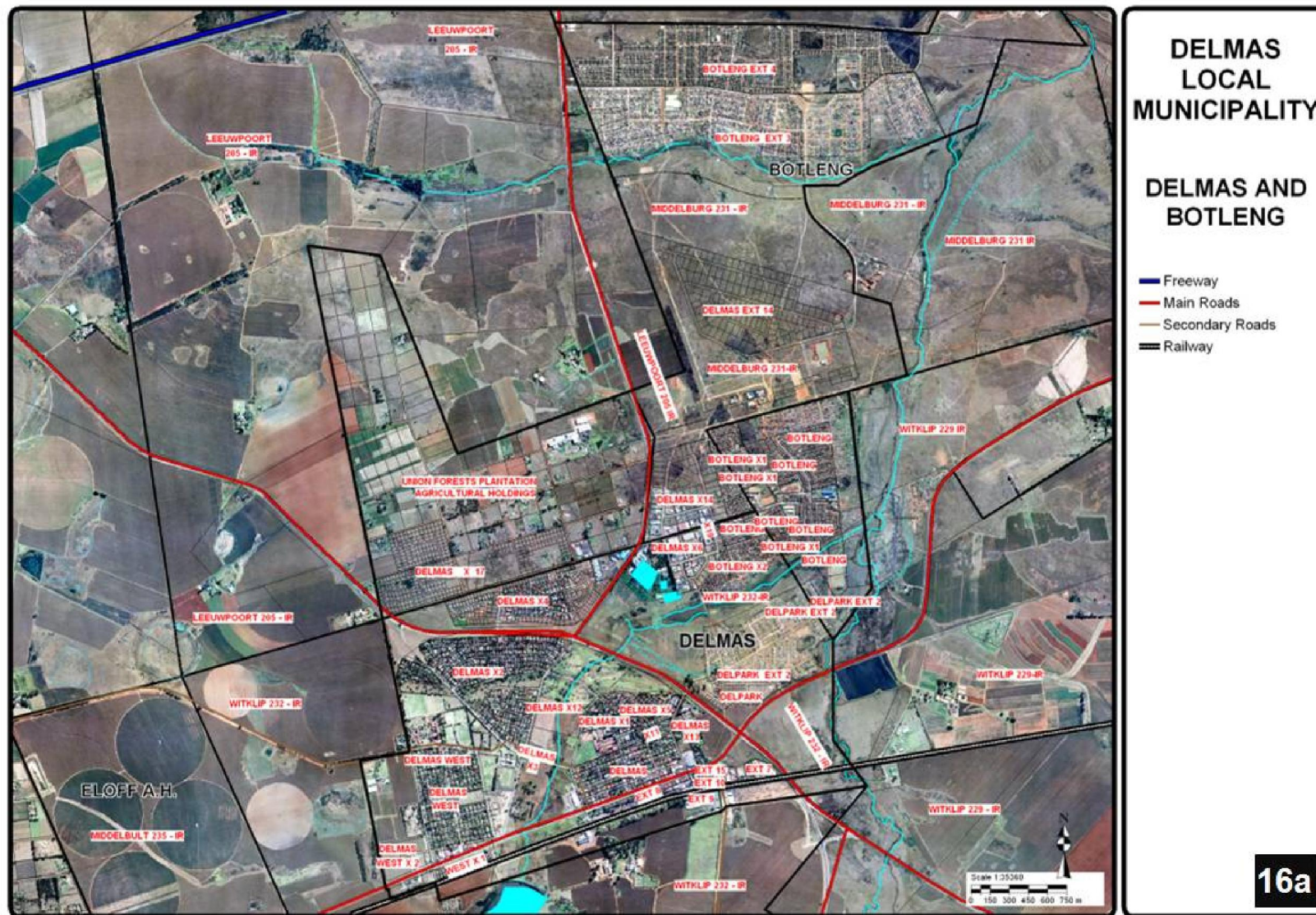
The implementation of the spatial development framework will lead to the establishment of an investor friendly climate in Delmas with resulting spin offs such as:

- Ø Investment in employment development, as well as
- Ø Residential extensions and infill development.

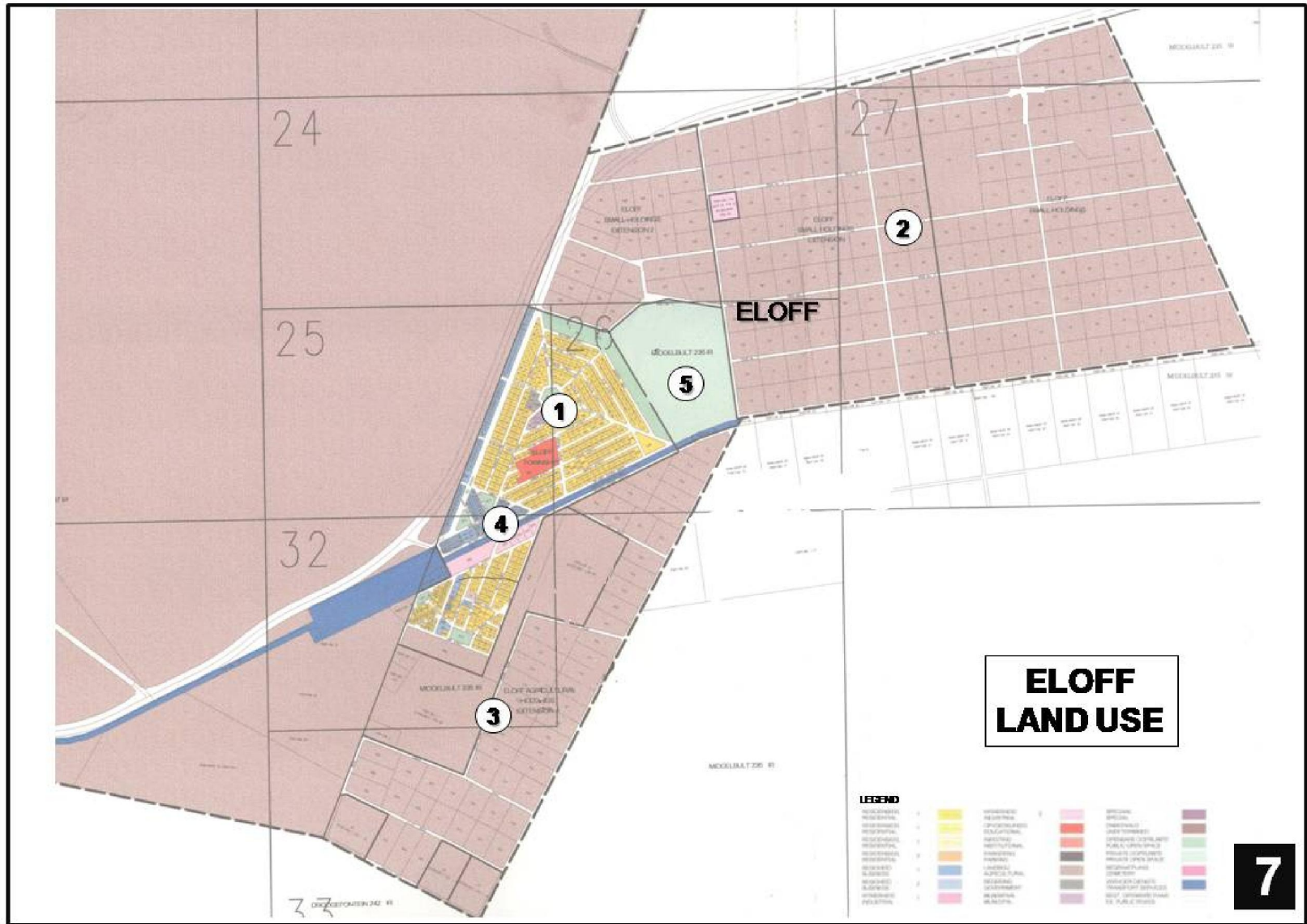


Map 8.1 - map no 15 of SDF: municipal area



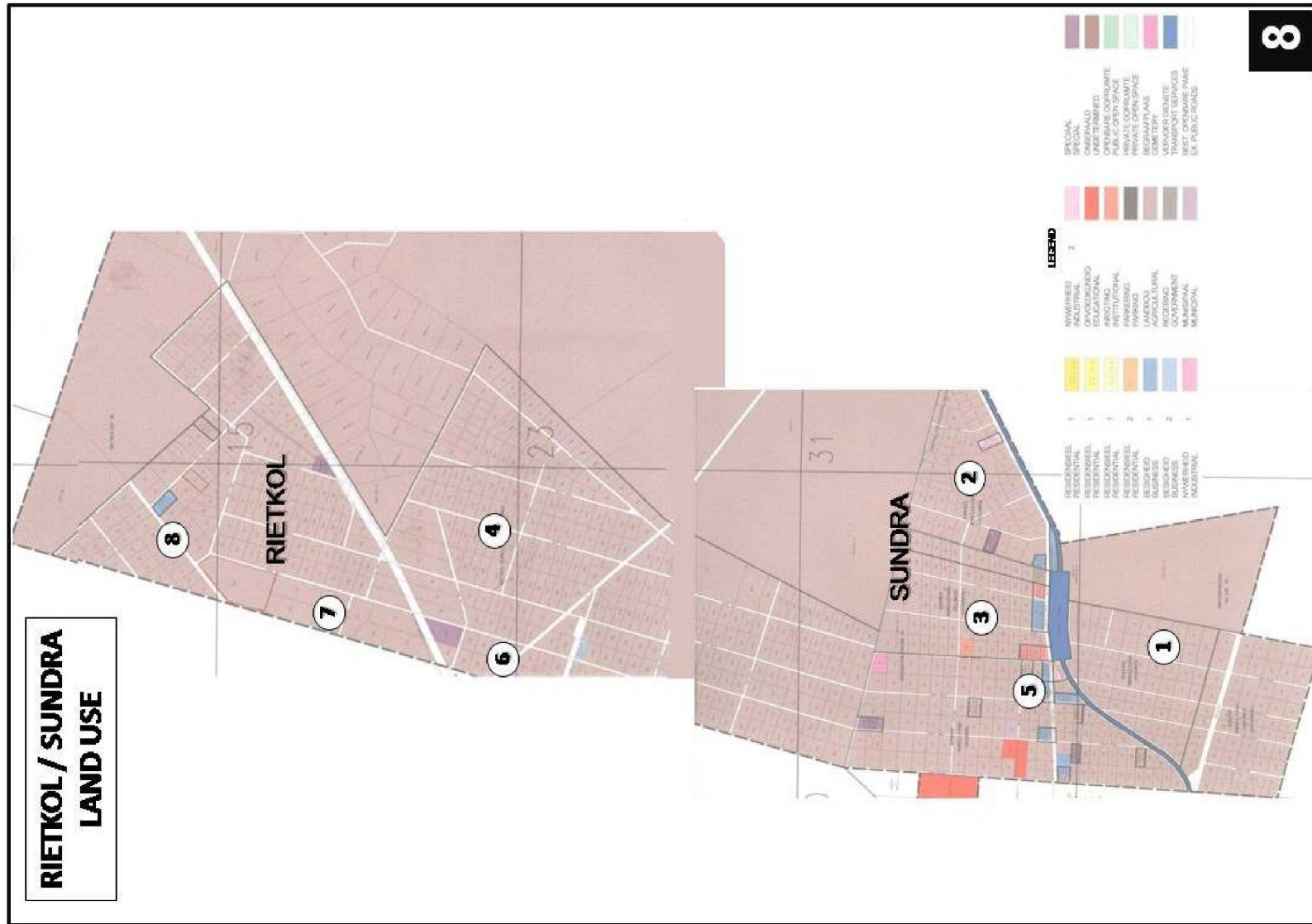


Map 8.2 – map no 16a of SDF: Delmas, Delpark and Botleg



Map 8.3 - map no 7 of SDF: Eloff





Map 8.4 - map no 8 of SDF: Sundra and Rietkol