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1. INTRODUCTION

Legal Content

The Constitution of the Republic of South Africa instructs Municipalities to undertake developmentally – orientated planning. The Municipal Systems Act, Act 32 of 2000 gives municipalities the mandate to develop and adopted an Integrated Development Plan

1.1) STRATEGIC IMPORTANCE OF THE IDP

The importance of the IDP is as follows:

- To compile strategic development plans for the council
- To identify social, infrastructural and economic problems and opportunities of the Municipal area.
- To identify community and institutional needs of the Municipality.
- To allocate the necessary resources

1.2) FUNDING

The Development Bank of South Africa provided the funding for the Integrated Economic Development Plan process. An agreement between Ubuntu Municipality and the Development Bank of South Africa contains the framework for completion of the process. To do this IDP Review we have Budget out of the Municipal Support Improvement Grant

1.3) PURPOSE OF IEDP

The purpose of the Integrated Economic Development Plan for the Ubuntu Municipal Region is to:

- 1.3.1) Identify the current economic potential and limitations;
- 1.3.2) Confirm the spatial, Economic, social, environment and institutional realities of the Ubuntu Municipal Region;
- 1.3.3) Propose new opportunities for Integrated Socio-Economic Development in the Ubuntu Region;

1.4) METHODOLOGY

The methodology of the IDP process primarily included:

- To review the Integrated Development plan.
- To compile a Integrated Development Plan process plan
- To engage stakeholder in the IDP process.
- To study different documents
- To follow the different phase of the IDP as prescribed by law

1.4.1) PHASE 1: INITIATING THE PROCESS

This phase included the appointment of the consultants, the finalization of the work plan, the preparatory work for the processes and conducting Community meetings.

1.4.2) PHASE 2: ESTABLISHMENT OF PUBLIC PARTICIPATION STRUCTURE

During Phase 2 the Public participation Structure is constituted which consists of:

a) IMPLEMENTING AGENT

The Ubuntu Municipality is the implementing agent.

b) PROJECT MANAGEMENT COMMITTEE

The Project Management Committee managed and monitored the IDP processes on behalf of the Ubuntu Council.

c) TASK TEAMS

Six Task Teams were constituted utilizing the current structures in the Ubuntu region.

d) COMMUNITY MEETINGS

Conduct Community meetings in each of the four towns in Ubuntu Municipal Region to get their inputs and to bring them on board of the IDP process and objectives.

e) REPRESENTATIVE FORUM

The Representative Forum monitored the process on behalf of the communities.

1.4.3) PHASE 3: COMPILATION OF IDP AND IDP

Phase 3 consists of the following three steps:

STEP 1:

The evaluation of the current status of the Spatial and Socio-Economic Development of the Ubuntu Region.

STEP 2:

“SWOT” Analysis and determination of needs and priorities

STEP 3:

Setting Goals, Policy, Priorities and Strategies

STEP 4:

Finalize Integrated Economic Development Plan and Integrated Development Plan

1.4.4) CONCLUSION OF PROJECT

Phase 4 includes receipt of comments from the Development Bank of South Africa, Pixley Kaseme District Municipality and the Northern Cape Provincial Government after which the Integrated Economic Development Plan will be finalized.

2. BACKGROUND

2.1) INTRODUCTION

Ubuntu Municipality is in the Northern Cape in the Pixley Kaseme region. Ubuntu Municipality consists of Victoria West, Richmond, Loxton, Hutchinson and Merriman. Victoria West is located on the N12, Richmond on the N1 and Loxton on the R63. Our

head office is in Victoria West. Ubuntu Municipality shares borders with Kareeberg Municipality, Emthanjeni Municipality and Beaufort West Municipality. Ubuntu Municipality falls in the Pixley Kaseme District Municipal Jurisdiction Ubuntu Municipality is a Category B 2 Municipality and make use of a plenary system. The Ubuntu Municipal council consists out of 4 directly elected ward councilors and 4 proportional councilors. Five councilors belong to the African National Congress.

Local Municipal Structure

Name & Surname	Position	Part y
Lorna Lilly Adams	Councilor (Ward 1)	ANC
Elizabeth Le Fleur	Councilor (Ward 2)	ANC
Katriena Riegert	Councilor (Ward 3)	ANC
Krisjan James Arens	Mayor (Ward 4)	ANC
Bongeka Flora Fatyelwa	Proportional councilor	ANC
Sydney Jordaan	Proportional councilor	DA
Wilma Schutz	Proportional councilor	DA
Aubrey Verwey	Proportional councilor	DA

The Ubuntu Municipal Region has potential for economic growth because of the occurrence of natural resources. The economic sectors with the greatest potential for growth are Agriculture and Tourism.

The local economy can be greatly stimulated through the effective and efficient utilization of the natural resources, the creation of infrastructure and the implementation of capacity building and empowerment programs targeting local inhabitants. The result should be sustainable local socio - economic development.

The Local Council approached the Consultants during October 2001 to assist the Council in determining and developing the economic potential of the region.

The compilation of an Integrated Economic Development Plan is an important component of the Integrated Development Plan whose responsibility is that Local Government. The Integrated Economic Development Plan was identified as the first step to sustainable economic development. Typical challenges experienced within the Ubuntu region like weak water supply, unemployment, weak infrastructure, lack of skills, locality en associated social needs can be effectively addressed through the implementation of an Integrated Economic Development Plan.

The Development Bank of South Africa was approached to assist with the funding of the project as well as the supply of the specialist skills needed to compile an Integrated Economic Development Plan and an Integrated Development Plan.

2.2) LOCATION

The Ubuntu Municipal Region is situated between 31°24 L and 23°07 B. Five towns constitute the region. Ubuntu Municipality has already signed an agreement to purchase Hutchinson from Transnet. Transnet is still busy with the transferal of the property. Ubuntu Municipality is still busy negotiating to transfer Merriman.

2.3) IMPORTANT CHARACTERISTICS OF THE STUDY AREA

2.3.1) LOCATION OF TOWNS AND SETTLEMENTS

The new demarcation joined Victoria West, Hutchinson, Merriman, Loxton and Richmond into a single Municipality. Victoria West, situated on the N12, is the main town. Richmond is situated on the N1. The Ubuntu Municipality resorts under the Pixley Kaseme District Municipality.

2.3.2) NATURAL RESOURCES

The region forms a part of the Karoo area.

The agriculture and tourism industries are supported by the location, topography and climate of the region.

An outstanding characteristic of the Ubuntu Municipality, as a part of the Pixley Kaseme District, is its scenic natural beauty and unique biodiversity, richness in plant and animal species.

A variety of minerals occur in the region yet no mining activities exist. Several applications for uranium prospecting have been submitted to the Department of Minerals and Energy.

2.3.3) CORE INFRASTRUCTURE

The Ubuntu Municipality manages the following infrastructure:

a) EXTERNAL OR BULK SERVICES

- *Supply of water*

The entire Ubuntu Municipality is dependent on underground water that is extracted through boreholes. The water is pumped from the boreholes to reservoirs or pressure towers from where it is distributed to the towns. The quality of the water is generally poor because of its high salt content.

- *Sanitation*

The towns do have sewerage works that are in need of being upgraded. Most of the households who are not connected to the sewerage network make use of septic tanks. We are still busy eradicating the last couple of buckets

- *Roads / Streets*

The main roads through the area is the tarred from Kimberley, via Victoria West to Cape Town, from Johannesburg via Richmond to Cape Town and via from Victoria West via Loxton to Carnavon. Most of the Municipal Street in Victoria West, Loxton Merriman and Hutchinson is gravel roads. More then 85% of the street in Richmond is tarred.

- *District Municipality*

The decreed roads in the region are maintained by the Department of Transport in conjunction with the Pixley Kaseme District Municipality.

- *Telecommunication*

Service provided by Telkom as well as mobile telephone services like MTN, Vodacom and Cell-C are available. Some of the farms do not have access to electronic telecommunication services.

- *Electricity*

Eskom supplies bulk electricity to the region and the Municipality distributes it to the different consumers.

b) INTERNAL SERVICES

- *Water Supply*

A water network has been installed that is in need of replacement because of the excessive build up of lime that disturbs the free flow of water. Most inhabitants receive metered water on their property. We make use of underground water from our own and private resources.

- *Sanitation*

Sanitation in the towns is mainly comprised of the sewerage flash toilets, a few buckets, ventilated ordinary pit toilets and septic tank.

- *Roads and Drainage*

Most of the roads in Victoria West, Loxton, Hutchinson and Merriman are gravel roads of a low standard. These roads become inaccessible during the rainy season. We have tarred 80% of Richmond's roads

The dire lack of decent drainage systems results in the flooding of properties during the rainy season.

- *Telecommunication*

A telecommunication systems is available that needs to be upgraded to a fully electronic system. More public phones are needed

- *Electricity*

The available distribution networks are in need of upgrading. We are busy upgrading the network in Richmond.

2.3.4) ECONOMIC SECTOR

- ***Agriculture***

Agriculture is the primary economic activity and includes farming with cattle, sheep, goats, game and on a small scale crops like Lucerne, fruits ect. Game farming is focused on the foreign market. Sheep are marketed for their wool and meat. Wool is an important export product of the Ubuntu Region

- **Tourism**

seasonal
in
got
Tourism and eco-tourism are currently in the growth phase. Tourists are mostly visitors to the region during vacations. Victoria West is the most important tourist center the region. Tourism is not yet developed in the previous disadvantage communities. We a few tourism attractions in the region which must be market and exposed.

- **Mining**

Currently there is no mining activity in the Ubuntu region. Some companies has applied for mineral rights at the Department of Minerals to prospect Uranium in the Municipal area.

- **Industries**

There are only a few light industries in the area due to a shortage of water in the area.

- **Local Economic Development**

We got a lack of economic development in the Municipal area due to the imbalances of the passed. Poverty and unemployment is at its highest level. The Municipality participated in the District Growth and Development Summit to help us to develop our own strategies to bring economic relief. LED is a big challenge to us.

2.3.5) CLIMATE

The Ubuntu region falls within the summer rainfall region. The average rainfall per annum amounts to 250 mm. The summer season is very hot with maximum temperatures reaching 40⁰C. The average summer temperature is 26⁰C. The winter temperature averages 6⁰C but can dip below freezing point. Frost is typical of winter.

2.3.6) TOPOGRAPHY

The region forms a part of South Africa semi-arid and Pixley Kaseme region (Nama Karoo biome) that is characterized by shrub land plans and low ridges. The area is known for its richness in plants, reptiles, and invertebrate and bird species. Riverbanks and floodplains are characterized by thick riparian vegetation which hosts a high biodiversity of plants and animals species on alluvial soils. These areas have an economic value for livestock farmers as they function as buffer zones during drought periods. The vegetation comprises mainly of karoo bushes and grass plains. The natural plains (veld) are hard with a relatively high drainage during rainstorms. Dry riverbeds are a common occurrence. Trees generally grow along the dry rivers.

2.3.7) POPULATION AND INCOME

The Ubuntu region is sparsely populated.

Most of the inhabitants in the Ubuntu Region are dependent on the Agricultural sector and on Provincial or Municipal government for work. A large portion of the inhabitants are dependant of government's social grant. The major setbacks or challenges facing the population in the Ubuntu Region are unemployment and a poor academic profile.

2.4) TYPICAL PROBLEMS AND NEEDS

Economic growth in the Ubuntu region is primarily retarded through its location and the lack of or sub-standard infrastructure. Proper infrastructure can have a positive effect on all economic sectors.

A high unemployment figure gives rise to numerous social problems.

Hutchinson and Merriman form part of Ubuntu Municipality but is current still the property of Transnet. Due to the abovementioned we rendered part-time service to those communities.

2.5) COMPOSITION OF THE MUNICIPAL REGION

Figure 1 illustrates the composition of the Ubuntu Municipal Region.

3. METHODOLOGY

3.1) PUBLIC PARTICIPATION

Public participation is a specific requirement of the IDP process. Ubuntu conducted a information session about the IDP on 15 November 2008 with all the stakeholder in the Municipal Area. Several IDP Representative were conducted during January 2009 to review die IDP. The Ubuntu Municipality is desirous of structures that will enable meaningful participation by communities within the Ubuntu Municipal region.

Annexure A gives a diagrammatical illustration of the Public Participation Structure used in the compilation of the IEDP and the IDP.

3.1.1) COMMUNITY STRUCTURES

The community structures consisted of:

a) Municipality, Shared Service District Municipality

The Municipality assigned the activities IDP to the Head of Corporate Services. He is assisted by the Shared Service division of the Pixley Ka Seme District Municipality. The Shares Services division attends all of the IDP Representative Forum Meetings/workshops in a monitoring capacity.

b) Project Management Committee (PMC)

This committee comprises of the chairpersons of the Task Teams, officials and Councilors.

The PMC is composed as follows:

NAME	ORGANIZATION	CONTACT NUMBER
Mr. MF Fillis	Municipal Manager	0721089353
Mr. H Jacobs	IDP Manager	0795156313
Mr. KJ Arens	Ward Councilor (Mayor)	0795156349
Ms. K Riegers	Ward Councilor	0795156295

Mr. E Le Fleur	Ward Councilor	0795156335
Ms LL Adams	Ward Councilor	0722879087
Ms. BF Fatyelwa	Councilor (Chairperson Finance Committee)	0795156297
Mr. ME Kivedo	Head infrastructure	0795156329
Ms. E Christiansen	Financial Officer	0824516448

Mr. MF Fillis was nominated as the Chairperson of the PMC

c) IDP Community Representative Forum

The following are members of this forum:

- All Councilors
- Ward Committee Members
- Business Chamber
- People in Tourism Business
- Para-statal
- Ratepayers Association
- Representative of Government Department
- CBO
- NGO
- Farmers Association & Unions
- Emerging Farmers
- Religious groups
- Youth groups

Six Task teams were constituted namely:

- Institutional Task team
- Community Development Task team
- Tourism Task team
- Business Task team
- Agriculture Task team
- Infrastructure

The following people will be divided at a later stage in to the different task team as identified above.

NAME	ORGANIZATION	CONTACT NUMBER	TASK TEAMS
George Mgcineni	Dept of Social Services	0536210665	Community Development
Pieter Malgas	Full Gospel Church	0732926943	Community Development
Petrus Martens	Apollo Development Association	0733440077	Community Development
Luzuko Mralasi	Ubuntu Local Football Ass.	0835144910	Community Development
Martin F Fillis	Ubuntu Municipality	0721089353	Community Development

N Lester	Ward Committee	0765447811	Community Development
B Mtoto	Correctional Service	0536210025	Community Development
N Watala			Community Development
R Olifant	CDW		Community Development
N Gqagqa	CDW		Community Development
R van Schalkwyk	Community Member		Community Development
A Olifant	Community Member		Community Development
D Riegert	Community Member		Community Development
FK Jonkers	Community Member		Community Development
M Mkalolo	Community Member		Community Development
T Makulani	Community Member		Community Development
J de Wet	Community Member		Community Development
G May	Community Member		Community Development
A Blom	Community Member		Community Development
HH Bosch	SAPS Richmond		Community Development
RJ de Klerk	SAPS Richmond		Community Development
J Mafilika	SAPS Region		Community Development
K Januarie	Community Member		Community Development
Deon Le Fleur	Small Business		Community Development
Gladys Mendile	Small Business	0826320059	Community Development
Supt. MF Letsoalo	SAPS Victoria West		Community Development
Capt. NB Deyi	SAPS Victoria West		Community Development
Capt. CR van Wyk	SAPS Victoria West		Community Development
Sam Diokpala	Pixley Kaseme District Mun		Community Development
Soyiso Mvandaba	Pixley Kaseme District Mun		Community Development
Albert Gongotha	Ali's Tavern	0722266687	Business Task Team
Dan Nkili	ACRAD	0767718604	Business Task Team
Charlie Adams	Small Business	0536930491	Business Task Team
Babalwa Mashiya	Small Business	0738817482	Business Task Team
Nozuko Jaxa	Small Business	0733322022	Business Task Team
Khayaletu Jafta	Small Business	0797151245	Business Task Team
Augustines Horn	Small Business	0786003522	Business Task Team
Henry Vass	Small Business	0725694939	Business Task Team
W Viljoen	Small Business	0536210057	Business Task Team
Christie Bester	Besters Garage	0824538873	Business Task Team
Petrus Martens	Small Business	0536211173	Business Task Team
Booi Phillipus	Victoria West Small Farmers	0729329815	Agricultural Task Team
Isaac Beginsel	Victoria West Small Farmers	0820913882	Agricultural Task Team
Pieter Jooste	Victoria West Farmers Union	0833063413	Agricultural Task Team
N Nakwa	Richmond Emerging Farmers	0722715172	Agricultural Task Team
S Qoko	Richmond Emerging Farmers	0828601706	Agricultural Task Team
S Majila	Department of Agriculture	0536210067	Agricultural Task Team
Willem Gaika	Victoria West Emerging Farmers	0769896520	Agricultural Task Team
Frieda Hamman	Bambanani Trust	0734294651	Agricultural Task Team

Moses Tsheke	Victoria West Emerging Farmers	0730834883	Agricultural Task Team
A Olifant	SOLF		Agricultural Task Team
K Xakwa	CDW	0721224234	Agricultural Task Team
J Riegert	SOLF	0823150559	Agricultural Task Team
E Janes	SOLF	0533813015	Agricultural Task Team
N Lester	Richmond Emerging Farmers		Agricultural Task Team
MJ Tom	Richmond Emerging Farmers		
Sydney Jordaan	Ubuntu Council	0731826347	Institutional Task Team
Bongeka F Fatyelwa	Ubuntu Council	0795156297	Institutional Task Team
Lorna L Adams	Ubuntu Council	0795156346	Institutional Task Team
Wilma Schutz	Ubuntu Council	0536211022	Institutional Task Team
Krisjan J Arens	Ubuntu Council	0829797323	Institutional Task Team
Elizabeth le Fleur	Ubuntu Council	0795156335	Institutional Task Team
Aubrey Verwey	Ubuntu Council		Institutional Task Team
Katriena Riegert	Ubuntu Council		Institutional Task Team
Hendri Jacobs	Ubuntu Municipality	0836261984	Institutional Task Team
Ester Christiansen	Ubuntu Municipality	0536210026	Institutional Task Team
Hanna Lodewyk	Richmond		Institutional Task Team
Moira Rigard	Ubuntu Constituency Office		Institutional Task Team
Petronella Booyesen		0833531651	Institutional Task Team
Maria Frans		0794625805	Institutional Task Team
Susanna Adams		0536930296	Institutional Task Team
Martin E Kivedo	Ubuntu Municipality	0536210026	Infrastructural Task Team
Sindiswa Jaxa	CDW	0536210324	Infrastructural Task Team
C Roux	Community Member		Infrastructural Task Team
F Koyingana	Community Member		Infrastructural Task Team
Freek Kivwido	Community Member		Infrastructural Task Team
Herman Hugo	Community Member		Infrastructural Task Team
D Jantjies	Community Member		Infrastructural Task Team
D Nkili	Community Member		Infrastructural Task Team
S Gafoor	Community Member		Infrastructural Task Team
Jan Riegert	Community Member		Infrastructural Task Team
V Sam	Community Member		Infrastructural Task Team
N Kini	Community Member		Infrastructural Task Team
S Maboza	Community Member		Infrastructural Task Team
M Kini	Community Member		Infrastructural Task Team
M Sokatsha	Community Member		Infrastructural Task Team
H Vaughn	Community Member		Infrastructural Task Team
W Guala	Community Member		Infrastructural Task Team
J Vos	Community Member		
Elsie Janes	Community Member		Infrastructural Task Team
J Vos	Community Member		Infrastructural Task Team
H Apolis	Community Member		Infrastructural Task Team
ZE Matyobeni	Community Member		Infrastructural Task Team

Hester de Wee	L.U.C	0731579218	Tourism Task Team
Fanie Avenant		0824597579	Tourism Task Team
Brendon Pienaar	Apollo Development Association	0724555850	Tourism Task Team
Thabo Hlongwane	DEAT	0536310891	Tourism Task Team
Eugene Niehaber	De Oude Scholen		Tourism Task Team
P Vermeulen	Karoo Koelte		Tourism Task Team
Shahida Riegert	Toerisme Loxton	0735325983	Tourism Task Team
Rochelle Vlok			Tourism Task Team
JCp Wienand	Dept of Sport, Arts & Culture	0536329700	Tourism Task Team
Eveline Fatyelwa	CDW	0826320878	Tourism Task Team
Dr Vicky Ahlmann	Loxton Conservancy	0824460548 0533813068	Tourism Task Team
Lea Snel	CDW	0724520844	Tourism Task Team

d) Broad Community participation

Opportunities were created through which the broader community could participate in the designed and reviewing processes. Community meetings were held in Victoria West included Hutchinson, Richmond included Merriman and Loxton. The meetings were well attended and positive inputs were received.

3.1.2) INSTITUTIONAL ARRANGEMENTS

Mr. MF Fillis (Municipal Manager) and Mr. H Jacobs (IDP Coordinator) made all the arrangements for the IDP reviewing processes. This was done in cooperation with the Project management Committee and the Municipal Council.

The arrangements included arrangement of venues, transport and catering during workshops and meetings.

3.1.3) IDP PROCESS PLAN

The Ubuntu administration in conjunction with the Shared Service Department of Pixley Kaseme District Municipality compiled draft IDP Process Plan. It was presents to councils for approval. Council approved the process by the end of November 2009. The plan was advertised for public comments and inputs. We have received

no comments or inputs. At the Information session of the IDP the same document was presented and adopted by the Representative forum as a term of reference.

3.2) PHASE 1: ANALYSIS

3.2.1) INTRODUCTION

The Analysis Phase included:

- a) Research of secondary sources
- b) Collection of information

a) Secondary Sources

The secondary sources that were consulted include:

- Census 2001
- Organogram of the Municipality
- Budget of the Municipality
- Interim Integrated development Plan of the Municipality
- Geological Maps
- Municipal Systems Act
- Constitution of SA
- Municipal data
- Structural Law

b) Information Obtained

Information was obtained through:

- i) Councilors of the Ubuntu Municipality
- ii) Officials of the Ubuntu Municipality
- iii) Community meetings in the Ubuntu region
- iv) Project Management Committee
- v) Task Team members
- vi) Community Forums
- vii) Socio-economic surveys
- viii) SWOT Analysis
- ix) Departments of the Northern Cape Provincial Government
- x) Workshops
- xi) Community Development Workers

3.2.2) ANALYSIS AND STATUS QUO

In order to determine the current status of development, the socio-economic development as well as the institutional structures within the Municipal area the following analyses were done:

- Spatial Analysis
- Socio-economic Analysis
- Environmental Analysis
- Institutional and Local Government Analysis
- Infrastructure Analysis
- Economic Sector Analysis
- SWOT Analysis

a) LOCAL GOVERNMENT AND INSTITUTIONAL

The Ubuntu Municipality, as the Local Government institution, is responsible for the Ubuntu Municipal Region – refer to Figure 1. The Ubuntu Municipality falls within the jurisdiction of the Pixley Kaseme District Municipality.

EXTERNAL ENVIRONMENT

The Municipal Council of the Ubuntu Municipality headed by the Municipal Manager is expected to arrange all external matters in conjunction with the Project Management Committee through the Pixley Kaseme District Municipality.

The established Task Teams, especially the Economic Sector Task Team can provide a supportive function to the Council and Municipality.

INTERNAL ENVIRONMENT

The Ubuntu Municipality has appointed a municipal manager which contract ends at the 29 February 2008. The restructuring and integration of all areas and personnel have not been completed yet. Even though an Interim Integrated Development Plan have been completed and approved, the plan to amalgamate the Municipality have not been concluded yet.

The following activities must still be completed:

- Appointment of 1 Section 57 Employee
- Review of Organizational Structure
- Finalization Job descriptions and evaluations
- Evaluation System
- Delegation (Must be reviewed)
- Roles and Functions clarification
- Property Evaluation (In process)
- Section 78 investigations (In process)
- Review of Bylaws (In process)

- Strategic session for Councilors & Officials
- Purchase service delivery vehicle and equipment.
- GAMAP/ GRAP implementation (In process)

MUNICIPAL STRUCTURES

The Municipality has the following structures / committees in place:

- i) Financial Committee
- ii) Corporate Service Committee
- iii) Technical Committee
- iv) Local Labour Forum
- v) IDP Representative Forum
- vi) Ward Committees (Defunct)

Challenges

- Proper functioning of IDP Representative Forum
- Non-functioning of some of the ward Committees
- Poor community participation in the formulation of council policies

b) DEMOGRAPHIC AND SOCIAL

Data obtained from the 2001 Census serves as the foundation of the Socio-economic analysis that includes the following information per town / settlement / farm:

- Demographic Information
- Age group distribution
- Income levels
- Economic active portion of the population

DEMOGRAPHIC INFORMATION

Demographic information is crucial for the planning of infrastructure and services. The demographic information below was obtained from the 2001 Census.

Household Size

Households	2001
1	556
2	848
3	809
4	766
5	423
6	263

7	192
8	119
9	60
10 and Over	127

Source: Census 2001

Population Group

Persons	2001	1996
African	2748	3252
Coloured	11912	14337
Indian	23	7
White	1693	1970
Total Population	16376	19712

Source: Census 2001 & 1996

Challenges

- Decreasing of population figures

AGE DISTRIBUTION

Age distribution plays an important role in planning the priority services to be rendered in each town. As an example: the demand for medical and welfare services will be high in a town with a proportionately higher percentage of “older people” in comparison to other age groups.

Persons	2001	1996
Males – 0 - 4	914	1090
Males – 5 -14	1789	2437
Males – 15 -34	2708	3215
Males – 35 – 64	2126	2249
Males – Over 65	379	426
Females - 0 - 4	928	1133
Females - 5 - 14	1812	2556
Females - 15 - 34	2742	3268
Females - 35 – 64	2424	2570
Females – Over 65	554	597
Males - Total	7916	9417
Female - Total	8460	10124

SOURCE: CENSUS 2001 & 1996

Challenges

- Bad Grade 12 academic results.

INCOME LEVELS

To a large degree the income levels not only determine the type of services to be rendered but it also determines the quality of the service. Income levels also indicate to private institutions where investments should be made.

Persons	2001	1996
None	10152	10722
R1 – 400	1572	1600
R401 – 800	2682	4167
R801 - 1600	710	361
R1601 – 3200	522	350
R3201 – 6400	405	515
R6401 – 12800	217	122
R12801 – 25600	71	12
R25601 – 51200	16	22
R51201 – 102400	14	14
R102401 – 204800	13	-
Over R204801	0	-

SOURCE: CENSUS 2001 &

Challenges

- How to relief or address unemployment in the Municipal Area.
- Low income levels

ECONOMICALLY ACTIVE PROPORTION OF THE POPULATION

Information regarding the economically active portion of the population is also important in determining the type of services to be delivered. This statistic also gives an indication of the level of unemployment.

Labour Force

Persons	2001	1996
Employed	4078	5169
Unemployed	2111	1656
Not Economically Active	3879	-
Total Labour Force	6189	-

SOURCE: CENSUS 2001

Challenges

- To give unemployed grade 12 and youth work.

c) **INFRASTRUCTURE AND HOUSING**

The Infrastructure Analysis focused on the existing infrastructure that includes:

- Housing
- Water and Sanitation
- Roads
- Services

HOUSING

Current information regarding the type of houses within which the people live gives an indication of future housing needs, subsidy schemes and the possible upgrading of houses.

Households	2001	1996	Backlog
Formal	3873	3733	1200
Informal	134	412	1200
Traditional	152	44	0
Other	5	9	0

Challenges

- Upgrading of old pre 1994 scheme houses
- Address the housing backlog 1544
- Completion of title deeds of the old scheme / bonanza houses
- Building of houses for farm workers.
- Town planning and surveying of plots for residential use.

SANITATION AND WATER

Water and Sanitation are basic services that Municipalities are required to provide. Information concerning water and sanitation is crucial to future planning of its expansion. Although it also an important source of income for Municipalities it can also be a burden if it is not provided in an affordable manner to communities, if communities do not pay for the service, unless a proper credit control system is in place and unless a decent maintenance plan and program is in place.

The Ubuntu Municipality does not have a proper maintenance plan neither a program in place. The credit control system is deficient. However attempts are being made to correct this situation.

The following data regarding water and sanitation is available:

- **SANITATION**

Information on sanitation is important for future planning. Municipalities are responsible for the provision of basic sanitation. Basic sanitation can be described as:

- The supply of appropriate health and hygienic conditions
- Technical support to enable the construction and use of at least a "VIP" toilet per household subject to constraints and guidelines with respect to water, health and the environment.

The supply of basic sanitation is done in accordance with the provision of free basic services.

Households	2001	1996
Flush Toilets	1556	1538
Flush Septic Tanks	373	-
Chemical toilets	48	-
VIP	107	-
Pit latrine	83	311
Bucket Latrine	1200	1467
None	797	910

SOURCE: CENSUS 2001

Challenges

- Replace septic tanks with full waterborne sewerage systems.
- Addressing sanitation backlogs on farms
- Replace old sanitation vehicles.

- **WATER**

Municipalities are responsible for the provision of basic water to all inhabitants. Basic water includes:

- The provision of training in effective usage of water.
- A minimum of 25 liters drinkable water per person per day
- A minimum flow of not less than 10 liters per minute within radius of 200 meters from the household, and

- With an effectiveness of not more than 7 disruptions per water user per annum.
- The regular treat the reservoirs and borehole with the necessary chemicals.
- To use the water

Underground water is the only source of supply (borehole water). Richmond has a problem with the quality of water. Victoria West suffers of a water shortage.

Boreholes with a strong source of water have been identified. However, the boreholes must be outfitted. The water in Victoria West is very brack (briny). Loxton has a sufficient water sources.

Challenges

- Addressing the water quality in all towns.
- To compile a ward profile about water related issues.
- More water resources for the municipality.

TELECOMMUNICATION

Systems are well distributed in the municipal area but are in need of upgrading in the rural areas.

Households	2001	1996
Telephone and Cell phone in Dwelling	458	-
Telephone only in Dwelling	626	943
Cell phone	289	-
Neighbor	1034	605
Public Telephone	1234	703
Other Nearby	178	745
Other – Not Nearby	64	146
No Access	281	1054

Challenges

- Erect more public phones in townships.
- Addressing of the issue of stolen telephone lines.
- Vandalism and misuse of public telephones is a big challenge.
- IDSL availability.

ELECTRICITY

All houses have electricity. Street lighting is problematic. The electricity distribution network in Richmond is in a poor condition and must be upgraded. The network in Victoria West and Loxton need to be upgraded.

Challenges

- Load shading is a challenge for development.
- Area lightening.
- Problem with vendors in Eskom distribution areas.
- Rapid increase in electricity tariffs.
- Old electricity networks

SPATIAL ANALYSIS

The Ubuntu Municipal region is primarily a rural area in the heart of the Karoo. The following tendencies occur:

- Victoria West is the main town with proper town planning and infrastructure in place; informal settlements also abound.
- Victoria West is surrounded by private farms but also has land that is used for communal farming and a game camp.
- Loxton and Richmond also has proper town planning and infrastructure. This town is surrounded by private farms (major activity: cattle farming) and has land available for farming purposes.
- Hutchinson and Merriman were established as part of the railway system and are also surrounded by private farms.

• *LAND USAGE PLANS*

In Victoria West its regulations for town planning is in place. Richmond and Loxton do not have any land usage plans in place.

• *ZONING SCHEMES*

We are busy compiling a zoning scheme for the entire Municipal area

• *ROADS*

The gravel roads in the area are generally in a poor state. The tarred roads are in a fair state but are in need of maintenance.

• *SERVICES*

Information on the current services is needed for planning and upgrading purposes.

- *SANITATION*

Most of the houses on formal site have full waterborne systems on the premises or in their houses. The newly established township along the N12 Victoria West, informal settlements in Richmond and Loxton make use of the bucket system.

- *DRAINAGE*

Richmond, Victoria West and Loxton do experience serious drainage problems. The problem is partly being addressed in Victoria West.

- *SOLID WASTE*

Refuse Removal Services does exist in Victoria West, Richmond and Loxton. Each of these towns does have a dumping site. The dumping site in Victoria West must be moved as hazardous to the health of the community. Oxidation dams are in a good condition.

Challenges

- Vehicles for the removal of refuse.
- Upgrading of dumping site in Victoria West.
- Illegal dumping of refuse on public open spaces.
- Dust bins for the households.

d) ENVIRONMENTAL ANALYSIS

The Ubuntu Municipality falls within the ambit of the Karoo, a semi-desert area. The name "Karoo" finds its origins in the Khoi and means "land of drought". No natural surface water is found in the region. Rainfall is low. The region is a part of the

Central lower Nama Karoo division that in turn forms part of the Nama Karoo biome. Only 0.03% of the total biome is under conservation.

The vegetation is adapted to the dry region and consists mainly of bushveld (bossieveld). Grass is very scarce. Farming adapted to the situation and is centered on small livestock.

As the region is sensitive to development an environmental management plan is essential in order to protect the environment and to manage development.

Because of thunder showers erosion is a serious problem. The effect of erosion can be clearly seen in the veld and at some of the gravel pits.

Challenges

- None

e) ECONOMIC SECTOR ACTIVITY

The importance of an Economic Analysis lies in its use as an indicator of trends it defines the major economic activity and is important for future planning and development.

The table below indicates the employment in each sector and sub-sector:

AGRICULTURAL SECTOR

- *Agricultural Activity*

Livestock and game is the nucleus of farming activities in the Ubuntu Region. Irrigation is limited. In the main livestock farming comprises of sheep, goat and cattle. The main agricultural products are wool for the export market and meat for the local market.

PLACE	Live stock farming / Agriculture	Mining	Manufacturing	Electricity	Construction	Wholesale trade	Transport & Comm	Finance & other	Comm & personal servic
Hutchinson	28	0	0	0	4	5	33	0	0
Loxton	12	0	7	4	10	17	9	0	6
Loxton Farms	1009	0	8	15	3	22	2	5	1
Merriman									
Richmond	17	0	22	3	48	139	23	28	20
Richmond Farms	797	0	8	0	4	5	2	5	1
Victoria West	81	1	73	1	166	265	92	104	49

Biltong and hunting are the major products of game farming. Game biltong is produced at and exported from a factory in Victoria West. Game largely consists of springbuck, blesbuck, Oryx (gems buck), reedbuck, blue wildebeest and black wildebeest.

- *Water Supply in Agriculture*

All the farms are dependent on underground water. The quality of the water is poor because of the high salt content.

- *Property ownership*

The commercial farmers own most of the farms. Some of the towns have made commonage available that the emerging farmers can rent. The current infrastructure is in need of upgrading.

- *Structures in Agriculture*

The Agricultural sector has the following structures:

Commercial Agriculture

Central Karoo Farmer's Union
Swaelfontein Farmer's Association
Wagenaarskraal Farmer's Association
Victoria West Farmer's Association
Uitvlug Farmer's Association
Loxton Farmer's Association
Richmond Farmer's Union

Emerging Farmers

Progressive Black Farmer's Association
SOLF (Swart Opkomende Landbou Vereniging)
Emerging Farmers (Richmond)

Challenges

- More land for emerging farmers
- Skills training for emerging farmer and youth
- Upgrading of infrastructure of commonage
- Stock theft is a big challenge.
- Management of the commonage
- Financial assistance for emerging farmers

MINING AND ENVIRONMENT

Mining does not occur in the region. Various kimberlite pipes in the region were explored. The location of these kimberlite pipes in relation to acknowledged diamond regions places it in the non diamond-bearing category. The few diamonds that were found were generally of poor quality, mostly suitable for industrial use for which there is no current market.

Other minerals found in the region include agate, gypsum, uranium and molybdenum. Excluding agate, the other minerals are essentially of theoretical

value as it is found in small quantities with limited reserves. In a few instances only a few cubic meters.

Agate is the only mineral that has potential for future mining. Agate is controlled by government and mainly used for infrastructure purposes by the Department of transport and other authorities that builds roads.

Because of the absence of mining in the region and the small chance of its future occurrence this activity is excluded from the SWOT Analysis.

- *Economic and Sectoral Development*

Mining:

A need was expressed to start with the making of bricks in the region. The difficulty is to find appropriate raw materials. The geological formation of the region indicates that to find the required raw materials locally is not possible.

Environment:

The region is very sensitive to unorganized development because of its climate and rainfall. Livestock farming is included.

Challenges

- Prospecting of uranium in the Municipal area-

TOURISM

CURRENT DATA

DETAILS	Victoria West	Richmond	Loxton	Hutchinson	Merriman
Dining Facilities	Sunset Sports Bar	Blue Lantern	Rooigranaat Restaurant	None	None
	Copper Eagle Trading	Ka-Ma Lodge	Die Bouhuis Restaurant		
	Merino Restaurant	Supper Club			
	Diamond Route Restaurant				

Overnight Facilities	Karoo Bird Park	An-Ra Guest House	Biesiespoort Guest House		
	Bimpi Cottage	Marina Guest House	Jakhalsdans Guest House		
	Bona Vista	Aandrus	Spies Guest House		
	De Oude Scholen	Richmond Lodge	Ouetehuis (Old Age Home)		
	Die Pophuis	Ka-Ma Lodge	Ons Loxton Huis		
	Tuishuis	Perdehoef Guest House	Loxton Lodge		
	Hickmans Country Lodge	Rondawel B&B	Karoo Cottage		
	Liza B&B	Victoria Guest House	Four Seasons		
	Marseilles	Deudone Guest House	Drankwinkel Kamers		
	Melton Wold				
	Rest a While				
	Victoria Guesthouse				
	Silver Oaks				
	Peperboom B&B				
	De Oude Pastorie				

TOURISM SERVICES

Victoria West has a Tourist Center and a tourism office where information covering the entire region and district is available. Victoria West Info is an organization that assists tourists to the region. The contact person at the Tourist Center is the Tourism Official at the Municipality. Future development at the Apollo Complex will on its completion provide in many tourism needs.

NUMBER OF VISITORS

Because of the locality of the towns (on the N1, N12 and R63), the number of visitors to the towns is very good.

TOUR OPERATORS

We got no tour operators in the area.

Challenges

- To expedite tourism in it's fullest.
- To encourage the disadvantaged communities to become involved in tourism.
- Funds to market the tourism center and tourism attractions.

BANKS

Richmond	Victoria West	Loxton
Standard Bank	ABSA Bank & Mini ATM	FNB Mini ATM
ABSA ATM & Mini ATM	Standard Bank & ATM	
Post Bank	First National Bank & ATM and Mini ATM	

FILLING STATIONS & GARAGES

Richmond	Victoria West	Loxton
Caltex	Excell	KVB Shell
Excelsior Garage	Shell Ultra	Loxton Herstel Dienste
N1 Truck -in	KVB Shell	
Camp Towing	Besters Garage	
Gou reg Bande	ZAMA_ZAMA	

TOURIST ATTRACTIONS

Richmond	Victoria West	Loxton
Horse Breeders Museum	Apollo Theatre	Hiking Trail Taaibosfontein (John Sinclair)
Oude Dak	Noblesfontein (Mining of mineral water)	Old buildings
War Park	Printing press (old printers machinery)	Castle (Van Aswegensfontein)
Dinosaurs Museum (Soetvlei)	Museum (fossils, etc)	Largest White Dorper (Van Aswegensfontein)
	Bird park (different types of birds and reptiles)	Handpomp
	Biesiesfontein (processing of game)	Second World War Museum
	Gun Powder House (place where ammunition was stored during WW2)	
	Demarcated old houses	

	Anglican Church	
	Victoria West Trading Post (Mannetjies Roux Museum)	

SHOPS

Victoria West	Richmond	Loxton
A.B. Handelaars	Trinitys	Karoo Vleisboere Kooperasie
Fillis Store	Percy se Plek	Ons Winkel
De Nita's Restaurant	Pep Stores	Spies Produkte
Dreyer Fisheries & Bakery		Indraf Café
Karoo Butchery	Ka-Ma Lodge	Loxton Drankwinkel
Karoo Vleisboere Kooperasie	Gafoors Algemene Handelaars	
Kontant Winkel	Ricmic Bakkery	
N12 Mini Mark	J&L Slaghuis & Supermark	
Ons Winkel (Hutchinson)	Gafoors Drankwinkels	
Spar Supermark	BKB	
Tok Inn Medisyne Hoek	Help Mekaar Tavern	
Kontrei Gallery	Sacarica Inn Pub	
Asbosskerm	Biltong Winkel	
Victoria-Wes Slaghuis	Gafoors <u>drankwinkel</u>	
Nick's Shop	Richmond Gallery	
Village Pub		
Pick Bar		
Vorentoe Bottlestore		
Hickman's Liquor Store		
Rabbit Den Tavern		
Indraf General Dealers		
Snoephoekie		
Pep Stores		
Lewis		
Icon		
Lappies Den		
Grib & Vos Joinery		
Ali's Tavern		
O & D Windpompe en Sweiswerke		
Karoo Deli		
China Shop		
Kontant Meubels		

Fillis Store		
Thembi's Funeral Service		
Spotties Shop		
Bovest Butchery		
JF van Wyk & Kie		
Smith Vlok & Kie		

TUCKSHOPS

Victoria West	Richmond	Loxton
Bailey's Tuckshop	Curby's Mobile	Horns Handelaar
Benji's Tuckshop	Charlies Tuckshop	Riekert Tuckshop
Prens Tuckshop	Six Room	
Gaika's Tuckshop	Wezi's Tuckshop	
Blue Move Tuckshop		
Thozamile's Tuckshop		
Fillis Caravan		
Fula's Tuckshop		
Lebo's Mini Store		

HOTELS

Victoria West	Hickman's Country Lodge Wallrick Rooms
Loxton	None
Richmond	None

NEEDS

1. Dry Cleaners
2. Home Industries
3. Local Economic Development Projects to address unemployment.

3.2.3) SWOT ANALYSIS

a) *INTRODUCTION*

A workshop was held in Victoria West at the Apollo Theatre on 18 February 2008 during which a collective SWOT Analysis across the various economic sectors were made. The sectors were divided as follows:

- Institutional Task Teams
- Community Development Task Teams
- Tourism Task Teams
- Business Task Teams
- Agriculture Task Teams
- Infrastructure Task Teams

The representatives of the different Task Teams participated collectively in compiling the SWOT Analysis. The representatives were initially divided into six different Task Teams. We have allocated a convener to each of the Task Teams. Each of the Task teams was first given an opportunity to dispense of their own agendas before the collective SWOT Analysis was engaged.

Participants were initially shown how to do a SWOT Analysis. An agricultural example was used to illustrate the compilation of a SWOT Analysis.

The following **strengths** were identified:

- Available Markets
- Good transport
- Good Roads
- Sufficient livestock

The following **weaknesses** were identified:

- Long distances to the market (Increases costs)
- Weak market prices

The following **opportunities** were identified:

- An alternative market that will provide better prices
- The creation of a local market (e.g. abattoir) to address the distance to markets

b) *RESULT OF THE SWOT ANALYSIS*

The result of the SWOT Analysis is given under the following headings:

- Institutional

- Agriculture
- Mining
- Tourism

INSTITUTIONAL:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • High quality Municipal Manager • Good cooperation among officials and employees • Communities can participate in decision-making structures • Good office infrastructure • A number of vacant buildings that can be used as offices • An open door policy is implemented • Prompt execution of tasks – by officials 	<ul style="list-style-type: none"> • Poor payment of services • Insufficient funds for service delivery • Excess employees • Weak community participation • Political in-fighting • To much time spent on issues of lesser importance instead of service delivery • “White” inhabitants do not participate fully in municipal activities • Bucket system • Weak discipline among leadership • No regular report back to communities • Shortage of personnel • Lack of training • Local newspaper does not report objectively • Issues regarding Hutchinson still incomplete • Mistakes on municipal accounts

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Training • Potential cooperation between the Municipality and the community in terms of service delivery and development • An opportunity to define / clarify roles and responsibilities and to restructure • Cooperation can contribute to strong economic growth • Opportunity to fill promotional posts with local people • Businesses that close do offer new opportunities • Ward committees can be used more effectively 	<ul style="list-style-type: none"> • People traveling with CPS get a lot of the people’s money • No support of local businesses • Transport of poisons • Delivery of health services • Loan sharks at CPS pay out points • Self enrichment • Poor communication • Application of credit control policy • Education of payee • The expectations of people regarding power and the use thereof • Making commonage available to communities • Indigent policy must be reassessed • Salaries and wages • Corruption

	<ul style="list-style-type: none"> • Paupers burials (will soon be suspended) • Commonage contracts • Misinformation leads to faction fighting between the Council and communities
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AGRICULTURE

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Willingness of commercial farmers • Demand for wool for international market • Sale potential of products • Sufficient animals • Export of game • Excellent agricultural land - Loxton • High level of skills among commercial farmers • Reliable suppliers for farmers • Farm tourism • Availability of commonage and Government land for all farmers • Labour available • Willingness to succeed • Formation of a working group in the agricultural sector between small and commercial farmers 	<ul style="list-style-type: none"> • Progress with land reform • Lack of skills among all farmers • Lack of markets for emerging farmers • Lack of management and economic skills among all farmers • Insufficient financing • Poor cooperation between Commercial and small farmers • Water supply • Low capacity of veld • Lack of land for emerging farmers • Lack of policing • Scavenger dogs • Poor condition of roads • Poor telecommunication • Housing for farm workers

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improved cooperation • Training • Coordination among farmers • Home industries • Existing market for livestock • Improved sanitation, supply of water and housing in rural areas • Training for specialist work • Improved telecommunication • Transport of passengers • Training of tour guides 	<ul style="list-style-type: none"> • Potential drought • Poor quality of livestock • Unemployment • Insufficient health services • Scavenger dogs • Disunity among emerging farmers • Low wages

TOURISM

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The Apollo Development in Victoria West • The Karoo habitat as draw card for nature tourists • Victoria West Museum excellent facility • Good hiking trails • The railway line that passes through the region • Utilization of flying school air strip • Local artist • Good game farms • Organized hunting industry • Friendly inhabitants • Ample accommodation • Architecture of the region • Safety • Clean, pure air, clear skies • Indigenous culture • The N1 and the N12 services the region that ensures a large volume of traffic through the region 	<ul style="list-style-type: none"> • The quality of some facilities is below what is desired • Lack of recreational facilities • Richmond museum needs attention / not in high quality • Lack of petrol stations in Loxton • No Marketing • Lack of assign posts • Poor roads for tourists • Lack of Tourist information in the region • Vandalism that causes the destruction of information boards • Lack of tourist packages • Long distances it difficult for tourists to visit the region • Poor marketing • Littering spoils the surroundings • Race relations leaves much to be desired and impacts negatively on tourism • Poor infrastructure in the townships hurts the tourism industry • Water in Richmond is brack and cannot be consumed by tourists • Mosquitoes and lice are problematic

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Job creation through economic development • Opportunity to sell bottled water to tourists • Game farms can be mote optimally utilized • Excess to information • Huge opportunities do exist for inter-sectoral tourism • Game farms can be more optimally utilized • The tourism information offices of Ubuntu can be integrated in order to provide an improved service • Recycling of all material • Loxton needs a museum 	<ul style="list-style-type: none"> • Integration within the tourism sector and cooperation among people are not up to standard • Alcohol abuse impact badly on tourism. • Long distances • Competition against other regions • Duplication of services and facilities • Name change • Typical crime (patty crime) • Lack of knowledge • Protest marches with the blockage of roads impacts negatively on tourism and local businesses

<ul style="list-style-type: none"> • Upgrading of Caravan park in Loxton • Marketing • Upgrading of railway line that passes the region can benefit community 	
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BUSINESS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Black economic empowerment (BEE) • N1 & N12 passes through Ubuntu • Small Business Skills • Black and Youth owned business • Support from relevant organization • Friendly inhabitants • Willingness to succeed • Sale potential products 	<ul style="list-style-type: none"> • Can access funds from financial institutes • 10% upfront rule applies • No access to business land • Lack of buildings or space for business • No support from Municipality • Shop in Richmond closed down • Lack of marketing resources • Big business get more opportunities than SMME

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Business Chamber in Ubuntu • Opportunity for a mall or other business that are not available in Ubuntu • Economic Development • Training for business skill (SEDA) • Make use of ward committees • Job creation • Ubuntu is central for new businesses 	<ul style="list-style-type: none"> • Unemployment • Lack of buildings or land • Poor marketing • Crime • Lack of resources • Security • Loan sharks • Poor investments • Competition • Political in fights • Eskom electrical failure • Insufficient information or skills • Alcohol abuse • Business locally are given to people outside of Ubuntu • Bad roads to businesses • Community is dependent on social grants

INFRASTRUCTURE

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Availability of land for future development • Network to market / animals of ESF • Willingness of commercial farmers to 	<ul style="list-style-type: none"> • Insufficient sport facilities • Bad storm water drainage • Moratorium on the purchase of municipal

<p>help</p> <ul style="list-style-type: none"> • Availability of commonage land • Tared roads • Street well planned • Have a full waterborne sewerage system • Sufficient water resources • Sufficient power supply in Victoria West & Richmond • Have dumping sides • Availability of resources to render services • Available land for graveyards in Loxton & Victoria West • Available MIG funds to address infrastructure needs • National roads N1, N12, & R63 • Good gravel roads • Airstrip in Victoria West Richmond and Loxton • Skilled workers to render services • Railway infrastructure 	<p>land</p> <ul style="list-style-type: none"> • Insufficient commonage land for agriculture • Poor maintenance of roads due to lack of funds • Municipal vehicle in very poor conditions • Buckets in area • Old houses • Lack of town planning • Old water network • Shortage of electricity in Loxton • No control on the dumping sites • Lack of management over commonage land • Insufficient MIG funds allocations • Poor road conditions • Housing for farm workers • Poor telecommunication • Upgrading of buildings over 60 years
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Training • Improved sanitation and water supply and housing in rural areas • Marketing of N12, N1 & R63 • Upgrading of firefighting resources • Assistance from KVB in terms of poison transportation. 	<ul style="list-style-type: none"> • Full graveyard in Victoria West • Pollution of water resources due to French drains • Old water network • Pollution of rivers in the municipal area • Capacity of reservoirs in Victoria West & Richmond • Electricity supply in Loxton • Capacity of fire brigades • Unemployment and unskilled workers • Uncontrolled and unplanned influx of people into towns • Insufficient funds • Closing of railway services • Transport of poisons through our towns • Social development • Hospitals • Police • Correctional services • Education • Hostels

COMMUNITY DEVELOPMENT

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Better service to improve the lives of our communities • Youth centre to address the needs of the youth • Private Public partnerships for community development • Free access to community hall for community development issues • Avail open land for sustainable development • Opportunity to fill operational posts with skilled people • No alignment with other departments and institutions • Training and capacity building for youth with the support of the municipality • Training of municipal staff • 	<ul style="list-style-type: none"> • Vehicles not equipped for service delivery • Self enrichment and corruption • Delivery of health services • Poor communication • Loan sharks at GPS pay points • Suspension of pauper burials • No environmental awareness • No sustainable environmental friendly strategies in place (very slow) • No community development • Ruined buildings “ white blocks” a threat to the community • Pollution and lack of lights along the N1 • High services bills hinders socio economic development • No mutual respect amongst employer and employees hinders socio-economic development • Application and enforcement of credit control policy

SUMMARY

The facilitators focused the attention of the participants on the integration of the different economic sectors. These sectors are inter-twined. Example: long distances leads to a decrease in the number of visitors to the region; this affects the tourism industry, as fewer tourists visits the area; local business is also affected as buying power is diminished; agriculture is affected as less agricultural products (e.g. meat) is bought;

Other examples: the quality of facilities; poor facilities influences more than one economic sector. Tourists are reluctant to visit; buying power is diminished that negatively impacts on local businesses.

3.2.4) NEEDS AND PRIORITIES

a) Introduction

Needs and priorities were determined during workshop sessions of the Community Forum. The Forum is constituted of different wards. Each ward was responsible for determining and prioritizing the needs of the ward.

The needs were further processed and submitted to the Forum for their consideration.

The needs and priorities are summarized in Annexure B.

3.2.5) PRIORITY ISSUES

- *Local Government and Institutional*

The Ubuntu Municipality identified the following priorities in order to provide communities with an effective and affordable service:

- Structuring human resources
- A well organized and effective administrative system
- An effective financial system which includes the budget
- Coordinated service delivery to communities
- Functional infrastructures e.g. buildings and equipment

- *Community Development*

The following priorities were identified:

- Poverty relief and job creation
- Capacity building
- Empowerment
- Sport and recreational facilities
- Community halls
- Cemeteries
- Health and emergency services

- *Infrastructure and housing*

The highest priority is the provision of basic services like water, sanitation, transport, electricity, telecommunication and housing.

- *Spatial Development and land reform*

A Land usage plan as well as an environmental management plan is priority issues that can provide direction for future development needs in the Ubuntu region.

As a priority, more land has been identified for use by the emerging farmers. The optimal use of the commonage was also considered.

- *Environment*

A need for a comprehensive environmental management plan was identified as an urgent priority in order to protect the region and to ensure sustainable development.

- *Economic Sector*

The Agricultural sector identified the following priorities:

- Training and capacity building of every farmer
- Cooperation between emerging and commercial farmers
- Maintenance of infrastructure

The Tourism Sector considered the compilation of an Integrated Tourism Development Plan and the completion of the Apollo Project as top priorities.

- *Poverty Relief and Empowerment*

The provisions of basic services like sanitation and domestic water as well as job creation are priorities.

3.3) PHASE 2: STRATEGIES

3.3.1) INTRODUCTION

The previous phase focused on problems and needs. In this phase the emphasis is on vision, goals and strategies. The process that was rolled out made provision for Community Meetings, meetings of the Task Teams, Community Representative Forum, Project Management Committee and the identification of needs and priorities.

3.3.2) VISION, MISSION, CORPORATE VALUES AND CULTURE

Vision

The vision of the Ubuntu Municipality is “**We, Ubuntu Municipality, commit ourselves to be developmental and economically viable, to ensure a better life for all**”

Mission

- We strive to achieve:-
 - Effective and efficient service delivery
 - Optimal human and natural resource development
 - Local economic growth and development, job creation and poverty alleviation
 - A vibrant tourism industry
 - To participate in the fight to reduce the infection rate and lessen the impact of HIV/aids, alcohol abuse and other communicable diseases
 - A safe, secure and community friendly environment
 - To ensure sound and sustainable management of Financial and Fiscal affairs of the Municipality

Corporate Values and Culture

- Driven by the aspirations of our people, we will respect and uphold the constitution of the Republic of South Africa and , to this end, observe human rights and participate in co-operative governance
- We subscribe to the principles of Batho Pele and total quality management
- We commit ourselves to the Codes of Conduct for councillors and officials in the Municipal Systems Act and to the principles of sound financial management
- We believe in integrity in the relations with all our stakeholders
- We commit ourselves to a corruption free municipality
- We endorse a “people-driven” approach and, to this end, commit ourselves to ensuring public participation in local government

3.3.3) GOALS

The goals are divided into the following categories:

- a) Spatial and Land Reform Goals
- b) Socio-economic Goals
- c) Infra-structural Goals
- d) Economic Goals
- e) Institutional Goals

a) SPATIAL AND LAND REFORM GOALS

In this category the Ubuntu Municipality has the following goals

- The finalization of a comprehensive zoning scheme and town plan for towns within its jurisdiction
- The integration of racially divided suburbs
- The acquisition of more land for livestock farming and for irrigation purposes within the jurisdiction of the Ubuntu Municipality.

b) SOCIO-ECONOMIC GOALS

The Ubuntu Municipality is desirous of realizing the following socio-economic goals within its jurisdiction:

- The improvement of the income levels of all inhabitants.
- The creation of job opportunities in order to decrease the level of unemployment.
- The initiation of poverty relief programs, capacity building programs and empowerment programs.
- The establishment of health programs and the provision of health services (e.g. hospitals, clinics, mortuaries, etc.) for the benefit of all inhabitants.
- The establishment of educational programs focusing on water, conservation, payment for services, HIV / AIDS, tourism, awareness and municipal issues.
- Sport and recreational facilities (e.g. parks) within all towns
- The provision of emergency services (ambulance and fire fighting services) in all towns.
- The proper provision of safety and security services in all towns to ensure a safe environment.
- Combat families violence crime

c) INFRASTRUCTURAL GOALS

The Ubuntu Municipality set the following infra-structural goals

- Drilling and equipping of boreholes at Victoria West.
- Upgrading and building of reservoirs at Richmond, Victoria West and Loxton.
- Installation of water softeners in the above three towns.
- Replacement of water meters and water networks in all towns.
- Provision of 1250 houses over a period of 5 years.
- Survey 600 erven (stands, plot).
- Completion of a feasibility study regarding public transport in all towns.
- Upgrading of access roads into the Ubuntu region.
- Upgrading of drainage in all towns.
- Removal or upgrading of the sewerage pump station at Victoria West.
- Upgrading of oxidation dams at Victoria West, Loxton and Richmond.

- Provision of external dumping sites in above towns.
- Purchase of dustbins for all towns.
- Area lighting in all towns with additional street lighting.
- Upgrading of high-voltage wire at Victoria West.
- Upgrading of telemetric system.
- Replace old electricity pre-paid meters.
- In stall prepaid water meters for households

d) **ECONOMIC GOALS**

- Agriculture
 - Repair of infrastructure on commonage.
 - Garlic and vegetable processing at Loxton.
 - Feasibility study regarding a wool factory.
- Mining
 - Determine the mining potential in the Ubuntu region.
 - Compilation of an environmental management program.
 - Explore uranium in the area.
- Tourism and Business
 - Research the possibility of steam safaris.
 - Upgrading of Horse Museum at Richmond.
 - Compilation of a Tourism Development Plan for Ubuntu.

e) **INSTITUTIONAL GOALS**

The following short term institutional goals were agreed to:

- *Administration*
 - Strategic planning session for councilors and senior personnel
 - Reviewing of the Organogram.
 - Monitoring and evaluating of performance management system.
 - Workshop the different party of roles and function.
 - Finalization of delegation.
 - Drafting and implementing of a program for the training / capacity building of personnel and councilors.
 - Establishment of an effective administrative system.
 - Finalization of service delivery contracts.
 - Compile all relevant policy documents
 - Appointment of vacant section 57 positions
 - Fill of vacant position on the Organogram

- Finalize the transfer of Hutchinson & Merriman to Ubuntu Municipality
- The effective functioning of Ward committees.
- Marriage council's bylaws with the standard Provincial bylaws.

- *Finance*

- Upgrading of the current financial system.
- Reviewing of credit control system and a credit policy.
- Completion of budgets.
- Finalization of a program for financial training / capacity building of personnel and councilors.
- Ensure a qualified audit report.

3.3.4) STRATEGIES

The selected strategies are dealt with under the following headings:

- a) Spatial and Land Reform Strategies
- b) Socio-economic Strategies
- c) Infra-structural Strategies
- d) Economic Strategies
- e) Institutional Strategies

a) SPATIAL AND LAND REFORM STRATEGIES

The Ubuntu Municipality identified the following spatial and land reform strategies:

- To complete the zoning scheme and town planning the following option will be pursued:
 - A service provider will be appointed to complete the zoning scheme and the town plans.
- To integrate the racially divided communities the following option will be pursued:
 - Town planning will occur in such a fashion that the open spaces between divided suburbs are filled with residential plots if it is practically possible
- To achieve the provision of land the following option/s will be considered:
 - The Municipality will submit applications for the purchase of commonage to the Department of Land Affairs that will then be rented to inhabitants.

- Those persons in need of land can by own initiative use their own funds to purchase land through the Department of Land Affairs, commercial banks, Landbank, Industrial Development Corporation, etc.

b) SOCIO-ECONOMIC STRATEGIES

The Ubuntu Municipality identified the following socio-economic strategies:

- To increase the income level of inhabitants the following option/s will be pursued
 - Activate local economic development
 - Determination of minimum local wages
- For job creation the following option/s will be pursued:
 - Local Economic Development
 - Infra-structural projects using the unemployed in the Ubuntu region
 - Poverty relief projects
- To eradicate poverty the following option/s will be pursued:
 - Poverty relief projects
 - Subsidization of services
 - Local Economic Development
 - Free basic services
 - Appointment of LED Officer
- Health Services and Health Programs have the following option/s:
 - An application to the relevant department/s to provide the required services
 - Negotiations with the District Council
- Educational programs focusing on water, tourism, HIV / AIDS, etc. will pursue the following option/s:
 - Water and Sanitation awareness programs (Department of Water Affairs & Forestry)
 - HIV / AIDS programs
 - Awareness programs regarding Municipal services
 - Tourism Awareness programs
- To establish sport and recreation facilities the following option/s will be pursued:

- Applications will be submitted to possible donors: Department of Sport, Arts & Culture, the Lotto, private sponsors, NGOs, etc. for the provision of the desired facility
- To provide emergency services the following option/s will be pursued:
 - Emergency services applications / agreements with relevant government departments for the provision of the said services
- Safety and Security will pursue the following option/s:
 - Appointment of more police officers (especially women and youth)
 - More vehicles to achieve more effective policing
 - Institute community policing
 - Establish effective community policing forums
 - Ensure visible policing

c) INFRA-STRUCTURAL STRATEGIES

The Municipality identified the strategies mentioned below:

- CMIP funds will be used for the upgrading, installation and replacement of water meters
- Funds received from the Department of Housing & Local Government will be used to erect houses
- A consultant will be appointed to survey stands and to do town planning
- Consultation with the appropriate funders will result in the upgrading of all access routes
- Roads will be upgraded in phases depending on the funding available
- Dustbins will be purchased and supplied to inhabitants
- Funding from CMIP, DWAF and other sources will be used completely overall the electrical system

d) ECONOMIC STRATEGIES

The economic strategies are dealt with under the headings Agriculture, Mining and Tourism.

- *Agriculture*
 - Funding from the DBSA will be used to repair Infrastructure.
 - LED funding will be used to fund the garlic and vegetable project
 - A feasibility study with regards to the wool factory will be completed prior to it being considered a project

- *Mining*

- To determine the potential for mining the following option will be pursued:

A geologist will be appointed to determine the potential for mining. Geo-Science (Upington) will be requested to render this service.

- A consultant will be appointed to develop an environmental management program.

- *Tourism and Business*

- A study will be undertaken to determine the feasibility of steam safaris in Ubuntu.
- Own funds and funding from the DBSA will be used to upgrade the museum at Richmond.
- A consultant will be tasked to compile a Tourism Development Plan.
- Develop websites and brochures to market the area.
- Compile a tourism marketing strategy for the area.
- Upgrading of Moonlight Hill
- Training tour guides
- Establish a tourism forum
- Upgrading of the Museum in Richmond
- Start with wool processing

e) INSTITUTIONAL STRATEGIES

The following Institutional strategies were identified and are dealt with under the headings Administration and Finance.

- *Administration*

The finalization of the integration of the region, reviewing of organogram, implementing performance management system, role and function analysis, delegation, training / capacity building program, establishment of an effective administrative system and the finalization of service delivery agreements will be pursued by:

- Allowing the Municipal Manager and his management team as well as the councilors to sort it out
- Appointing a consultant to sort it out along with the afore-mentioned role-players

- *Finance*

To manage the finance system of council effective, review credit control policy and implement effective and efficient, apply effective budgets control methods and give training to staff / capacity building program the following option /s will be pursued:

- Allow the Municipal Manager and his management team as well as the councilors to sort it out
- Appoint a consultant to sort it out along with the afore-mentioned role-players

3.4) PHASE 3: PROJECTS

3.4.1) INTRODUCTION

All the projects identified during Phase 2 was further analyzed in terms of costs, activities and possible funders in Phase 3.

Annexure C gives the projects as identified and analyzed.

3.4.2) LOCAL GOVERNMENT AND INSTITUTIONAL

The Institutional projects are listed in Annexure C and numbered 62-65. The projects identified in this instance are focused at the establishment of an integrated management system for the Ubuntu Municipality. The projects are:

- a) Amalgamation and integration of towns and an analysis of roles and functions.
- b) Restructuring of human resources
- c) Standardization of budgets and reporting mechanisms
- d) Asset register
- e) Uniform account and tariff systems
- f) Uniform credit control
- g) Standard and coordinated service delivery
- h) Upgrading of physical infrastructure and equipment

3.4.3) COMMUNITY DEVELOPMENT

The community projects are listed in Annexure C and numbered 41-61. Job creation and poverty relief are primarily attained through job creation during the implementation of infra-structural projects and the provision of basic services.

3.4.4) INFRASTRUCTURE AND HOUSING

Infrastructure and Housing projects are listed as projects 1 to 32 for the Ubuntu region.

3.4.5) SPATIAL DEVELOPMENT AND LAND REFORM

Spatial development is addressed in the Land usage development plan. These projects are run simultaneously with project 33-40 in the Environmental Management Plan.

3.4.6) ENVIRONMENTAL MANAGEMENT

The Environmental Management Plan, project 47, is implemented as a short-term project

3.4.7) ECONOMIC SECTOR

The Economic projects are listed in Annexure C and numbered 66-81. The economic sector projects are dealt with under the headings Tourism and Business in Annexure C

3.5) PHASE 4: INTEGRATION

3.5.1) INTRODUCTION

A workshop of the Project Management Committee in Victoria West dealt with the integration of projects.

Projects are integrated in order to:

- Benchmark the projects against the vision of the Ubuntu Municipality;
- Determine the impact of the projects on the institutional capacity of the Ubuntu Municipality;
- Optimize the application of scarce resources;
- Attain the integrated implementation of projects;
- Use the integrated projects as the basis of the capital Budget of the Ubuntu Municipality

3.5.2) INTEGRATION OF PROJECTS

Annexure C contains the list of Integrated Projects.

3.5.3) DISASTER MANAGEMENT PLAN

The Disaster Management Plan is found in Annexure D

3.5.4) AIDS PROGRAM

3.5.5) The AIDS program is found in Annexure E.

3.5.6) INTEGRATED INSTITUTIONAL HUMAN RESOURCE PLAN

The Integrated Institutional Human Resource Plan is found in Annexure F.

3.5.7) SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework is found in Annexure G.

3.5.8) SKILLS DEVELOPMENT PLAN

The Skills Development Plan is found in Annexure H.

3.5.9) EMPLOYMENT EQUITY PLAN

The Employment Equity Plan is found in Annexure I

3.5.10) ORGANISATIONAL STRUCTURE

The Organisational Structure is found in Annexure J

3.5.11) DRAFT HOUSING PLAN

The Draft Housing Plan is found in Annexure K

3.6) APPROVAL

The Integrated Development Plan was reviewed and approved at a council Meeting held in Richmond on 31 March 2009