

Sectoral Plans

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**HANDLEIDING EN PROSEDURE VIR
AANSOEKE TEN OPSIGTE VAN
GRONDGEBRUIKBESTUUR
VIR**

**SIYATHEMBA
MUNISIPALITEIT**

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**HANDLEIDING EN PROSEDURE VIR AANSOEKE
TEN OPSIGTE VAN GRONDGEBRUIKBESTUUR**

VIR DIE SIYATHEMBA MUNISIPALE BESTUURSGBIED

Die doel van hierdie dokument is om die Raad, amptenare en lede van die publiek behulpsaam te wees met die indiening, prosessering en afhandeling van enige aansoek ten opsigte van grondgebruikbestuur binne die bestuursgebied van Siyathemba Munisipaliteit.

Hierdie handleiding bestaan uit die volgende afdelings:

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A Algemeen

1. Hierdie Handleiding dien ter ondersteuning van aansoeke rakende die Raad se grondgebruiksbeheer en bestuur en moet saam met die Raad se Regulasies, veral die Algemene Deel (Afdeling 4) en AWoordbepalings@, van die regulasies gelees word.
2. Aansoekers word aangeraai om soveel inligting moontlik te verskaf, aangesien onvolledige inligting tot vertraging aanleiding gee.
3. Tensy aansoekers anders versoek, sal alle korrespondensie met betrekking tot enige aansoek gevoer word in die taal waarin die aansoekvorm ingevul is (verkieslik Afrikaans - die taal waarin Raadsvergaderings gehou word).
4. Wanneer 'n aansoek verskeie goedkeurings ingevolge verskillende wetgewing vereis en twee of meer van die aansoeke geadverteer moet word, moet die aansoeker die Munisipale Bestuurder daarop wys, sodat al sodanige aansoeke gelyktydig geadverteer en vir goedkeuring voorgelê kan word.
5. Aansoekers se aandag word spesifiek gevestig op die volgende vereistes en voorwaardes:
 - a. **Foutiewe en onvolledige aansoeke sal summier teruggestuur** word, aangesien sodanige aansoeke vertraging aan die hand werk en ook aansoekers wat wêl deeglike aansoeke opstel, benadeel.
 - b. Aansoekers moet self betrokke wees by hul aansoeke en moet toesien dat hul eie personeel of instansies wat namens hulle optree, nie die proses onnodig vertraag nie.
 - c. Aansoekers moet daarop let dat, tot tyd-en-wyl 'n aansoek skriftelik goedgekeur is, enige korrespondensie of samesprekings wat ten opsigte van hierdie aansoek gevoer is, nie beskou moet word as 'n aanduiding dat dit wêl goedgekeur sal word nie en die Plaaslike Owerheid of Administrasie geensins bind nie.
 - d. Geen aansoek mag deur 'n amptenaar van die Raad, namens 'n ander persoon of instansie, voorberei of ingedien word nie.
 - e. Die Plaaslike Owerheid behou die reg voor om enige goedkeuring wat op verkeerde inligting van 'n aansoeker gebaseer is, nietig te verklaar. Aansoekers moet dus

verseker dat alle inligting, ten opsigte van beperkende aspekte wat die aansoek kan beïnvloed, verstrek word.

6. Aansoekers word aangeraai om hul aansoeke en die prosedures vooraf met die betrokke amptenaar van die Raad te bespreek.
7. Aansoekers word daarop gewys dat die mees gepaste en beperkende sonering wat sal geld vir die voorgenome gebruik/ontwikkeling van die perseel, deur die Raad/LUR oorweeg sal word en dat aansoeke as sulks ingedien moet word.
8. Die woordbepaling soos in die Skemaregulasies van die Raad is ook van toepassing op hierdie Handleiding.

B Vorm van Aansoeke

1. AANSOEKVORM

Aangeheg tot hierdie Handleiding is die Raad se goedgekeurde aansoekvorm. Die korrekte en volledige voltooiing van hierdie aansoekvorm is 'n voorvereiste vir enige aansoek wat by die Raad ingedien word. Bykomend tot hierdie aansoekvorm en ter ondersteuning van die aansoek, moet die volgende ook deel uitmaak van enige aansoek, tensy die Raad skriftelik anders aangedui het:

2. PLANNE EN KAARTE

Die volgende planne en kaarte moet die aansoek tesame met die inligting wat hieronder vermeld word, vergesel:

2.1 Ligingskaart t.o.v. die dorp of streek

Die aansoek moet vergesel word van 'n duidelike leesbare A3- of A4-grootte afskrif van die 1:50000 topokadestrale kaartreeks of enige soortgelyke kaartreeks of enige soortgelyke kaart van die betrokke dorp of streek waarop die volgende detail aangetoon is, ingedien word:

- ware noord, sleutel en opskrif "*Streeksligging*";
- die benaderde ligging, relatief tot die res van die dorp of streek, van die grondeenheid wat by die aansoek betrokke is; en
- enige ander toepaslike gegewens.

2.2 Plaaslike Ligingskaart

Alle aansoeke moet verder vergesel wees van 'n ligingskaart van papiergrootte A4 of A3 wat verkieslik op 'n skaal van 1:5000 is (of indien dit nie moontlik is nie, op 'n skaal van ongeveer dieselfde grootte). Indien 'n ortofoto beskikbaar is, kan 'n afskrif hiervan as ligingskaart dien. Die kaart moet die volgende detail aantoon:

- Die skaal, ware noord, sleutel en opskrif "*Plaaslike Ligingskaart*".
- Erfgrense met omliggende erf- of plaasnommers daarop.
- Grootte en ligging van die betrokke gedeelte.
- Straatname en ligging van bestaande geboue op die betrokke grondeenheid en op direk aangrensende grondeenhede.
- Paaie, met aanduiding of dit hoof-, groot-, nasionale- of provinsiale paaie is.
- Plaaslike- en ander owerheidsgrense, ens.
- Enige fisiese beperkinge op die grondeenheid of omliggende grondeenhede wat die aansoek kan beïnvloed.
- Enige ander toepaslike gegewens.

2.3 Soneringskaart

Alle hersonerings- en/of onderverdelingsaansoeke moet vergesel word van een kopie van 'n uittreksel uit die Raad se soneringskaart, waarop die volgende detail aangetoon word:

- Die skaal, ware noord, sleutel en opskrif "*Soneringskaart*".
- Alle grondeenhede en bestaande sonerings daarvan binne >n radius van 300m van die buitengrens van die aansoekgebied asook alle onontwikkelde grondeenhede.

2.4 Grondgebruikskaart

Waar die huidige grondgebruik verskil van die betrokke sonerings van die aansoekgebied, of indien deur die Raad versoek, moet die aansoek ook van >n kaart wat die huidige gebruik van alle grond op die kaart aantoon, vergesel word.

2.5 Uitlegplan

Alle aansoeke vir onderverdeling, hersonering tot onderverdelingsgebiede en alle aansoeke waar die detail van die aansoek belangrik is vir die goedkeuring van die aansoek (byvoorbeeld, hersonering vir hipermarkte, vakansieoorde, groepsbehuising, nywerheids onderverdelings, ens.), moet vergesel wees van 'n uitlegplan op een van die internasionale papiergroottes A0 tot A4 (verkieslik so klein as moontlik) op een van die volgende skale: 1:5000; 1:1000; 1:2500, wat die volgende aantoon:

- Die skaal, ware noord, sleutel en opskrif "*Uitlegplan*", asook die nommer van die plan (wysigings van die plan moet daaropvolgende nommers hê).
Kontoere met 1m of 2m hoogte verskille tot buite die uitleggrens.
- Alle gebiede steiler as 1:4.
- 1:50 Jaar vloedlyn, indien van toepassing.
- Ander fisiese beperkinge wat die uitleg kan beïnvloed (byvoorbeeld, kranse, moerasse, duine, ens.).
- Bestaande geboue op die grondeenheid en op direk aangrensende grondeenhede.
- Alle bestaande dienste binne en rondom die aansoekgebied.
- Paduitleg op aangrensende grondeenhede.
 - Die voorgestelde onderverdeling(s).
- Voldoende afmetings om die onderverdelingsgroottes aan te dui.
- Die erwe agtereenvolgend genommer.
- Die naam van die persoon of firma wat die uitleg voorberei het. (As kontoere wat op die plan aangetoon word, deur 'n ander persoon of firma voorberei is, moet die betrokke naam ook verskyn.)
- Lo-koördinaatruiterseksies tesame met ruitlynwaardes indien versoek word.
- Die voorgestelde name van strate.
- 'n Lys van die voorgestelde sonerings deur middel van onderskeie kleure onderskei (die kleurnotasie moet in ooreenstemming wees met die skemaregulasies), wat die verskillende gebruike, getal erwe vir elke gebruik, oppervlakte per gebruik en oppervlakte uitgedruk as 'n presentasie van die totale oppervlakte van die onderverdeling aantoon. Die oppervlakte moet in m² verstrekk word.

Indien dit in uitsonderlike gevalle nodig is om van die vereistes genoem in paragraaf 4 af te wyk, moet sodanige afwyking gemotiveer word. Hierdie vereiste stel ook nie die aansoeker daarvan vry om enige bykomende inligting te verstrekk wat die Plaaslike Owerheid vereis nie.

3. MOTIVERINGSVERSLAG

'n Volledige motivering van die wenslikheid van die voorgenome grondgebruiksverandering vir alle aansoeke moet aangeheg word. Die omvang van hierdie verslag sal verskil van aansoek tot aansoek, afhangende van die sensitiwiteit van die omgewing en die grootte van die beoogde ontwikkeling. Die volgende riglyne geld ten opsigte van sodanige motivering:

3.1 Wenslikheid

Die begrip "*wenslikheid*" in die konteks van grondgebruikbeplanning kan gedefinieer word as die mate van die aanvaarbaarheid van die voorgestelde wysiging op die betrokke grondeenheid. Bespreek die wenslikheid van die gebruiksverandering aan die hand van die volgende aspekte:

- a) *Fisiese eienskappe van die eiendom:* Die verwagte invloed van die voorgestelde grondgebruiksverandering en enige modifikasie van die fisiese eienskappe moet bespreek word. Die fisiese eienskappe sluit in topografie (hellings), geologiese formasies, grondeienskappe en diepte van onderliggende rotsformasies, mikroklimaat, plantegroei (byvoorbeeld indringerplante), vloedvlaktes en vloedyne, watertafels, fonteine, dreineringspatroon, unieke ekologiese habitats en sensitiewe gebiede, bestaande opgevolde gebiede en gruisgroewe, drapotensiaal van die gebied, ens.
- b) *Bestaande beplanning van die gebied:* Bespreek hoe die beplande grondgebruiksverandering by bestaande beplanning ten opsigte van die gebied inpas aan die hand van gidsplanne, struktuurplanne, ens.
- c) *Karakter van die omgewing:* Bespreek die versoenbaarheid van die voorgestelde grondgebruikverandering met die tipe grondgebruik in die omgewing, die woondigtheid (byvoorbeeld erfgrottes), historiese, argitektoniese of bewaringswaardige gebiede, natuurlike bates, hoeveelheid gemeenskapsfasiliteite, privaatheid van bure, straattonele, uitsig, ens.
- d) *Die potensiaal van die eiendom:* Bespreek die potensiaal van die eiendom vir ander gebruike, byvoorbeeld Landbou (in 'n bestaande landbougebied), bewaring (van natuurlike en stedelike omgewings), mynbou (byvoorbeeld is daar enige ekonomiese ontginbare minerale op die eiendom?), ontspanning en hoe hierdie voorstel potensiaal beïnvloed.
- e) *Die ligging en toeganklikheid van die eiendom:* Bespreek die toeganklikheid van die eiendom ten opsigte van bestaande stedelike ontwikkeling, die hoofpadnetwerk en ander infrastruktuur, asook die invloed van addisionele verkeer, indien enige, op die omgewing. In die geval van 'n hersonering tot onderverdelingsgebied moet die beskikbaarheid van grondeenhede met soortgelyke eienskappe en die verwagte tempo van ontwikkeling van sodanige eenhede ook bespreek word.
- f) *Voorsiening van dienste:* Bespreek die moontlikheid van dienstevoorsiening (is daar enige probleme daarmee), watter tipe dienste voorsien sal word, wat die koste van die voorsiening sal wees en of dit wenslik is om die tipe dienste te voorsien (byvoorbeeld, wat die invloed daarvan op die natuurlike omgewing sal wees), moontlike besoedeling, ens.
- g) *Die konstruksiefase van die voorstel:* Bespreek hoe lank die konstruksiefase sal duur, of enige tydelike strukture opgerig sal moet word (byvoorbeeld, werkerskampe), waar konstruksiemateriaal verkry sal word (byvoorbeeld, gruisgroewe op die perseel), of enige plat stoot van duine, enige uitgrawings, opvullings, verwydering van plantegroei, ens., beoog word en wat die omvang daarvan sal wees, waar konstruksiemateriaal opgeberg sal word en of enige skade aan die natuurlike omgewing herstel sal word of nie (byvoorbeeld, deur terreinverfraaiing).

3.2 Vorm van die uitleg

Die vorm van die detailuitleg moet ook gemotiveer word aan die hand van die volgende aspekte:

- a) *Inherente eienskappe van die terrein:* Bespreek hoe inherente fisiese eienskappe en mensgemaakte hoedanighede van die terrein hanteer word aan die hand van byvoorbeeld bestaande infrastruktuur, omliggende grondgebruike, beperkings soos geraas- en lugbesoedeling, hellings, ens.
- b) *Voorsiening van gemeenskapsfasiliteite en oopruimtes:* Bespreek die hoeveelheid, grootte en plasing van sodanige fasiliteite, die bruikbaarheid van oopruimtes, hoe oopruimtes inpas by 'n bestaande of beplande oopruimte struktuur, hoeveel oopruimtes per 1000 persone voorsien gaan word, ens.
- c) *Padinfrastruktuur:* Bespreek die hiërargie en breedte van paaie, die lanks- en dwarshellings, die inskakeling by bestaande padstruktuur, die invloed van die padnetwerk op ander infrastruktuur (byvoorbeeld, dreinerings en riolering), die toeganklikheid van die onderskeie grondeenhede, asook die moontlike skeiding van voetganger- en motorverkeer.
- d) *Plaaslike besighede en hoëdigheidsbehuising:* Bespreek die grootte en plasing van persele, die voorgestelde sonerings daarvan, die invloed van hierdie voorgestelde sonerings op omliggende grondeenhede, verkeersvloei en oopruimtevoorsiening.

4. AFSCRIF VAN DIE TITELAKTE

>n Afsrif van die titelakte van elke afsonderlike gedeelte grond waarop die aansoek betrekking het, moet as bylaag tot die aansoek aangeheg word.

5. VERBANDHOUER SE TOESTEMMING

Enige aansoek om hersonering of onderverdeling van grond, waar sulke grond of >n gedeelte daarvan aan >n verband onderworpe is, moet >n toestemmingsbrief van die verbandhouer ook as bylaag bevat.

6. VOLMAG VIR AANSOEK

Indien die aansoek deur enige ander persoon of instansie as die geregistreerde eienaar van die grond voorberei en/of ingedien word, moet die aansoek vergesel word van >n volmag of maatskapy of BK resolusie vir die aansoek en moet die volmag die aard en omvang van die aansoek beskryf (voorbeeld aangeheg).

7. TOEPASLIKE EN VEREISTE ONDERSOEKE EN GOEDKEURINGS

Indien enige ander wetgewing of owerheid enige ondersoeke of ander aksies (soos byvoorbeeld die vereistes t.o.v. omgewingsimpakstudies) vereis, moet alle bewyse van die voldoening aan sulke vereistes, die aansoek vergesel.

8. ADDISIONELE INLIGTING

Die Raad is by magte om enige addisionele inligting, bykomend tot bogenoemde inligting, van die aansoeker te vereis indien die Raad van mening is dat dit nodig mag wees vir die oorweging van die aansoek.

C Procedures

1. INDIENING VAN AANSOEK

- a) Die aansoek moet **in duplikaat**, tesame met al die vereiste aanhangsels, by die plaaslike munisipaliteit ingedien word.
- b) Indien daar met geen instansies vooraf in aanraking gekom is nie, moet addisionele afskrifte van die aansoek en alle kaarte en dokumente, op versoek, voorsien word.
- c) Tydens die indiening van enige aansoek, moet die toepaslike aansoekgelde vir die betrokke aansoek(e) aan die Raad betaal word. Die aansoekgelde word jaarliks deur die Raad bepaal en word binne die Raad se Tariewelys vervat.

2. VOORAF SKAKELING MET ANDER INSTANSIES

- a) Waar 'n ontwikkelaar bewys kan lewer dat 'n instansie tevrede is met 'n plan of voorstel deur byvoorbeeld 'n endossement op 'n plan of brief van die instansie te toon, sal sodanige instansie nie noodwendig weer om kommentaar genader word nie. Voorafskakeling met belanghebbende instansies word sterk aangemoedig en aansoeke sal op dié manier bespoedig word.
- b) Dit is wenslik dat aansoekers in 'n vroeë stadium die kwessie van die installering van dienste ook met die plaaslike owerheid bespreek.

3. ADVERTERING EN KENNISGEWING

Advertering en kennisgewing word in detail in die volgende afdeling van hierdie Handleiding behandel.

4. VERDERE PROSESSERING VAN AANSOEKE

- a) Na ontvangs van enige aansoek en voorgeskrewe aansoekgelde, sal die Raad die betrokke aansoek (bykomend tot advertering en kennisgewing soos hieronder beskryf) ook vir insette en kommentaar verwys na enige instansie wat na hul mening >n belang daarby het of enige insette kan lewer.
- b) Na ontvangs van alle besware, insette en kommentaar, sal die Raad die betrokke skrywes aan die aansoeker voorsien vir sy/haar insette en kommentaar op die skrywes. Enige skakeling tussen die aansoeker en beswaarmakers wat kan lei tot die uitklaring van misverstande en derhalwe die terugtrekking van besware word aangemoedig. Indien die aansoeker nie binne 90 dae reageer op die betrokke besware / insette nie, word die aansoek geag te verval het. (Art 4.2 van Bylaag A tot die Wet)
- c) Geen besware wat neerkom op bloot >n poging om handelskompetisie uit te skakel, sal deur die Raad in ag geneem word nie. (Art 64.1(c) van die Wet)
- d) Die betrokke aansoek, tesame met alle insette, besware en kommentare word dan aan die Raad voorgelê vir oorweging. In gevalle waar die betrokke aansoek slegs deur die LUR oorweeg kan word, (sien punt 7. van hierdie afdeling) sal die Raad hul aanbeveling / inset saam met die aansoek en al bogenoemde dokumente aan die LUR voorlê vir oorweging.

5. VOORWAARDES EN BEPERKINGS

Waar die Raad (of LUR) enige aansoek goedkeur, mag die Raad / LUR enige voorwaardes vir goedkeuring van die aansoek vereis met die doel om te verseker dat die bedoeling van die aansoek soos goedgekeur, verwesenlik word of om enige bepaalde beswaar aan te spreek. (Art. 65 van die Wet)

6. REG TOT APPÉL

Enige aansoeker, beswaarmaker of persoon/instansie wat tydens bogenoemde proses >n inset gelewer het, het die reg om teen die Raad / LUR se besluit te appeleer indien hy/sy van mening is dat hy/sy deur die besluit benadeel word (Art. 74 van die Wet).

Sodanige appél moet binne 21 dae na ontvangs van die kennisgewing van die besluit ingedien word. >n Afskrif van die appél moet, vir kennisname, ook aan die Raad gestuur word.

7. AANSOEK WAT NA DIE LUR VIR GOEDKEURING VERWYS MOET WORD

Die onderstaande aansoeke mag nie deur die Raad oorweeg word nie en sal die Raad, by ontvangs van sulke aansoeke, die aansoek prosesseer, oorweeg en >n aanbeveling aan die LUR maak:

- a) enige aansoek wat >n uitwerking sal hê op die bevoegtheid van enige provinsiale of nasionale regeringsvlak.
- b) enige aansoek wat in finansiële invloed kan hê op enige provinsiale of nasionale departement.
- c) enige aansoek wat strydig mag wees met enige provinsiale of nasionale ontwikkelingsplanne.

8. HER-AANSOEKE

Indien enige aansoek deur die Raad en/of Appéltribunaal geweier is, mag sodanige aansoeker, of enige daaropvolgende eienaar van die betrokke grond, nie weer binne >n tydperk van 5 jaar vir dieselfde of soortgelyke gebruiksverandering >n aansoek indien nie.

9. GELYKTYDIGE OORWEGING VAN AANSOEKE

Wanneer 'n aansoek verskeie goedkeurings ingevolge hierdie of verskillende wetgewing vereis en twee of meer van die aansoeke geadverteer moet word, moet die aansoeker die Verantwoordelike Beampte daarop wys, sodat al sodanige aansoeke gelyktydig geadverteer en vir goedkeuring voorgelê kan word.

D Advertering

1. Die primêre doel van advertering en kennisgewing is om alle grondeienaars wat enige belang by die betrokke aansoek het of deur die goedkeuring daarvan geraak mag word, van die aansoek in kennis te stel.
2. Adverteer beteken om kennisgewing van die voorgenome aksie van gebruiksverandering te beteken aan elke grondeienaar en/of okkupeerder wat na die mening van die Verantwoordelike Beampte >n belang by die aangeleentheid het. (Art 77.2 van die Wet)
3. Aansoekers sal van alle nodige voorbeelde van die kennisgewing en naamlyste voorsien word om dit vir die aansoeker moontlik te maak om die advertering en kennisgewingsproses self en op eie koste af te handel indien dit nie deur die Raad op die aansoeker se koste gedoen word nie.
4. In die advertensie moet vermeld word dat enigeen of enige persoon wat beswaar het teen die voorgestelde verandering, sodanige beswaar binne een-en-twintig (21) dae na die datum van die advertensie skriftelik by die Raad kan indien en daarin moet voorts vermeld word waar die aansoek en planne, indien daar is, ter insae lê. (Art 77.1 van die Wet)

5. Die Raad moet afskrifte van enige besware wat binne die tydperk in die advertensie vermeld, ontvang word, vir die aansoeker gee vir sy kommentaar.
6. Die aansoeker sal, na afhandeling van die adverteringsproses, die Raad van alle bewyse van kennisgewings en advertensies voorsien.
7. Aangesien die implikasies en impak van aansoek tot aansoek sal verskil, sal die omvang en metodes van advertering noodwendig ook nie altyd dieselfde wees nie. Onderstaande tabel toon die minimum vereistes van advertering vir elke afsonderlike aansoek. **Die Raad behou egter die reg voor om addisionele advertering van enige aansoek te vereis.**

Aard van aansoek	Kennis-gewing in plaaslike koerant	Kennis-gewing slegs aan aanliggende bure	Kennis-gewing aan bure en ander belanghebbendes	Vertoon >n kennis-gewing op die betrokke perseel	Hou van >n publieke vergadering
Vergunningsgebruik: Renbaan	verplig		verplig	verplig	opsioneel
Vergunningsgebruik: tweede woonhuis			verplig	verplig	
Vergunningsgebruik: Ander	verplig		verplig	verplig	
Afwyking van beplanningsbeheer		verplig		verplig	
Wysiging van voorwaardes		verplig		verplig	
Beroepsbeoefening		verplig			
Verlenging van 2 jaar van goedkeuring	Slegs indien en soos deur die Raad verlang				
Tydlike afwyking	verplig		verplig	verplig	
Onderverdeling van >n woonperseel		verplig		verplig	
Hersonering binne en in lyn met gebiede van voorkeur			verplig	verplig	
Hersonering vanaf Landbousones na enige ander sone	verplig		verplig	verplig	
Hersonering of onderverdeling onder die 1:50 jaar vloedlyn	verplig		verplig	verplig	verplig
Hersonering na Sakesone I of enige Nywerheidsone buite gebiede van voorkeur	verplig		verplig	verplig	verplig
Hersonering na Spesiale sone	Soos deur die Raad bepaal				
Onderverdelings beskryf in Afdeling J		verplig		verplig	
Onderverdelings beskryf in Afdeling K		verplig		verplig	
Alle ander onderverdelings	verplig		verplig	verplig	
Opheffing van titelbeperkings (na inwerkingtreding)		verplig		verplig	
Ander aansoeke nie hierbo vermeld nie	Soos deur die Raad bepaal				

E Tydskale

Die volgende minimum en/of maksimum tydskale is van toepassing op die verskillende aksies tydens die prosessering en oorweging van enige aansoek (Alle tydskale word bepaal deur 7 dae toe te laat vir posaflewering na datum vir posbewysstrokies, waarna die tydskaal in werking tree):

Raad se versoek vir addisionele inligting	binne 2 weke na ontvangs van die aansoek
Advertering en kennisgewings	binne 3 weke na ontvangs van aansoek of addisionele inligting
Tydperk vir besware en/of insette	21 dae
Tydperk vir enige departement om insette te lewer	60 dae
Aansoeker se reaksie op besware en insette	90 dae
Voorlegging van die aansoek vir besluitneming	binne 60 dae van ontvangs van alle insette en reaksie op besware en insette
Kennisgewing aan aansoeker en beswaarmakers van besluit	binne 7 dae van besluit
Indiening van >n appél teen >n besluit	binne 21 dae van kennis van besluit
Kennis oor datum en plek van verhoor	binne 7 dae van ontvangs van appél
Verhoor deur die Appéltribunaal	binne 60 dae van ontvangs van appél
Kennis van Appéltribunaal se besluit	binne 7 dae van besluitneming
Verval van >n goedkeuring indien die regte nie benut word nie	2 jaar

F Verval van Gebruiksregte

Enige regte wat volgens >n goedkeuring deur die Wet of hierdie Regulasies tot >n gedeelte grond toegevoeg word, verval na twee jaar (of enige ander tydperk wat deur ander wetgewing bepaal mag word en hierdie Wet vervang of oorskry) tensy die eienaar gedemonstreer het dat hy/sy die grond ooreenkomstig die aansoek ontwikkel of benut het (insluitend die registrasie van minstens een erf vir onderverdelings). Die betrokke eienaar mag wel aansoek doen vir die verlenging van die goedkeuringstydperk (Art 45 van die Wet).

G Algemene Beginsels en Beleid

Die Raad sal die volgende beginsels as grondslag neem vir die oorweging van enige aansoek:

1. Die nasionale beginsels van volhoubaarheid, gelykheid, doeltreffendheid, integrasie en goeie bestuur.
2. Noord-kaapse Wet op Ontwikkeling en Beplanning - beginsels van Hoofstuk 1.
3. Die versoenbaarheid van die aansoek met die bepalings van die GOP, Ruimtelike Ontwikkelingsraamwerk en enige ander goedgekeurde oorhoofse beplanningsdokument- of plan van die Raad.
4. Die Raad se voorgeskrewe prosedure en adverteringsvereistes moet streng nagekom word.

5. Versoenbaarheid van die aansoek met die Raad se Ruimtelike Riglyne soos in hierdie Handleiding of enige ander beleidsdokument vervat.
6. Enige beleid van die Raad soos vervat in die Raad se Beleidsregister.

H Ruimtelike Riglyne

Bykomend tot bogenoemde beleidsaspekte en beginsels, moet enige ontwikkeling gemeet word aan die ruimtelike aspekte wat geïdentifiseer is in die Ruimtelike Ontwikkelings Raamwerk van die Munisipaliteit of enige ander ruimtelike planne van die Raad. Die riglyne wat in bogenoemde Raamwerk of planne geïdentifiseer is, sal die basis vorm gedurende die oorweging van enige aansoek.

I Gebiede van voorkeur hersonerings (minimum advertensie prosedure)

Die Raad sal voorkeur gee aan en die aansoekers sal die minimum vereiste prosedures mag volg ten opsigte van enige aansoek wat uitvoering gee aan spesifieke bepalings van die Raad oor gebied van voorkeur vir sekere gebruike (soos in die soneringskaart aangedui), naamlik:

1. Uitbreiding van die Sentrale Sakekern van enige dorp, in ooreenstemming met die Raad se Ruimtelike Ontwikkelingsraamwerk of enige ander goedgekeurde beplanningsdokument.
2. Uitbreiding van enige bestaande nywerheidsgebied.
3. Behuising soos vervat in die Raad se Ruimtelike Ontwikkelingsraamwerk.

J Vrygestelde Onderverdelings

Die volgende onderverdelings is tot die publiek se voordeel of van so >n aard dat dit nie enige redelike naasliggende eienaar of okkuperder kan affekteer nie en word derhalwe vrygestel van die adverteringsvereistes van >n aansoek. Slegs >n voltooide aansoekvorm en liggingsplan sal by die Raad ingedien moet word:

1. Die onderverdeling van grond vir die bou of verandering van paaie of enige ander saak wat daarmee in verband staan;
2. Die onderverdeling van grond ten einde die oordrag daarvan aan >n plaaslike owerheid, semi-staatsinstelling of ander statutêre liggaam te bewerkstellig, met uitsondering van grondeenhede wat weens ontwikkeling vervreem word;
3. Die onderverdeling van grond waar die Staat >n opmeting kan vereis, ongeag of die Staat die grondeienaar is of nie;
4. Die onderverdeling van grond waar opmetings vir >n onteiening ingevolge die Onteieningswet, 1975 (Wet nr. 63 van 1975) vereis word;
5. Die onderverdeling van grond ten einde uitvoering aan >n hofbeslissing te gee; en
6. Die opmeet van grond om die registrasie van >n serwituu- of huurgebied op die naam van >n plaaslike owerheid, die staat, >n semi-staatsinstelling of ander statutêre liggaam te bewerkstellig.

K Onderverdelings onderhewig aan die minimum advertensie prosedure

Die volgende onderverdelings is ook tot die publiek se voordeel of van so >n aard dat dit nie enige redelike naasliggende eienaar of okkuperder kan affekteer nie en hoef derhalwe slegs aan die minimum adverterings- en aansoekvereistes te voldoen:

1. Onderverdeling wat die opmeting van strate en/of openbare oop ruimtes wat gesluit is noodsaak, ten einde dit met die aangrensende erf of erwe te konsolideer;
2. Die onderverdeling van grond, ten einde die oordrag daarvan van >n plaaslike owerheid, semi-staatsinstelling of ander statutêre liggaam te bewerkstellig, met uitsondering van grondeenhede wat weens ontwikkeling vervreem word;
3. Die onderverdeling van grond in bestaande behuisingskemas ten einde privaat eiendomsbesit moontlik te maak; en
4. Die onderverdeling van grond om wysiging van die gemeenskaplike grens tussen twee of meer grondeenhede moontlik te maak.

Tydens die indiening van hierdie aansoeke, sal die volgende dokumentasie voldoende wees, tensy die Raad addisionele inligting verlang:

- a) >n Liggingsplan, wat die perseel relatief tot die omliggende gebied toon;
- b) >n Afskrif van die titelakte(s) en opmetingsdiagram(me) van die grond;
- c) >n Afskrif van enige serwitutakte betreffende die grond;
- d) >n Afskrif van die verbandhouer se toestemming, indien van toepassing; en
- e) Die eienaar se toestemming en/of volmag, indien van toepassing.

SIYATHEMBA MUNISIPALITEIT

Aansoek vir grondgebruikverandering kragtens die Noord-Kaapse Wet op Ontwikkeling en Beplanning, 1998 (Wet 7 van 1998)

Erf/plaas nommer	
Eiendomsbeskrywing	
Fisiese adres	
Geregistreeerde eienaar(s)	
Aansoeker	

AANSOEK OM:

(Merk asseblief die toepaslike blokkie met 'n kruisie)

Die Hersonering van grond vanaf een sone na >n ander	
>n Afwyking vanaf die grondgebruikbeperkings voorgeskryf in die regulasies van >n toepaslike soneringskema	
>n Vergunningsgebruik soos bepaal in die Raad se soneringskema	
Die beoefening van >n beroep vanaf >n woonperseel	
>n Tydlike afwyking om toe te laat dat >n gebou of grond vir >n tydperk van hoogstens 5 jaar gebruik word vir >n doel waarvoor daar nie >n spesifieke sone voorsiening gemaak is nie	
Die Onderverdeling van grond	
Die opheffing, opskorting of wysiging van Titelaktebeperking(s) (Nog nie ingevolge Wet 7 van 1998 nie)	
Die opheffing, opskorting of wysiging van enige voorwaardes gestel aan >n aansoek	
Die verlenging van die 2 jaar van goedkeuring van >n aansoek	
Enige Ander aansoek ingevolge die Wet of regulasies.	

Die Munisipale Bestuurder
Siyathemba Munisipaliteit

Posbus 16
Prieska 8940

Geagte Heer / Dame

**AANSOEK VIR GRONDGEBRUIKVERANDERING KRAGTENS DIE NOORD-KAAPSE WET OP
ONTWIKKELING EN BEPLANNING, 1998 (WET 7 VAN 1998)**

(HIERDIE VORM MOET DEUR DIE AANSOEKER/VERTEENWOORDIGER INGEVUL WORD)
(Merk asseblief die toepaslike blokkie met 'n kruisie waar van toepassing)

1. PERSOONLIKE BESONDERHEDE VAN AANSOEKER

- 1.1 Naam van persoon/firma aan wie die korrespondensie gerig moet word:
- 1.2 Adres:
- 1.3 Telefoon nommer:
- 1.4 Faks nommer :
- 1.5 Sel nommer:

2. PERSOONLIKE BESONDERHEDE VAN DIE GEREISTREERDE EIENAAR VAN DIE GROND

- 2.1 Naam van geregistreeerde eienaar:
- 2.2 Adres:
- 2.3 Telefoon nommer:
- 2.4 Faks nommer :
- 2.5 Sel nommer:

Indien die aansoeker nie die geregistreeerde eienaar(s) van die grondeenheid is nie, heg >n volmag van die geregistreeerde eienaar(s) of maatskapy of BK resoluise by die aansoek aan. Dit geld ook indien die persoon wat aansoek doen, nog besig is om die grondeenheid te verkry en indien die grondeenheid deur >n maatskapy of meer as een persoon besit word.

3. ALGEMENE INLIGTING AANGAANDE DIE GRONDEENHEID

3.1 Erf/plaas nommer:

3.2 Fisiese adres van grondeenheid:

3.3 Uitbreiding nommer:

3.4 Geregistreeerde beskrywing ingevolge titelbewys(e):

3.5 Nommer en datum van Titelbewys(e):

3.6 Oppervlakte van grondeenheid:

3.7 Wat is die huidige sonering van die grondeenheid?

3.8 Is die grondeenheid ontwikkel (geboue, ens.)?

Ja:	Nee:
-----	------

Indien wel, wat is die aard en toestand van die ontwikkelings/verbeterings?

3.9 Word die huidige sonering van die grond benut?

Ja:	Nee:
-----	------

Indien nie, wat is die aanwending (gebruik) van die grond?

3.10 Word die eiendom deur 'n verband beswaar?

Ja:	Nee:
-----	------

Indien wel, heg die verbandhouer se toestemming by die aansoek aan.

3.11 Is >n vorige aansoek om onderverdeling/hersonering/vergunningsgebruik/ afwyking van die eiendom oorweeg?

Ja:	Nee:
-----	------

Indien wel, wanneer en verstrekk besonderhede, insluitend alle owerheids-verwysingsnommers en besluite:

4. BESONDERHEDE VAN AANSOEK

4.1 Beskryf die voorgename ontwikkeling kortliks (noem ook die sonering, vergunning of afwyking wat verlang word):

.....

.....

.....

.....

.....

.....

.....

.....

.....

4.2 Het die voorstel betrekking op die hele grondeenheid?

Ja:	Nee:
-----	------

Indien nie, meld die grootte van daardie gedeelte van die grondeenheid wat nie betrokke is nie, asook waarvoor dit gebruik gaan word:

4.3 Watter reëlins sal getref word met betrekking tot die volgende dienste vir die erf/erwe? (Volle besonderhede moet verstrek word, veral in gevalle waar dit nie moontlik is om by bestaande plaaslike owerheidsdienste aan te sluit nie).

a) Watertoevoer

.....
.....

b) Dreinerings en wegdoen van stormwater

.....
.....

c) Wegdoen van nagvuil, vuilwater en rioolwater

.....
.....

d) Wegdoen van vullis

.....
.....

e) Elektrisiteit

.....
.....

5. BEPERKENDE VOORWAARDES

5.1 Is daar enige beperkings, soos serwitute, regte, verbande, ens. ten opsigte van die grondeenheid ingevolge die transportakte wat >n invloed kan hê op hierdie aansoek, wat opgehef moet word?

Ja:	Nee:
-----	------

Indien wel, vermeld volledige besonderhede:

.....
.....
.....

5.2 Is enige gedeelte van die grondeenheid in >n vloedvlakte van >n rivier onder die 1:50 jaarvloedlyn geleë of onderhewig aan enige oorstromings?

Ja:	Nee:
-----	------

Indien wel, verstrek besonderhede:

5.3 Is daar enige fisiese beperkings (bv. steil hellings, onstabiele grondformasies, moerasse, ens.) wat die beoogde ontwikkeling kan beïnvloed?

Ja:

Nee:

Indien wel, verstrek volle besonderhede en meld hoe die probleem opgelos gaan word:

5.4 Is daar enige ander goedkeuring vir die implementering van die beoogde ontwikkeling nodig, wat buite hierdie Wet val?

Ja:

Nee:

Indien wel, lys die goedkeurings:

6. DIE VOLGENDE DOKUMENTE WORD INGEDIEN TER STAWING VAN DIE AANSOEK

BESONDERHEDE VAN DOKUMENT		JA	NEE	NVT
6.1	>n Liggingskaart t.o.v. die dorp of streek			
6.2	>n Plaaslike liggingsplan wat die perseel relatief tot die omliggende persele toon;			
6.3	>n Plan wat die sonering van die omliggende gebied toon;			
6.4	>n Plan wat die werklike en bestaande gebruike wat die perseel omring, toon;			
6.5	>n Uitlegplan;			
6.6	>n Afskrif van die Titelakte(s) en Opmetingsdiagramme van die grond;			
6.7	>n Afskrif van enige serwituutakte betreffende die grond;			
6.8	>n Afskrif van die verbandhouer se toestemming , indien van toepassing;			
6.9	>n Afskrif van enige sertifikate van mineraalregte en seding daarvan, tesame met die mineraalreghouer se toestemming , indien van toepassing;			

BESONDERHEDE VAN DOKUMENT		JA	NEE	NVT
6.10	Die eienaar se toestemming en/of volmag , indien van toepassing;			
6.11	Dokumentasie betreffende die verwagte voorsiening van gemeenskapsfasiliteite en die verantwoordelikhede van openbare owerhede in hierdie verband;			
6.12	Dokumentasie betreffende die verwagte voorsiening van ingenieurs- of paddienste en verantwoordelikhede van openbare owerhede in hierdie verband;			
6.13	Dokumentasie betreffende enige prosesse van openbare betrokkenheid wat geïnisieer is met betrekking tot hierdie aansoek en enige maatskaplike ooreenkomste, indien van toepassing;			
6.14	Indien die aansoeker >n maatskappy, beslote korporasie of ander regsentiteit, behalwe >n natuurlike persoon is, is >n afskrif van >n geldige magtigende besluit aangeheg;			
6.15	>n Vloedlynsertifikaat wat aandui of die grond of enige gedeelte daarvan aan >n 1:50 jaarvloedlyn onderworpe is, al dan nie;			
6.16	>n Verkeersimpakevaluering , gegrond op die kapasiteit van die omliggende padnetwerk om enige bykomende eise te hanteer wat as gevolg van die ontwikkeling ontstaan, indien vereis word;			
6.17	>n Omgewingsimpakevaluering gegrond op die potensiele impak wat die voorgestelde aansoek sal hê ten opsigte van die konteks van die omliggende omgewing;			
6.18	>n Geotegniese verslag ;			
6.19	>n Bewys wat aantoon in watter mate die aansoek voldoen aan die beginsels in hoofstuk I van hierdie Wet;			
6.20	>n Staat wat aantoon in watter mate die aansoek voldoen aan enige goedgekeurde ontwikkelings- en beplanningsraamwerk in hoofstuk I van hierdie Wet bedoel;			
6.21	>n Volledige motiveringsverslag (sien uiteensetting in voorafgaande voorskrifte);			

Ek die ondergetekende, sertifiseer dat al die inligting wat in hierdie aansoekvorm verskyn, asook die inligting in die aanhangsels, korrek en volledig is en dat die aansoek verstaan word.

VOLLE NAME:

HANDTEKENING:

.....
.....
.....
.....
.....

DATUM:

DATUM WAAROP DIE AANSOEK BY
DIE PLAASLIKE OWERHEID INGEDIEN IS:

VOLMAG/PROKURASIE

Ek, die ondergetekende,
(VOLLE VOORNAME EN VAN, IDENTITEITSNOMMER)

nomineer, konstitueer en stel hiermee aan

(VOLLE VOORNAME EN VAN VAN VERTEENWOORDIGER, IDENTITEITSNOMMER/BK OF
MAATSKAPPY REGISTRASIENOMMER)

met mag van substitusie om my wettige agent te wees in my naam, plek en stede om namens my alle
aspekte te hanteer van die aansoek(e) om

.....

ten opsigte van
(BESKRYWING VAN EIENDOM)

en in die algemeen, ten einde voorgenoemde doeleindes uit te voer, te doen of te laat doen al wat
nodig is, net so volmaak en doeltreffend asof ek self teenwoordig was en hierin gehandel het, en so
bekragtig alles wat my genoemde agent uit krag hiervan wettiglik doen of laat doen.

GETEKEN te op hierdie dag van 20.....
(NAAM VAN DORP) (DAG, MAAND en JAARTAL),

in teenwoordigheid van die ondergetekende getuies.

.....
HANDTEKENING VAN EIENAAR

.....
GETUIE 1

.....
GETUIE 2

LAND USE CONTROL POLICY

MANUAL AND APPLICATION PROCEDURE IN TERMS OF LAND USE CONTROL FOR THE SIYATHEMBA MUNICIPAL AREA

The purpose of this document is to assist Council, officials and members of the public with submitting, processing and finalising of any application, in terms of land use control within the Municipal management area of Siyathemba.

This manual consists of the following sections:

- A General
- B Format of Applications
- C Procedures
- D Advertising
- E Time frames
- F Lapse of use rights
- G General principles and policy
- H Spatial guidelines
- I Areas with preferential rezoning
- J Exempted subdivisions
- K Subdivisions subject to the minimum advertising procedure

A General

1. This manual intends to support applications regarding Council=s land use control and management and should be read with Council=s Regulations, especially the General Section (Part 4) and ADefinitions@ of the Regulations.
2. Applicants are advised to provide as much as possible information, as sketchy information leads to delays.
3. All correspondence with reference to any application will be conducted in the language used for completion of the application form (preferably in English as it is the language Council meetings are conducted in), unless applicants request otherwise.
4. When an application requires several approvals in terms of various legislation and two or more of the applications must be advertised, the applicant shall point this out to the Municipal Manager, for him/her to be able to advertise all such applications and submit them for approval simultaneously.
5. Applicants= attention is asked specifically for the following requirements and provisions:
 - a. **Incorrect and incomplete applications shall be sent back immediately** as such applications cause delays and impair applicants who compile thorough applications.

- b. Applicants must personally be involved with their applications and must see to it that their own staff or parties that act on their behalf, do not delay the process unnecessarily.
 - c. Applicants must note that, up until the time that an application has been approved in writing, any correspondence or deliberations held in terms of this application, can not be regarded as an indication that approval will be given and the Local Government or Administration are not bound in any way.
 - d. No application may be prepared or submitted by a Council official on behalf of another person or party.
 - e. The Local Government reserves the right to annul any approval, based on incorrect information of an applicant. Applicants should therefore ensure that all information in terms of restrictive aspects that may influence the application, is provided .
- 6. Applicants are advised to discuss their applications and procedures beforehand with the appropriate Council official.
 - 7. It is pointed out to applicants that the most appropriate and restrictive zoning that shall be applicable to the proposed use/development of the site, will be considered by Council / the MEC and that applications should be submitted as such.
 - 8. The definitions as in Council=s Scheme Regulations, are also applicable to this Manual.

B Format of Applications

1. APPLICATION FORM

Council=s approved application form is attached to this Manual. The accurate and complete filling in of this application form is a prerequisite for any application submitted to Council. Additional to this application form and supporting the application, the following shall form part of any application, unless Council has, in writing, indicated differently:

2. PLANS AND MAPS

The following plans and maps shall accompany the application, together with the information referred to below:

2.1 Site map in terms of the town or region

The application shall be accompanied by a clearly readable A3 or A4 sized copy of the 1:50000 topo-cadastral maps or any similar map of the town or region, where the following detail is indicated:

- true north, key and heading ARegional location@;
- the approximate location of the land unit involved in the application, relative to the remainder of the town or region; and
- any other applicable particulars.

2.2 Local Site Map

All applications must furthermore be accompanied by a site map on paper size A4 or A3 and preferably on a scale of 1:5000 (or if it is impossible, to a scale of roughly the same size). If an orthophotograph is available, a copy thereof may serve as site map. The map shall indicate the following detail:

- The scale, true north, key and heading ALocal Site Map@.
- Erf boundaries, including neighbouring erf or farm numbers.
- Size and location of the particular portion.
- Street names and location of existing buildings on the particular land unit and on directly adjacent land units.

- Roads, indicated whether they are main roads, highways, national roads or provincial roads.
- Local boundaries and other authority boundaries, etc.
- Any physical restrictions on the land unit or neighbouring land units that might influence the application.
- Any other relevant information.

2.3 Zoning map

All rezoning and/or subdivision applications shall be accompanied with one copy of an extract of Council=s zoning map, indicating the following detail:

- The scale, true north, key and heading *AZoning Map@*.
- All land units and existing zonings thereof within a radius of 300m from the outside boundary of the application area, as well as all undeveloped land units.

2.4 Land use map

Where the existing land uses differ from the relative zonings of the application area, or if Council requests it, the application shall also be accompanied by a map that indicates the existing uses of all land on the map.

2.5 Layout plan

All applications for subdivision, rezoning to subdivided areas and all applications where the detail of the application is important for approval of the application (e.g. rezoning for hypermarkets, holiday resorts, group housing, industrial subdivisions, etc.) shall be accompanied by a layout plan on one of the international paper sizes A0 to A4 (preferably as small as possible) on one of the following scales; 1:5000; 1:1000; 1:2500, indicating the following:

- The scale, true north, key and heading *ALayout plan@*, as well as the number of the plan (amendments of the plan shall have consecutive numbers).
- Contours with 1m or 2m height differences up to outside of the Layout boundary.
- All areas steeper than 1:4.
- 1:50 annual flood-line, if applicable.
- Other physical restrictions that might influence the layout (e.g. cliffs, marshes, dunes, etc.).
- Existing buildings on the land unit and on directly adjacent land units.
- All existing services within and surrounding the application area.
- Road layout on adjacent land units.
- The proposed subdivision(s).
- Sufficient measurements to indicate the sizes of the subdivisions.
- The erven numbered consecutively.
- The name of the person or firm that prepared the layout. (If contours, indicated on the plan, were prepared by another person or firm, the particular name should also be mentioned).
- Lo-coordinates together with grid references if requested.
- The proposed streets names.
- A list of the proposed zonings distinguished by means of different colours (the colour code shall be in accordance with the scheme regulations), indicating the different uses, amount of erven for each use, surfaces per use and surfaces expressed as a percentage of the total area of the subdivision. The surface area shall be expressed in m⁵.

If necessary, in extreme cases, to deviate from requirements mentioned in paragraph 4, such a deviation will have to be motivated. This requirement also does not exempt the applicant from providing any additional information as required by the Local Authority.

3. MOTIVATIONAL REPORT

A comprehensive motivation for all applications, regarding the desirability of the intended land use amendment, shall be attached. The extent of this report will differ from application to application,

depending on the sensitivity of the environment and the size of the intended development. The following guidelines apply regarding such motivation:

3.1 Desirability

The concept of desirability in the context of land use planning, can be defined as the degree of acceptability of the proposed amendment for the particular land unit. Discuss the desirability of the use amendment in view of the following aspects:

- a) *Physical characteristics of the property:* The expected influence of the proposed land use amendment and any modification of the physical characteristics shall be discussed. The physical characteristics include topography (inclines), geological formations, soil characteristics and depth of underlying rock-formations, microclimate, vegetation (e.g. invasive plants), flood plains and flood-lines, water tables, springs, drainage pattern, unique ecological habitats and sensitive areas, existing filled areas and gravel quarries, carrying potential of the area, etc.
- b) *Existing planning of the area:* Discuss how the intended land use amendment complies with existing planning regarding the area e.g. structure plans, etc.
- c) *Character of the environment:* Discuss the reconcilability of the proposed land use amendment with the land uses typical for the area, the residential density (e.g. size of erven), historical and architectural areas or areas worth conserving, natural assets, amount of community facilities, privacy of neighbours, street scenes, view, etc.
- d) *The potential of the property:* Discuss the potential of the property for other uses, e.g. agriculture (in an existing agricultural area), conservation (of natural and urban environments), mining (e.g., are there any economically exploitable minerals on the property?), recreation and how this proposal influences potential.
- e) *The location and accessibility of the property:* Discuss the accessibility of the property in view of existing urban development, the main road network and other infrastructure, as well as the influence of additional traffic on the environment, if any. In the case of a rezoning to subdivided area, the availability of land units with similar characteristics and the expected tempo of development of such areas shall also be discussed.
- f) *Provision of services:* Discuss the possibility of service provision (are there any problems therewith), what type of services will be rendered, what the cost of the provision will be and whether it is desirable to provide this type of services (e.g. what the influence thereof will be on the natural environment), possible pollution, etc.
- g) *The construction phase of the proposal:* Discuss how long the construction phase will last, whether any temporary structures will have to be erected (e.g. camps for workers), where construction material will be collected (e.g. gravel quarries on the site), or if any levelling of dunes, excavations, fillings, removal of vegetation, etc. is contemplated and what the degree thereof will be, where construction materials will be stored and whether any damage to the natural environment will be repaired or not (e.g. by site beautification).

3.2 Format of the layout

The format of the detail layout shall also be motivated in view of the following aspects:

- a) *Intrinsic characteristics of the site:* Discuss how intrinsic physical characteristics and manmade capacity are handled in view of for instance existing infrastructure, surrounding land uses, restrictions such as noise and air pollution, inclines, etc. of the site
- b) *Provision of community facilities and open spaces:* Discuss the amount, size and location of such facilities, the usefulness of open spaces, how open space fit in with an existing or intended open space structure, how many open spaces will be provided per 1000 persons, etc.

- c) *Road infrastructure*: Discuss the hierarchy and width of roads, the length and cross inclines, the inclusion with existing road structure, the influence of the road network on other infrastructure (e.g. drainage and sewerage), the accessibility of the various land units, as well as the possible separation of pedestrian and vehicle traffic.
- d) *Local businesses and high density housing*: Discuss the size and location of sites, the proposed zonings thereof, the influence of these proposed zonings on neighbouring land units, flow of traffic and provision of open spaces.

4. COPY OF THE TITLE DEED

A copy of the title deed of each individual portion of land, applicable to the application, shall be attached to the application, as an annexure.

5. BONDHOLDER=S CONSENT

Any application for rezoning or subdivision of land, where such land or a portion thereof is subject to a bond, the bondholder=s letter of consent shall be included as an annexure.

6. POWER OF ATTORNEY FOR APPLICATION

If the application is prepared and/or submitted by any other person or party than the registered owner of the land, the application shall be accompanied by a power of attorney or company or CC resolution for the application and the power of attorney shall describe the nature and extent of the application (see attached example).

7. APPLICABLE AND PRESCRIBED SURVEYS AND APPROVALS

Should any other legislation or authority require any other actions (such as the requirements in respect of the environmental impact assessments) proof of compliance to such prerequisites must be attached to the application.

8. ADDITIONAL INFORMATION

Council has the power to demand any additional information, supplementary to above-mentioned information, from the applicant if Council is of the opinion that it might be necessary for the consideration of the application.

C Procedures

1. SUBMITTING OF APPLICATION

- a) The application shall be submitted, **in duplicate**, to the local municipality, together with all the required annexures.
- b) Additional copies of the application and all maps and documents shall be supplied on demand, if no party has been contacted beforehand.

- c) With the submission of any application, the relevant application fees for the relevant application(s) shall be paid to Council. The application fees are determined annually by Council and contained in Council=s list of tariffs.

2. PRIOR LIAISON WITH OTHER PARTIES

- a) Where a developer can prove that a party is content with a plan or proposal, by for example indicating an endorsement on a plan or letter of the party, such party will not necessarily be asked for comment again. Prior liaison with concerned parties is encouraged strongly as applications will be accelerated in this way.
- b) It is desirable for applicants to also discuss with the local authority, at an early stage, the issue of installing of services.

3. ADVERTISING AND NOTIFICATION

Advertising and notification are dealt with in detail in the following section of this Manual.

4. FURTHER PROCESSING OF APPLICATIONS

- a) After receiving any application and prescribed application fees, Council will refer the relevant application (additional to advertising and notification as described hereunder), also for input and comment, to any party who, according to its opinion, has an interest or can make an input.
- b) After all objections, input and comment are received, Council will provide the relevant correspondence to the applicant for his/her input and comment regarding the correspondence. Any liaison between the applicant and objectors, that might result in the resolving of misunderstandings and subsequent rescinding of objections, is encouraged. If the applicant does not respond within 90 days regarding the objections/inputs, the application will be regarded as having lapsed. (Sect. 4.2 of Annexure A to the Act).
- c) Council will consider no objections that boil down to purely an attempt to eliminate commercial competition. (Sect. 64.1(c) of the Act).
- d) The particular application, together with all inputs, objections and comments will then be brought before Council for consideration. In cases where the relevant application can only be considered by the relevant MEC, (see point 7 of this section), Council will submit its recommendation/input, together with the application and all above-mentioned documents, to the MEC for consideration.

5. PROVISIONS AND RESTRICTIONS

Where Council (or the MEC) approves any application, Council / MEC may demand any provisions for approval of the application, with the purpose to ensure that the intention of the application as approved, is adhered to or to address any particular objection. (Sect. 65 of the Act).

6. RIGHT TO APPEAL

Any applicant, objector or person/party that made an input during above-mentioned process, has the right to appeal against Council/the MEC=s decision if he/she feels that he/she is wronged by the decision (Sect.74 of the Act).

Such an appeal shall be submitted within 21 days after notification of the decision is received. A copy of the appeal must also be sent to Council.

7. APPLICATIONS THAT NEED TO BE REFERRED TO THE MEC FOR APPROVAL

The following applications may not be considered by Council, and Council will, when such applications are received, process and consider the application and make a recommendation to the MEC:

- a) any application that will have an effect on the powers of any provincial or national government level.
- b) any application that might have a financial influence on any provincial or national department.
- c) any application that might be conflicting with any provincial or national development plans.

8. RE-APPLICATIONS

If any application is denied by Council and/or the Appeal Tribunal, such applicant or any successive owner of the particular land, may not submit an application for the same or similar use amendment within a period of five years.

9. SIMULTANEOUS CONSIDERATION OF APPLICATIONS

When an application demands various approvals in terms of this or other legislation, and two or more of the applications must be advertised, the applicant has to indicate this to the Municipal Manager, to ensure the simultaneous advertising and submittance for approval of all such applications.

D Advertising

1. The primary purpose of advertising and notification is to inform all land owners, who have any interest in the particular application or may be affected by the approval of the relevant application, of the application.
2. Advertising means to serve notice of the intended action of use amendment to each land owner and/or occupant who, according to the opinion of the Municipal Manager, has a concern with the matter. (Sect. 77.2 of the Act)
3. Applicants will be supplied with all the necessary examples of the notice and name lists so as to enable the applicant to personally complete the advertising and notification process at his/her own expense if it is not done by Council, for the account of the applicant.
4. In the advertisement it shall be mentioned that anybody or any person objecting to the proposed amendment, shall lodge such objection in writing within twenty-one (21) days from the date of the advertisement with Council, and it must furthermore state where the application and plans, if there are any, lie open to inspection. (Sect. 77.1 of the Act)
5. Council will give copies of any objections, received within the period as indicated in the advertisement, to the applicant, for comment.
6. The applicant will supply Council with all proof of notices and advertisements, after completion of the advertising process.
7. As the implications and impact will vary from application to application, the extent and methods of advertising will necessarily also not always be identical. The following table shows the minimum requirements for advertising for each individual application. **Council however reserves the right to demand additional advertising of any application.**

Nature of application	Notice in local newspaper	Notice only to adjacent neighbours	Notice to neighbours and other concerned parties	Display a notice on the relevant site	Public meeting to be held
Consent use: Racecourse	compulsory		compulsory	compulsory	optional
Consent use: Second dwelling			compulsory	compulsory	
Consent use: Other	compulsory		compulsory	compulsory	
Departure from planning control		compulsory		compulsory	
Amendment of provisions		compulsory		compulsory	

Occupational practice		compulsory			
Extension of approval of 2 years	Only if and as required by Council				
Temporary departure	compulsory		compulsory	compulsory	
Subdivision of a residential site		compulsory		compulsory	
Rezoning within and in line with areas of preference			compulsory	compulsory	
Rezoning from Agricultural zones to any other zone	compulsory		compulsory	compulsory	
Rezoning or subdivision beneath any 1:50 year flood line	compulsory		compulsory	compulsory	compulsory
Rezoning to Business zone 1 or any Industrial zone outside areas of preference	compulsory		compulsory	compulsory	compulsory
Rezoning to Special zone	As determined by Council				
Subdivisions described in Section J		compulsory		compulsory	
Subdivisions described in Section K		compulsory		compulsory	
All other subdivisions	compulsory		compulsory	compulsory	
Annulment of title restrictions (after commencement)		compulsory		compulsory	
Other applications not mentioned above	As determined by Council				

E Time frames

The following minimum and/or maximum time frames are applicable to the various actions during processing and consideration of any application (All time frames are determined by allowing seven days for postal delivery after date of postal slips, where-after the time frame becomes operational):

Council=s request for additional information	Within two weeks of receipt of the application
Advertising and notices	Within three weeks of receipt of application or additional information
Period for objections and/or inputs	21 days
Period for any department to make inputs	60 days
Applicant=s reaction to objections and inputs	90 days
Presentation of the application for decision-making	Within 60 days of receipt of all inputs and reaction to objections and inputs
Notice of decision to applicant and objectors	Within seven days of decision
Submitting an appeal against a decision	Within 21 days of notice of decision

Knowledge regarding date and place of trial	Within seven days of receipt of appeal
Trial by the Appeal Tribunal	Within 60 days of receipt of appeal
Knowledge of Appeal Tribunal=s decision	Within seven days of decision-making
Expiring of approval if rights are not used	Two years

F Lapse of use rights

Any rights, added to a portion of land, according to an approval by the Act or these Regulations, lapse after two years (or any other period that may be determined by other legislation and replaces or exceeds this Act), unless the owner has demonstrated that he/she has developed or used the land according to the application (including the registration of at least one erf for subdivisions). The relevant owner may apply for the extension of the approval period. (Sect. 45 of the Act)

G General Principles and policy

Council will use the following principles as basis for the consideration of any application:

1. The national principles of sustainability, equality, efficiency, integration and sound management.
2. The Northern Cape Act on Development and Planning B principles of Chapter 1.
3. The reconcilability of the application with the definitions of the IDP, Spatial Development Framework and any other approved planning document or plan of Council.
4. Council=s prescribed procedure and advertising requirements shall strictly be adhered to.
5. Reconcilability of the application with Council=s Spatial Guidelines as included in this Manual or any policy document.
6. Any policy of Council as included in Council=s Policy Register.

H Spatial guidelines

In addition to above-mentioned policy aspects and principles, any development will be measured against spatial aspects identified within the Spatial Development Framework of the Municipality or any other spatial plans of the Council. The guidelines identified in the above-mentioned Framework or plans will form the basis during the consideration of any application.

I Areas with preferential rezoning (minimum advertising procedure)

Council will give preference to, and the applicants will be allowed to follow the minimum required procedures with regard to any application implementing specific provisions of Council, regarding area of preference for certain uses (as indicated in the zoning maps), namely:

1. Expanding of the central business district of any town, in accordance with Council=s Spatial Development framework or any other approved planning document.
2. Expanding of any existing industrial area.
3. Housing as included in Council=s Spatial Development framework.
4. Applications for consent uses.

J Exempted subdivisions

The following subdivisions are to the advantage of the public, or of such a nature that it cannot influence any fairly adjacent owner or occupant and is therefore exempted from the advertising requirements of an application. Only a completed application form and location plan will have to be submitted to Council:

1. The subdivision of land for the building or changing of roads or any other matter in regard therewith;

2. The subdivision of land to bring about the transfer thereof to a local authority, para-statal or other statutory body;
3. The subdivision of land where the State may require a survey, irrespective whether the State is the land owner or not;
4. The subdivision of land where surveys are demanded for an expropriation according to the Act on Expropriation, 1975 (Act 63 of 1975);
5. The subdivision of land, adhering to a court order; and
6. The surveying of land to implement the registration of a servitude or lease area in the name of a local authority, the state, a para-statal or other statutory body.

K Subdivisions subject to the minimum advertising procedure

The following subdivisions are also to the public's advantage or of such a nature that it cannot affect any adjacent owner or occupant and therefore only has to comply with the minimum advertising and application requirements.

1. Subdivision, necessitating the survey of streets and/or locked-up public open spaces, enabling it to consolidate with the adjoining erf or erven;
2. The subdivision of land, to facilitate its transfer to a local authority, para-statal or other statutory body, with the exception of land units, expropriated for development;
3. The subdivision of land in existing housing schemes in order to make private ownership possible; and
4. The subdivision of land in order to make the amending of the communal boundaries between two or more land units possible.

At the submitting of these applications, the following documentation will be sufficient, unless Council requires additional information:

- a) A site plan, showing the site in relation to the surrounding area;
- b) A copy of the title deed(s) and survey diagram(s) of the land;
- c) A copy of any servitude deed regarding the land;
A copy of any bond(s) regarding the land, together with the bondholder's consent, if applicable; and
The owner's consent and/or power of attorney, if applicable.

SIYATHEMBA MUNICIPALITY

Application for land use amendments according to the Northern Cape Planning and Development Act, 1998 (Act 7 of 1998)

Erf/farm number	
Property description	
Physical address	
Registered owner(s)	
Applicant	

APPLICATION FOR:

(Please mark applicable block with a cross)

The Rezoning of land from one zone to another	
A Departure from the land use restrictions prescribed in the regulations of a relevant zoning scheme	
A Consent use as determined in Council=s zoning scheme	
The practising of an occupation from a residential site	
A Temporary departure to allow the use of a building or land for a period of at most five years, for a purpose for which no specific zone has been provided	
The Subdivision of land	
The annulment, suspension or amendment of Title Deed restriction(s) (Not yet in terms of Act 7 of 1998)	
The annulment, suspension or amendment of any provisions brought with an application	
The extension of the two years of approval of an application	
Any other application in terms of the Act on Regulations	

The Municipal Manager
Siyathemba Municipality
P O Box 16
Prieska
8940

Dear Sir/ Madam

**APPLICATION FOR LAND USE AMENDMENT IN TERMS OF THE NORTHERN CAPE
PLANNING AND DEVELOPMENT ACT, 1998 (ACT 7 OF 1998)**

(THIS FORM HAS TO BE COMPLETED BY THE APPLICANT/REPRESENTATIVE)
(Please mark the relevant block with a cross where applicable)

1. PERSONAL PARTICULARS OF APPLICANT

- 1.1 Name of person/firm to whom the correspondence must be addressed:
- 1.2 Address:
- 1.3 Telephone number:
- 1.4 Fax number:
- 1.5 Cell number:

2. PERSONAL PARTICULARS OF THE REGISTERED OWNER OF THE LAND

- 2.1 Name of registered owner:
- 2.2 Address:
- 2.3 Telephone number:
- 2.4 Fax number:
- 2.5 Cell number:

If the applicant is not the registered owner(s), attach a power of attorney of the registered owner(s) or company or CC resolution to the application. This also applies if the person applying, is still busy obtaining the land unit and if the land unit is owned by a company or more than one person.

3. GENERAL INFORMATION REGARDING THE LAND UNIT

- 3.1 Erf/farm number:
- 3.2 Physical address of land unit:
- 3.3 Extension number:
- 3.4 Registered description in terms of title deed(s):
- 3.5 Number and date of title deed(s):
- 3.6 Surface area of land unit:
- 3.7 What is the current zoning of the land unit?
- 3.8 Is the land unit developed (buildings, etc.)?

Yes:

No:

If so, what is the nature and condition of the developments/improvements?
- 3.9 Is the current zoning of the land utilised?

Yes:

No:

If not, what is the application (use) of the land?
- 3.10 Is the property burdened by a bond?

Yes:

No:

If so, attach the bondholder=s consent to the application.
- 3.11 Has an application for subdivision / rezoning / consent use / departure of the property, previously been considered?

Yes:

No:

If so, when and provide particulars. Including all authority reference numbers and decisions:

4. PARTICULARS OF APPLICATION

- 4.1 In short, describe the intended development (also state the required zoning, consent use or departure):
.....
.....
.....
.....
.....
.....
.....
.....
.....

4.2 Does the proposal apply to the entire land unit?

Yes:

No:

If not, indicate the size of that portion of the land unit not concerned, as well as what it will be used for:

.....
.....

4.3 What arrangements will be made regarding the following services for the site? (Full detail must be supplied, especially in cases where it is not possible to join up with existing local authority services).

a) Water supply

.....
.....

b) Drainage and disposal of storm water

.....
.....

c) Disposal of night-soil, waste-water and sewerage water

.....
.....

d) Disposal of refuse

.....
.....

e) Electricity

.....
.....

5. RESTRICTING PROVISIONS

5.1 Are there any restrictions, such as servitudes, rights, bonds, etc. with regard to the land unit in terms of the deed of transfer that should be lifted, as it might have an influence on this application?

Yes:

No:

If so, name full particulars:

.....
.....
.....

5.2 Is any portion of the land unit in a flood plain of a river beneath the 1:50 annual flood-line, or subject to any flooding?

Yes:

No:

If so, give full particulars:

.....

5.3 Are there any physical restrictions (e.g. steep inclines, unstable land formations, marshes, etc.) that might influence the intended development?

Yes:

No:

If so, give full particulars and state how the problem will be solved:

.....

5.4 Is any other approval, that falls outside of this Act, necessary for the implementing of the intended development?

Yes:

No:

If so, list the approvals

.....

6. THE FOLLOWING DOCUMENTS ARE SUBMITTED TO VALIDATE THE APPLICATION

Description of documents		Yes	No	N/A
6.1	A <i>Site map in terms of the town or region</i> ;			
6.2	A <i>Local site map</i> that shows the site in relation to the surrounding sites;			
6.3	A plan that shows the <i>zoning</i> of the surrounding area;			
6.4	A plan that shows the <i>actual and existing uses</i> that surround the site;			
6.5	A <i>Layout plan</i> ;			
6.6	A copy of the <i>Title deed(s) and Survey diagrams</i> of the land;			
6.7	A copy of any <i>servitude deed</i> regarding the land;			
6.8	A copy of the <i>bondholder=s consent</i> , if applicable;			

6.9	A copy of any certificates of <i>mineral rights</i> and ceding thereof, together with the <i>mineral rights holder=s consent</i> , if applicable;			
6.10	The owner=s consent and/or <i>power of attorney</i> , if applicable;			
6.11	Documentation regarding the expected provision of <i>community facilities</i> and the responsibilities of public authorities in this regard;			
6.12	Documentation regarding the expected provision of <i>engineer=s or road services</i> and responsibilities of public authorities in this regard;			
6.13	Documentation regarding any processes of <i>public involvement</i> initiated in connection with this application and any social agreement, if applicable;			
6.14	If the applicant is a company, closed corporation or other legal entity, other than a natural person, a copy of a <i>binding empowering decision</i> is attached;			
6.15	A <i>Flood-line certificate</i> indicating whether the land or any portion of the land is subject to a 1:50 annual flood-line, or not;			
6.16	A <i>Traffic impact assessment</i> based on the capacity of the surrounding road network to cope with any additional demands resulting from the development, if required;			
6.17	An <i>Environmental impact assessment</i> based on the potential impact that the proposed application will have with regard to the context of the surrounding environment;			
6.18	A <i>Geo-technical report</i> ;			
6.19	Evidence that shows to what extent the application complies with the <i>principles in chapter 1</i> of this Act;			
6.20	A statement that indicates to what extent the application complies to any <i>approved development and planning framework in Chapter 1</i> as meant in this Act;			
6.21	A comprehensive <i>motivational report</i> (see explanation in previous provisions).			

I, the undersigned, certify that all the information that appears in this application form, as well as the information in the annexures, are correct and complete and that the application is understood.

FULL NAME:

SIGNATURE:

DATE:

DATE ON WHICH THE APPLICATION IS SUBMITTED TO THE LOCAL AUTHORITY:

POWER OF ATTORNEY/PROXY

I, the undersigned,.....

(FULL NAMES AND SURNAME, IDENTITY NUMBER)

nominate, constitute and appoint.....

(FULL NAMES AND SURNAME OF REPRESENTATIVE, IDENTITY NUMBER/CC OR COMPANY REGISTRATION NUMBER)

with power of substitution to be my legal agent in my name place and on my behalf to manage all

aspects of the application(s) for

.....

with regard to

(DESCRIPTION OF PROPERTY)

and in general, in order to execute, to do or to have done what is necessary for above-mentioned purposes, just as perfectly and effectively as if I myself was present and took part herein, and so endorse everything that my mentioned agent legally does or has done on the power of this.

SIGNED at on this day of 20.....

(NAME OF TOWN)

(DAY, MONTH AND YEAR),

in the presence of the undersigned witnesses.

.....

SIGNATURE OF OWNER

.....

WITNESS 1

.....

WITNESS 2

EMPLOYMENT EQUITY PLAN

Under Construction; to be reviewed by August 2010

1. EMPLOYER INFORMATION	;	EEA 2
Name	:	Siyathemba Local Municipality
Registration Number	:	Not Applicable
SARS Registration No	:	7150705129
U.I.F. Registration Number	:	0961916
V.A.T. Registration Number	:	4200119123
Workman's Compensation	:	0826-006-1800
Nature of Activities	:	Municipal
Physical Address	:	Siyathemba Local Municipality Victoria Street PRIESKA Northern Cape Province Republic of South Africa
Postal Address	:	Siyathemba Local Municipality P.O.Box 16 PRIESKA 8940
Telephone Number	:	053 3535300
Fax Number	:	053 3531386

2. ORGAN OF STATE

Since Siyathemba Local Municipality is a Local governmental authority, it is an organ of the State.

3. COMPULSORY COMPLIANCE

Siyathemba Local Municipality is a designated employer in terms of the Employment Equity Act, and is complying on a compulsory basis with the Employment Equity Act.

4. POPULATION OF PRIESKA / SIYATHEMBA AREA

See Population Profile – Chapter 2/ pg 18 of the IDP

5. EMPLOYEE INFORMATION AND WORKPLACE PROFILE

1. TOTAL NUMBER OF EMPLOYEES EMPLOYED
2. Siyathemba Local Municipality currently employs 134 persons on a full time basis.

6. SUMMARY OF WORKPLACE

Total employed	:	135 = 100%
Total Males employed	:	116 = 87.22%
Total Females employed	:	17 = 12.78%
Total Blacks employed	:	35 = 26.32%
Total Coloureds employed	:	86 = 64.66%
Total Whites employed	:	12 = 9.02%

The demographical distribution of population groups and gender groups in the Siyathemba region is as follows:

Black Male	6.8 %
Coloured Male	3.6 %
White Male	5.2 %

Black Female	7.2 %
Coloured Female	3.8 %
White Female	3.0 %

All Male	48.6 %
All Female	51.4 %

Indians and other groups are insignificantly represented and will not have any influence on this Employment Equity Plan.

If the current persons employed by Siyathemba Municipality is compared with the above demographical distribution, it is clear that especially females are severely underrepresented.

7. DATE OF WORKPLACE PROFILE

10 MARCH 2003

8. WORKFORCE PROFILE

Total Number Employees in all Occupational Categories EEA 2

OccupationalCategories	Male	Male	Male	Male	Female	Female	Female	Female	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, snr. officials & managers	0	1	0	1	0	0	0	0	2
Professionals	0	0	0	1	0	0	0	0	1
Technicians and associate professionals	0	0	0	1	0	2	0	0	3
Clerks	4	6	0	1	2	5	0	2	20
Services & sales workers	1	0	0	0	0	1	0	0	2
Skilled agric. And fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	5	10	0	3	0	0	0	1	19
Plant and machine operators and assembles	5	12	0	0	0	0	0	0	17
Elementary occupations	16	49	0	0	1	3	0	0	69
Total Permanent	31	78	0	7	3	11	0	3	133
Non permanent	0	0	0	0	0	0	0	0	0
Total	31	78	0	7	3	11	0	3	133

Total number of employees with disabilities in all occupational categories: EEA 2

Occupational Categories	Male	Male	Male	Male	Female	Female	Female	Female	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, snr. officials & managers	0	0	0	1	0	0	0	0	1
Professionals	0	0	0	0	0	0	0	0	0
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Service & sales workers	0	0	0	0	0	0	0	0	0
Skilled agri. And fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assembles	0	0	0	0	0	0	0	0	0
Elementery occupations	2	1	0	0	0	0	0	0	3
Total Permanent	2	1	0	1	0	0	0	0	4
Non permanent	0	0	0	0	0	0	0	0	0
TOTAL	2	1	0	1	0	0	0	0	4

Total number of employees in all occupational levels: EEA 2

Occupational Levels	Male	Male	Male	Male	Female	Female	Female	Female	TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	1	0	0	0	0	0	0	1
Senior Management	0	0	3	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	1	5	0	4	0	2	0	2	14
Skilled technical and academically qualified workers, juniormanagement, supervisors, foremenand superintendents	13	24	0	0	2	6	0	1	46
Semi-skilled and discretionarydecision making	16	49	0	0	1	3	0	0	69
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	30	79	0	7	3	11	0	3	133
NON-PERMANENT	0	0	0	0	0	0	0	0	0
TOTAL	30	79	0	7	3	11	0	3	133

Total number of employees with disabilities in all occupational levels: EEA 2

Occupational Levels	Male	Male	Male	Male	Female	Female	Female	Female	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, and foremen and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	2	1	0	0	0	0	0	0	3
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0

TOTAL PERMANENT	0	0	0	0	0	0	0	0	4
NON-PERMANENT	0	0	0	0	0	0	0	0	0
TOTAL	2	1	0	1	0	0	0	0	4

9. WORKFORCE MOVEMENT

FROM 01 MARCH 2002 TO 28 FEBRUARY 2003

RECRUITMENT & APPOINTMENT

Occupational Levels	Male	Male	Male	Male	Female	Female	Female	Female	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-managers	0	1	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents ²	2	2	0	0	0	2	0	0	6
Semi-skilled and discretionary decision making	2	1	0	0	1	1	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	4	4	0	0	1	3	0	0	12
NON-PERMANENT	0	0	0	0	0	0	0	0	0
TOTAL	4	4	0	0	1	3	0	0	12

10. PROMOTION

No promotion were made in any occupational levels in the period 01 March 2002 to 28 February 2003.

TERMINATION

Occupational Levels	Male	Male	Male	Male	Female	Female	Female	Female	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	1	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	4	0	2	0	1	0	3	10
Semi-skilled and discretionary decision making	0	4	0	2	0	0	0	0	6
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	8	0	6	0	1	0	3	18
NON-PERMANENT	0	0	0	0	0	0	0	0	0
TOTAL	0	8	0	6	0	1	0	3	18

11. **DISCIPLINARY ACTION** (SHORT OF DISMISSAL) over the past 12 months.

	Male	Male	Male	Male	Female	Female	Female	Female	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary Action	6	18	0	0	3	2	0	0	29

12. SKILLS DEVELOPMENT

Total number of people who received training in each occupational category during twelve months preceding this report.

Occupational Categories	Male	Male	Male	Male	Female	Female	Female	Female	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, snr.officials & managers	0	1	0	1	0	0	0	0	2
Professionals	0	0	0	0	0	0	0	0	0
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	2	4	0	2	2	3	0	3	16
Service & sales workers	0	0	0	0	0	0	0	0	0
Skilled agric.And fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	2	5	0	3	2	3	0	3	18
NON-PERMANENT	0	0	0	0	0	0	0	0	0
TOTAL	2	5	0	3	2	3	0	3	18

13. QUALITATIVE ASSESSMENT

AWARENESS OF EMPLOYMENT EQUITY

Which awareness measures were implemented by our organisation :

MEASURES	YES	NO
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Formal Written Communication		X
Policy Statement includes reference to employment equity	X	
Summary of the Act display	X	
Employment Equity Training		X
Diversity Management programs		X
Discrimination awareness programs		X
Other		X

No employees received equity / non- discrimination training during the past year.

14. CONSULTATION

The following stakeholders were involved in the consultation process prior to the development of our employment equity plan :

STAKEHOLDERS	YES	NO
Workplace Forum		X
Consultative Body or Forum	X	
Registered trade union (s)	X	
All Employees	X	

Siyathemba Municipality has an appointed Labour Forum where both trade unions (SAMWU and IMATU) are represented as well as appointed councilors. This Labour Forum also doubles as an Employment Equity Committee.

A meeting was held in Prieska on ,10 March 2003 at which the quantitative and qualitative assessment for this EE plan was discussed.

The following persons were present:

- Clr.L.Valacia (Mayor)
- Clr. I..C. Adams
- Clr.R.C.Adams
- Clr.G.Macdonald
- Me. A.Accom (IMATU representative)
- Mnr.J. Van Staden (SAMWU representative)
- Me. D.Faber (representing the Municipal Support Programme)
- Mr. L.S. Casaleggio (Friday Management Solutions, acting as facilitator)
- Mr. J.J.Badenhorst (Town Secretary)

It should be noted that Me. Faber , Mr. Casaleggio and Mr. Badenhorst did not have any voting powers during the said meeting.

The level of agreement reached in the formulative of the plan was total. Stakeholders will be meeting with bi-annually to discuss and review the council's progress with it's employment equity plan.

15. Analyses (QUALITATIVE ASSESMENT)

With the aid of the trade union representatives, all employees completed a form similar to the one below. Employees were not asked to disclose their names on the forms so as to ensure that employees could answer the questions openly and honestly without fear of being victimized.

The following employment policies and practices were identified by employees as barriers to employment equity.

Categories	Yes	No	If yes, Specify
Recruitment procedures	X		Some persons applying for positions (internally as well as externally) do not know if their applications are considered and do not get any feedback. The selection criteria for positions are unknown who primarily evaluates applications.
Advertising positions	X		Posts are not advertised wide enough to ensure that the best candidates are recruited. Some employees are of the opinion that only residents of Prieska are employed. Where positions are advertised outside Prieska, it is only done for a short period before applications close. Positions should first be advertised internally before inviting external applications to apply. Council allegedly approved a recruitment policy, but does not comply with it.
Selection criteria	X		Some employees are of the opinion that an applicant's knowledge, qualification and experience should logically be considered when applying for a position, but it seems as if it is not always considered.
Appointments	X		In order to ensure that Siyathemba Municipality's employment numbers are representative of the local population, persons are employed over-hastily without ensuring that appointees were the best candidates for the position. This is not always a problem, but it creates a problem at higher post levels where a certain measure of knowledge and experience is required. Councilors, politicians and management ignore the municipality's recruitment policy. Some appointments are discussed in secret and are not transparent and accountable to all employees. All appointments have not been discussed and approved by the Labour Forum. Political considerations and connections play too big a part in appointments. The ANC's provincial and regional structures have too big a say in the appointment of officials. Departemental heads have not yet been appointed. Much more men than women are appointed. Persons with disabilities are not appointed. White persons are not appointed in the lower job levels and categories. Because persons are appointed in a position for which they are not qualified or experienced, it now happens that other employees have to help them with their work, whilst those incompetent and not promoted. Political considerations play too big a part and it directly discriminates persons earn the income for that position as if they did the work. Employees who are not active members of the

			ANC and its strategic partners are not employed against a person's constitutional right to a freedom of choice.
Job classification and grading		X	All posts and positions in South African municipalities are classed and graded according to a national classification and grading system. Individual municipalities therefore have no influence over job grading and classification.
Remuneration and benefits		X	Although some employees mentioned that the application of remuneration and benefits is not fair, no concrete example was given.
Terms and conditions of service	X		The conditions of service as applicable to municipal employees are not implemented. All employees are not properly informed of the conditions of service applicable to them.
Job assignments		X	
Work environment and facilities		X	Although some employees complained about the availability of facilities, no one indicated how this creates a barrier to employment equity.
Training and development	X		No skills Development Plan has been compiled. Lack of specific skills have not yet been identified.
Performance appraisal and evaluation systems	X		No performance appraisal and evaluation system currently exists.
Promotions	X		Promotions are done irregularly and are not based on merit. Politics play a big role.
Transfers		X	
Demotions		X	
Succession and experience planning	X		No policy exists.
Disciplinary Measures	X		Although the disciplinary policy is sufficient, it is not consistently applied. Some employees get away with transgressions without being disciplined. Some employees having 'the right' connections such as family members who are councilors or who are employed in high positions are not disciplined of misconduct. Some employees are even of the opinion that no disciplinary policy exist

Dismissals		X	Only office workers are allowed to take coffe/tea breaks. The Municipality does not provide any assistance and has no formal HIV/AIDS awareness or assistance program. No proper and recognised pre-employment tests ate used to test an applicant's personality or attitude to ensure that an applicant is suited for a post. No policy exists
Corporate Culture	X		
HIV / Aids education and prevention programs	X		
Pre - employment testing	X		
Induction	X		
Retirement	X		
Medical Aid	X		

16. EMPLOYMENT EQUITY OFFICER

The Municipal Manager Mr. Bessies has been appointed as the Municipality's equity officer.

17. INTERNAL GRIEVANCE PROCEDURES FOR NON-COMPLIANCE WITH THIS PLAN

Whenever an employee is of the believe that the Municipality is not fulfilling its obligations in terms of this plan, the following procedure will apply:

1. A formal written complaint will be handed to the Municipal Manager (currently Mr. Bessies). The complaint will state the complainant's name and will mention the nature of the grievance. The complainant should also make suggestions as how to solve the problem;
2. The Municipal Manager will sign for receipt of the complaint and will discuss the complaint with the complainant to gather all necessary information regarding the complaint;
3. The Municipal Manager will discuss the complaint fully with the Labour Forum by not later than one month after he has received the complaint.
4. The course of action decided upon by the Labour Forum will be made known to the complainant in writing within three days after such meeting. The decision will also mention the reasons on which the decision is based.
5. If the complainant is not satisfied with the outcome of his grievance, the employee must refer the matter to the CCMA for conciliation / adjudication.
6. No employee will be victimized for lodging a grievance with the senior manager or at the CCMA.

Numerical goals: occupational categories

The table below indicates the numerical goals we have set for our current employment equity plan :

Occupational Categories	Male African	Male Coloured	Male Indian	Male White	Female African	Female Coloured	Female Indian	Female White	Total
Legislators, snr. officials & managers	0	1	0	0	1	2	0	0	4
Professionals	0	0	0	1	0	0	0	0	1
Technicians and associate	1	1	0	0	0	1	0	0	3

professionals									
Clerks	2	7	0	1	2	8	0	1	21
Service and sales workers	1	0	0	0	0	1	0	0	2
Skilled agric. and fishery workers	0	0	0	0	0	0	0	0	19
Craft and related trades workers	2	6	0	1	2	7	0	1	23
Plant and machine operators and assemblers	3	6	0	2	3	7	0	2	83
Elementary occupations	6	30	0	4	6	32	0	5	156
TOTAL PERMANENT	15	51		9	14	58	0	9	0
Non – permanent	0	0	0	0	0	0	0	0	156
Total	15	51	0	9	14	58	0	9	

Although specific occupational categories were not identified in which persons with disabilities will appointed, our numeral goal is to have ten (10) persons with disabilities employed.

We wish to achieve the above numerical goals by the year 2010 / 2015.

Please Note:

The above numerical goals are based on the population figures cited at the beginning of this document. Should the said population information be wrong and more correct figures become available, the Employer shall adapt these numerical goals to reflect such new figures.

18. RESOURCES

The following resources have been allocated to the implementation of employment equity during the past year:

Allocation of Resources	Yes	No
Appointed a designated officer to manage the implementation	X	
Located a budget to support the implementation goals of employment equity		X
Time off for employment equity consultative committee to meet on a regular basis	X	
Other		X

19. MONITORING AND EVALUATION OF IMPLEMENTATION

We will monitor the progress on the implementation of our employment equity plan on a bi-annual basis.

20. INCOME DIFFERENTIAL STATEMENT: EEA 4

SECTION A: EMPLOYER DETAILS

ITEM	DATA
Employer	Siyathemba Local Municipality
Registration Number	Not Applicable
SARS Registration Number	7150705129
UIF Registration Number	0961916
Industry Sector	Local Government / Municipal
Contact Person	Mr. Bessies
Address	Siyathemba Local Municipality Victoria Street
Town / City	Prieska
Telephone Number	053 3535300
Fax Number	053 3531389
E-Mail Address	Psk.muni@prieska.co.za
Date of Submission	25 March 2003

SECTION B: INCOME DIFFERENTIALS BY OCCUPATIONAL CATEGORY

Occupational Categories	Income Levels
Legislators, senior officials and managers	1. R 17 330-00
	2. R 10 430-00
Professionals	1. R 10 430-00
	2. R 10 430-00
Technicians and associate professionals	1. R 7 930-00
	2. R 3 800-00
Clerks	1. R 7 734-00
	2. R 3 738-00
Service and sales workers	1. R 3 738-00
	2. R 3 385-00
Skilled agricultural and fishery workers	1. R N/A
	2. R N/A
Craft and related trades workers	1. R 7 930-00
	2. R 279-00
Plant and machine operators and assemblers	1. R 4 269-00
	2. R 2 856-00
Elementary occupations	1. R 2 521-00
	2. R 2 319-00

SECTION C: INCOME DIFFERENTIALS BY OCCUPATIONAL LEVEL

Occupational Categories	Income Levels
Top Management	1. R 17 330-00
	2. R 17 330-00
Senior Management	1. R 10 430-00
	2. R 10 430-00
Professionally qualified and experienced specialists and mid-management	1. R 7 390-00
	2. R 7 930-00
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1. R 7 930-00
	2. R 279-00
Semi-skilled and discretionary decision making	1. R 2 521-00
	2. R 2 319-00
Unskilled and defined decision making	1. R N/A
	2. R N/A

SECTION D: TOTAL INCOME DIFFERENTIALS

	Income Levels
All occupations and levels	1. R 17 330-00
	2. R 279-00

FLEET MANAGEMENT PLAN / STRATEGY



JULY 2004 – JUNE 2009

DECEMBER 2004

Project Team

- **Siyathemba Municipality**

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Recommendations from STRATEGY

In order to ensure the sustainability of the Siyathemba Municipality's vehicle fleet, the following is recommended to the SIYATHEMBEA Municipal Council:

This plan be accepted as the roadmap for the future of the Vehicle and Plant Fleet of Siyathemba and that the following specific aspects be addressed:

- a) Sufficient funds must be budgeted for the operation of the fleet. The operating budget must be increased from R 826 230, or 4,5% of the total budget to +-R 3,4 million or 16% of the total budget (or 23% of the replacement value of the fleet). The R3,4 million includes R 1,3 million that is allowed for depreciation.

The budgets for the respective posts for the fleet are be as follows:

WBS Code	Activity / Item	2005/06	2006/07	2007/08	2008/09	Total
1	Operational Budget	R 1,455,390	R 1,455,390	R 1,455,390	R 1,455,390	R 5,821,560
1.1	Fuel costs	R 1,228,085	R 1,228,085	R 1,228,085	R 1,228,085	
1.2	Tyre costs	R 169,157	R 169,157	R 169,157	R 169,157	
1.3	Licence costs	R 58,148	R 58,148	R 58,148	R 58,148	
2	Maintenance Budget	R 639,628	R 639,628	R 639,628	R 639,628	R 2,558,512
3	Depreciation	R 1,297,610	R 1,297,610	R 1,297,610	R 1,297,610	R 5,190,440
Recommended vehicle budget		R 3,392,628	R 3,392,628	R 3,392,628	R 3,392,628	R 13,570,512

- b) Effective Operation and Maintenance systems and procedures be developed, implemented and maintained.
- c) A management information system be developed and implemented to support the management and operations and maintenance of the fleet.
- d) The organisational structure of Siyathemba be revised to allocate the specific activities required for the improvement of the fleet management to specific posts.
- e) Emphasis should be placed on Human Resource development in support of improved O&M management systems.
- f) A vehicle asset register should be developed, implemented and maintained.
- g) Financial planning, analysis, budgeting, accounting and monitoring systems should be improved.

The vehicle fleet age of Siyathemba must be reduced by:

- a) The development of a Vehicle **Replacement Policy**. It is recommended that an asset life of 14 years in the medium term and of 10 year in the long term be adopted. A computer model should also be introduced to determine the economic life of the vehicles and plant in a more accurate and analytical way.
- b) A three phased approach to the **purchasing** of new vehicles be implemented.
 - Phase 1: 2003/04 Financial year** – Purchasing of 6 items to the value of R3,559 million
 - Phase 2: 2004/05 Financial year** – Purchasing of 7 items to the total value of R4,029 million
 - Phase 3: 2005/06 to 2011/12 Financial years** – Annual allocation of R520 000 for the purchasing of further new vehicles.

In conclusion, it can be mentioned that only a firm commitment by the Siyathemba Council to implement this plan will improve the effectiveness and sustainability of their vehicle and plant fleet. Without this commitment service delivery to its citizens will remain problematic.

Siyathemba Municipality approached the Development Bank of South Africa to support them with the financing of new plant and vehicles in order to upgrade their fleet. The DBSA agreed to support the Municipality with a loan, but was concerned about the long term sustainability of the arrangement. The DBSA therefore made it a condition that a “Vehicle Fleet Operation, Maintenance and Replacement Strategy” for the next 5 years be developed and implemented. Tenders were called for and AFRICON was appointed on 16 January 2004 as support consultant. The strategy is considered as part of the Municipality’s Institutional Plan of the Integrated Development Plan. The process followed was therefore aligned with the IDP process and included the following phases:

- Analysis
- Strategies
- Projects
- Integration (not part of this project)
- Approval

A Analysis

The findings of the **Analysis Phase** are mainly twofold:

VEHICLE AND PLANT FLEET

- On average the fleet is two to three times older than the GAMAP Guidelines.
- Only 13 of the 63 vehicles are in a good or fair condition.
- Vehicles and Plant are generally very old and therefore in an unreliable condition.

MANAGEMENT

Lack of effective management is the factor with the greatest negative impact on the fleet. This is particularly evident as there are no clearly defined objectives, no long term planning and no short term programming and insufficient budgeting for operations, maintenance and replacement. The following is evident in particular:

- There is a lack of operational and management systems and tools for programming, performance evaluation and control activities.
- There is a lack of information to guide the formulation of operation and maintenance.
- There is a lack of effective preventative maintenance procedures to minimise breakdowns and to prolong the operational life of the vehicles and equipment.

OTHER ELEMENTS THAT NEED ATTENTION

In order to implement a programme to improve the management of the fleet and to improve its reliability and cost-effectiveness, attention to the following aspects are of the utmost importance:

- Human resource development

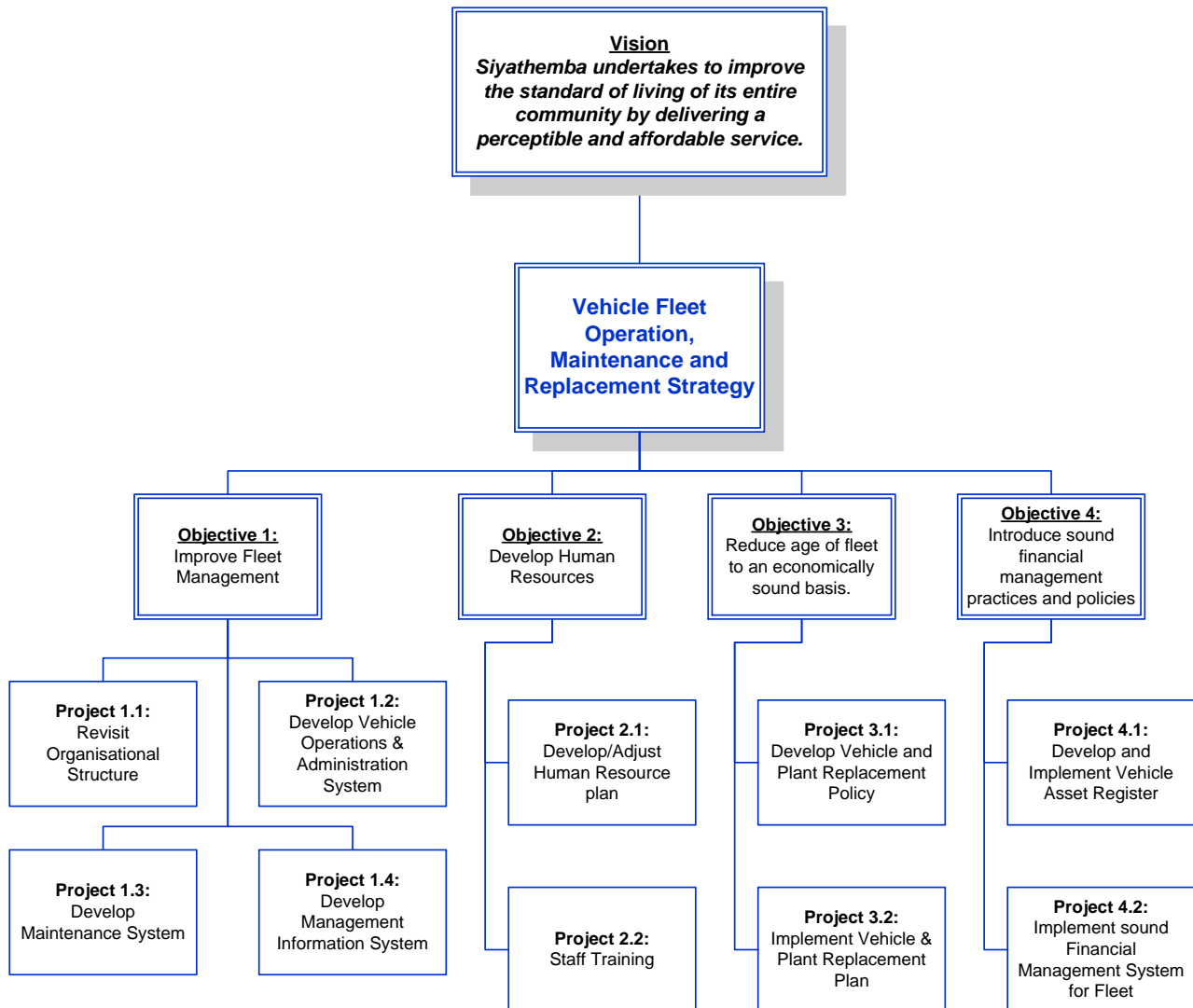
Training of personnel in management skills, new systems and procedures as well as training of operators and drivers on operation and maintenance of vehicles and plant.

- Budgeting

More funds will have to be made available to sponsor the above activities. The operating budget will have to be increased from R 826 230, or 4,5% of the total budget to +-R 3 400 000 or 16% of the total budget. The R 3 400 000 includes R 1 300 000 that is allowed for depreciation.

B Strategy Development

A **strategy** has been developed to address the shortfalls identified in the Analysis Phase. Diagrammatically the strategy looks as follows:



All the **objectives and projects** were carefully formulated and designed to support Siyathemba to manage, operate and maintain their vehicle and plant fleet in a sustainable manner.

OBJECTIVE 1: IMPROVE FLEET MANAGEMENT

This objective is aimed at improving the overall management of the fleet. The following projects were identified:

Project 1.1 – Revise Organisational structure

The purpose of this project is to identify all activities necessary to manage the vehicle fleet effectively and to allocate these activities to specific posts within the municipality. If necessary new posts will have to be created or existing ones revised.

Project 1.2 – Develop Vehicle Operations System

Currently there are no systems in place that can ensure that the vehicle fleet can be operated effectively. This project will be aimed at developing the necessary systems and the implementation thereof.

Project 1.3 – Develop Maintenance System

Maintenance of the fleet is currently not well structured with the result that plant and vehicles are in a bad state. This project is aimed at implementing a preventative maintenance system to reduce maintenance costs and to improve the effectiveness and reliability of the fleet. At the same time the corrective maintenance system should be investigated and systems implemented to improve efficiency and cost effectiveness.

Project 1.4 – Develop Management Information System

For the above three projects to be implemented successfully, a well structured management information system will be necessary. This system will support the above projects by:

- Capturing of data on an ongoing basis
- Storing the data in a database for future use
- Producing reports on a scheduled basis that will support monitoring of activities and help management to take informed decisions.

OBJECTIVE 2: DEVELOP HUMAN RESOURCES

Here two aspects will be addressed:

Project 2.1 – Human Resource Development Plan

This project is aimed at the development of the municipality's personnel in order to be able to support the proposed new management systems developed under Objective 1.

Project 2.2: Staff Training

This is an outflow from the Human Resource development plan and is aimed at training programmes that will develop the skills of the personnel in support of the proposed new management systems.

OBJECTIVE 3: REDUCE AGE OF FLEET

Here we have identified the following projects:

Project 3.1 – Develop Vehicle and Plant replacement Policy

Currently the municipality do not have firm policies in place for the replacement of the fleet. Through a systematic approach policies should be developed to address:

- Calculation of optimum time for replacement
- Procurement of new vehicles and plant
- Write-off and disposal of vehicles and plant

Project 3.2 – Implement Vehicle and Plant Replacement Plan

Under this project three phases have been identified to reduce the average asset life of the current fleet from 22 years to 10 years.

In phases 1 and 2 an amount of R7,588 million will be borrowed from the DBSA for the 2003/04 and 2004/05 financial years to purchase 13 items that have been identified through a detailed investigation. The fleet will also be reduced from 62 to 55 items.

Phase 3 will address the replacement of vehicles after the initial large investments of phases 1 and 2 and will require an annual average budget allocation of R513 000. It is envisaged that another 5 items will be replaced in the next three years from 2005/06 to 2007/08 financial years.

OBJECTIVE 4: INTRODUCE SOUND FINANCIAL MANAGEMENT PRACTICES AND POLICIES

Project 4.1 – Develop and Implement a Vehicle Asset Register

This is aimed at collecting and keeping critical information on every plant and vehicle item on record.

Project 4.2 – Implement Sound Financial Management Systems for Fleet

The municipality is currently not budgeting sufficient funds for the operation and maintenance of the fleet and the replacement of old vehicles.

Through a structured process of analysis, planning, budgeting, accounting and monitoring, the process of allocating and managing financial resources should be improved.

Currently the operating budget for the fleet is 4.5% of the total budget. This should be increased through the above process to approximately 16% or approximately R3.4 million. This includes an amount of R 1,3 million for depreciation.

The recommended respective budgets are as follows:

WBS Code	Activity / Item	2005/06	2006/07	2007/08	2008/09	Total
1	Operational Budget	R 1,455,390	R 1,455,390	R 1,455,390	R 1,455,390	R 5,821,560
1.1	Fuel costs	R 1,228,085	R 1,228,085	R 1,228,085	R 1,228,085	
1.2	Tyre costs	R 169,157	R 169,157	R 169,157	R 169,157	
1.3	Licence costs	R 58,148	R 58,148	R 58,148	R 58,148	
2	Maintenance Budget	R 639,628	R 639,628	R 639,628	R 639,628	R 2,558,512
3	Depreciation	R 1,297,610	R 1,297,610	R 1,297,610	R 1,297,610	R 5,190,440
Recommended vehicle budget		R 3,392,628	R 3,392,628	R 3,392,628	R 3,392,628	R 13,570,512

As from the 2005/06 financial year onwards, the municipality will have to budget at least R520 000 per annum for the replacement of vehicles to be able to achieve GAMAP Guidelines for the age of their fleet.

C Operational Strategies

5 Year Municipal Action Programme for Fleet

WBS Code	Project/Activity	Objective	Project Outputs	Major Activities	Responsibility	Total Cost	2004	2005	2006	2007	2008	2009
1	Improve Fleet Management					R 220,000.00		▼	▼			
1.1	Amend functional Organisational Structure to Accommodate Vehicle & Plant Management	To implement a functional or organisational structure that will enable operation and maintenance to reach objectives and targets, and will ensure proper functioning of vehicles and plant	Well managed of vehicle & plant fleet	Assessment of objectives and targets, reformulate or organisational structure and implementation of revised structure	Municipal Manager	R 45,000.00		■				
1.2	Develop & Implement Vehicle & Plant Operations System	To operate the facilities, vehicles and plant in an effective way in order to deliver a quality service	Operation, control of operations, control of quality of service.	Issuing of vehicles & plant, operations thereof, monitoring and control of operations	Technical Manager	R 65,000.00		■				
1.3	Develop & Implement Vehicle & Plant Maintenance System	Keep vehicles & plant in optimum performing condition & prolong operational life	Vehicles and plant in optimum working condition	Corrective & Preventative Maintenance	Technical Manager	R 40,000.00		■				
1.4	Developing a Management Information System for Vehicle and Plant O&M	To provide management at different centres of decision (strategic, tactical and operational) with the information needed to make decisions relating to operations and maintenance levels	Accurate collection, measure, recording, storage and retrieval of data/information	Determine centres of decision, identify information required & KPI's, determine responsibility for collection and recording of data, formulate data structure, filing system structured and database designed, training and scheduling		R 70,000.00		■				
2	Human Resources					R 235,000.00		▼				▼
2.1	Develop/Adjust Human Resource Development Plan	To improve services by the development of human resources	Adequate and skilled staffed for O&M of Fleet	This comprises all policies, standards and procedures which ensure that the municipality has the personnel it needs and that the personnel are appropriately trained	HR Manager	R 35,000.00		■				
2.2	Staff Training	To implement and continue a human resource development programme	Adequately trained staff	Conduct training programmes	HR Manager	R 200,000.00		■	■	■	■	■
3	Reduce age of fleet					R 9,143,000.00		▼				▼
3.1	Develop Vehicle and Plant Replacement Policy	To replace vehicles and plant in a consistent manner	Policy for Replacement of plant & vehicles	Determine Mechanisms for Calculation of Optimum Life of Fleet, Procurement, Write-off and Disposal		R 15,000.00		■				
3.2	Implement Vehicle & Plant Replacement Plan	Purchase new vehicles & plant to replace old ones & to support new and/or improve ineffective operations	New vehicles & plant purchased & old vehicles disposed of	Specifications, tenders, recommendations, orders & acceptance of vehicles & plant	Technical Manager / Financial Manager	R 9,128,000.00		▼				▼
3.2.1	Phase 1 - Purchases				Technical Manager / Financial Manager	R 3,559,000.00		■				
3.2.2	Phase 2 - Purchases				Technical Manager / Financial Manager	R 4,029,000.00		■				
3.2.3	Future Phases				Technical Manager / Financial Manager	R 1,540,000.00			■	■	■	■
4	Financial					R 35,000.00		▼				
	Develop and Implement Vehicle Asset Register	To have accurate information on all plant and vehicles	Vehicle Asset Register	Gather/collect information and capture in database.		R 15,000.00		■				
4.1	Adjust financial system	Financial reports and indicators are available for the effective management and operations of the vehicles and plant	Financial administration and accounting system aligned to support vehicle & plant management and operations	Results analysis, Planning, Budgeting, Accounting and Budget Monitoring	Financial manager	R 20,000.00		■				

In conclusion, it can be mentioned that only a firm commitment by the Siyathemba Council to implement this plan will improve the effectiveness and sustainability of their vehicle and plant fleet. Without this commitment service delivery to its citizens will remain problematic.

1 INTRODUCTION

Siyathemba Municipality approached the Development Bank of South Africa (DBSA) to support them with the upgrading of their vehicle and equipment fleet. The DBSA agreed to support the Municipality with a loan agreement but was concerned about the long-term sustainability of the arrangement.

The DBSA therefore made it a condition of the loan agreement that the Municipality should prepare and implement a “Vehicle management, maintenance and replacement plan”. As the municipality do not have the internal capacity to prepare a plan of this nature, the DBSA and Siyathemba therefore agreed that an external service provider should be employed through an open tender process.

Tenders were called for on 9 December 2003 and closed on 16 January 2004.

Africon’s tender was accepted and the Municipality appointed them on 4 March 2004.

It should be noted that the terms of reference was revised half way through the project. Initially the project scope was limited to the development of a replacement strategy and operations and maintenance of the vehicle and equipment fleet only.

At the meeting on 20 July 2004 where the first draft document was tabled, Africon was requested to extend the scope of the project also to include an assessment of all aspects that would impact on the sustainability of the vehicle and equipment fleet within the Municipality. It was also agreed that the plan should be considered as a “sector” plan of the Municipality’s Integrated Development Plan (IDP).

Africon subsequently revised the layout of the document in order to be in line with the IDP Guide Pack as published by the Department of Provincial and Local Government.



2 PLANNING PROCESS

The Vehicle Fleet Operation, Maintenance and Replacement Strategy is considered as part of the institutional plan of the Municipality. *The purpose of the institutional plan is to ensure that the Municipality's development of strategies and projects take existing capacities and constraints into consideration and they address institutional problems in the Municipality.*

The strategic planning process recommended for the compilation of an IDP was therefore also adopted for the development of the Vehicle Fleet Operations, Maintenance and Replacement Strategy and is made up of the following phases:

- Analysis
- Strategies
- Projects
- Integration
- Approval

2.1 INSTITUTIONAL ARRANGEMENTS / ROLES AND RESPONSIBILITIES

The distribution of roles and responsibilities regarding the vehicle management, replacement and maintenance strategy within Siyathemba Municipality is summarised in the following table:

ROLE -PLAYERS	ROLES AND RESPONSIBILITIES
Municipal council	Final decision making / approval of strategy. Monitoring the implementation of strategy. Monitoring the continuation of strategy.
Councillors	Linking vehicle strategies to their constituencies / wards Feedback to community
Executive committee or Executive Mayor / Municipal manager / CEO	Decide on planning process: nominate persons in charge: monitor planning process Overall management and co-ordination responsibility (to make sure all relevant actors are involved)
Planning professionals / facilitators They may be from municipal administration or contracted according to availability.	Methodological guidance / facilitation of planning workshops / documentation / special studies
Municipal Officials (Technical officers , heads of departments)	Providing technical / sector expertise and information. Implementation.
DBSA (Development fund)	Provide funding Advise according to experience

2.2 PROCESS OVERVIEW: STEPS AND EVENTS

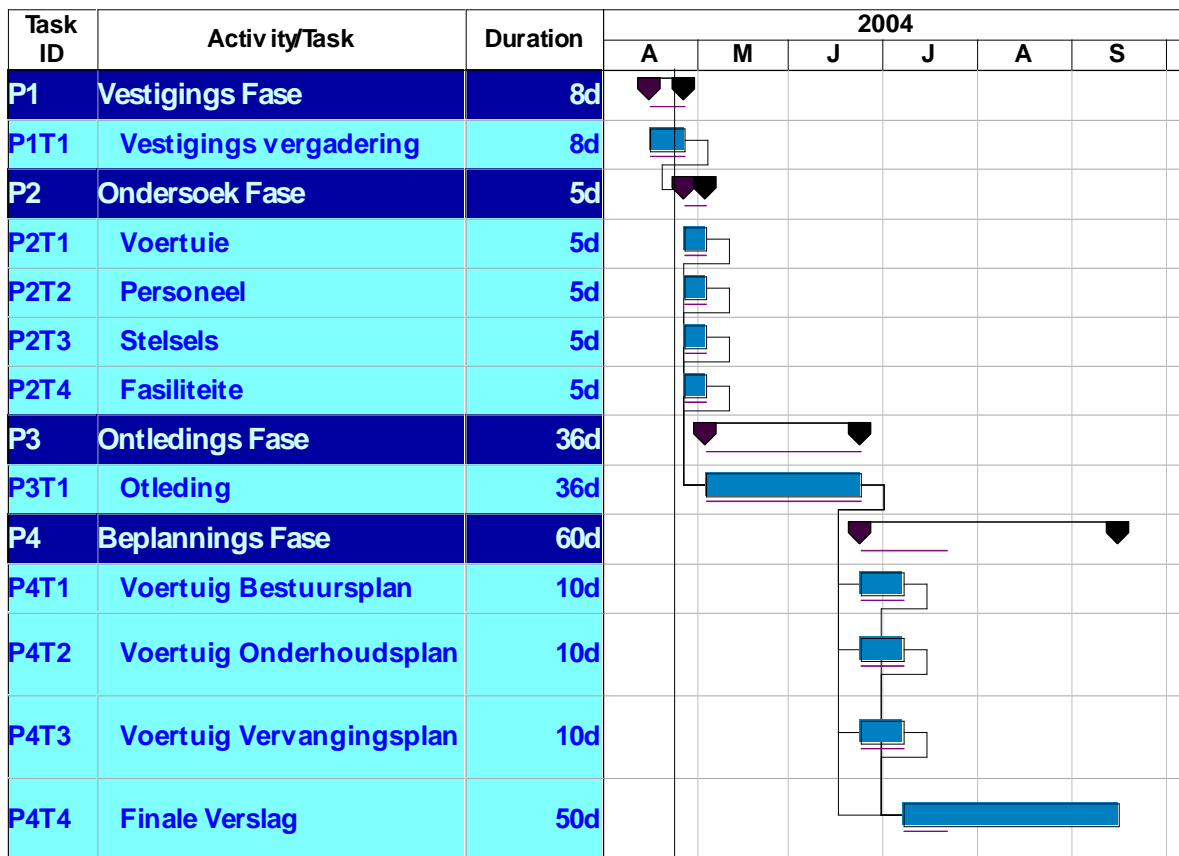
The Schematic drawing and Gantt chart below indicates the process followed during the compilation of the plan.

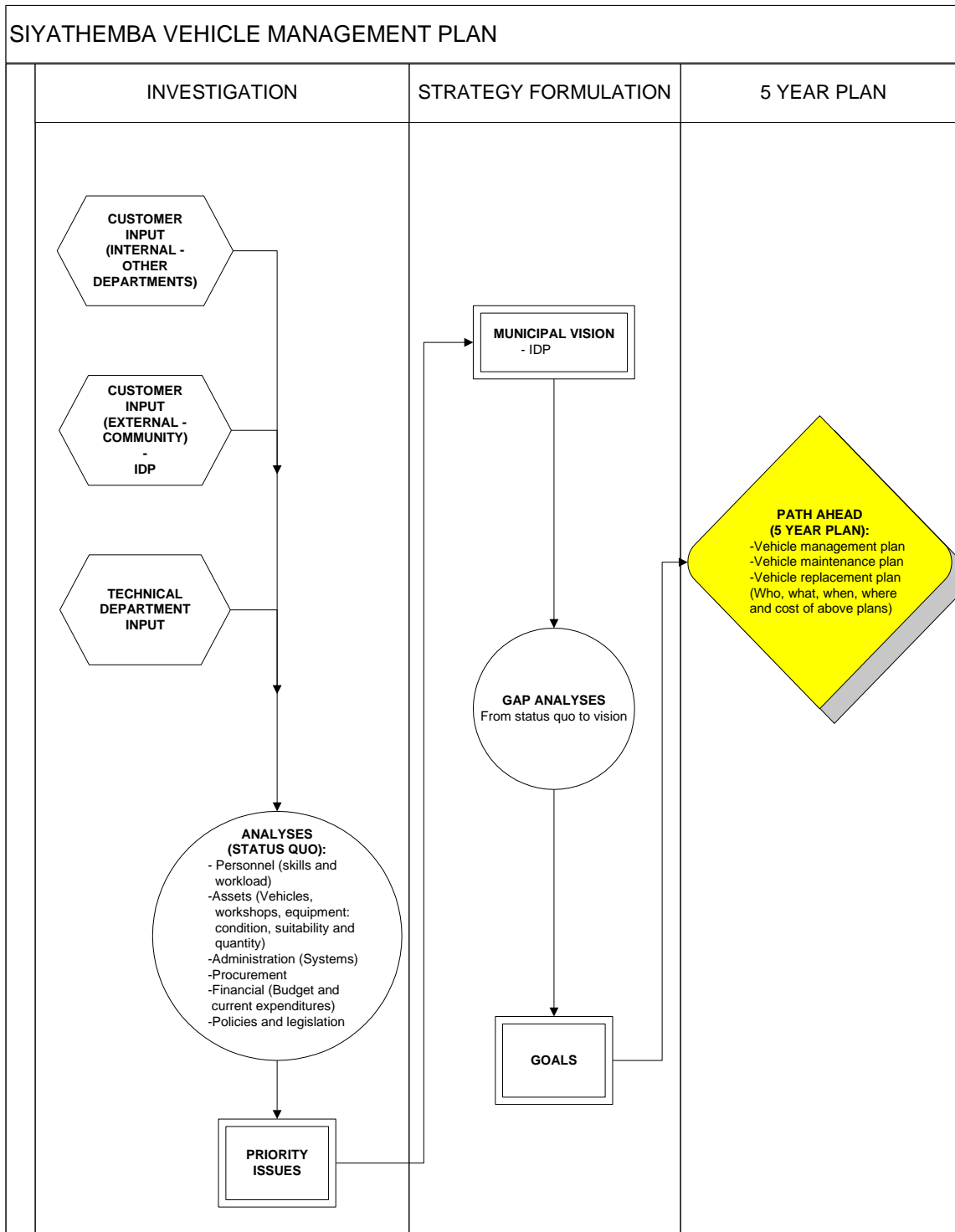
The investigation phase consisted of discussions with the Technical department as well as role-players in other departments (internal customers). The IDP was used to determine vehicle related needs from the external customers. A detailed Analysis was done incorporating inputs from all departments, and the priority issues coming from all above components were then summarised. Due to the process being started with slightly different outputs in mind, the analyses did not fully include all the institutional aspects. Since the records kept by the municipality were not comprehensive, the costs for maintaining each vehicle could not readily be withdrawn, and calculations of optimal replacement time were not done. The entire fleet however is of extremely high age.

In the Strategy formulation phase, a gap analyses was done between the status quo and the vision of the Municipality. From the gap analyses, goals were determined.

A 5 year plan was compiled addressing the goals.

The implementation of the plan, which does not form part of this assignment, would be crucial for the success in achieving the goals.





2.3 SELF-ASSESSMENT OF PLANNING PROCESS

Originally the total project and investigation started off as a technical vehicle plan and the original purpose of the document was not of strategic nature. During the process, and in consultation with the municipality and the DBSA, the project was transformed into a strategy, rather than a plan. The municipality will have to implement the strategy and monitor it on a regular basis.

The officials at the municipality were eager to assist in the process and the compilation of the strategy could be viewed as a combined effort.

In retrospect, the project should have been addressed with a wider perspective in mind. Some relevant issues, like the investigation of the cost to perform specific functions in relation to the cost of fulfilling the function by using private/public partnerships (for instance maintenance of parks), were not addressed in the investigation.

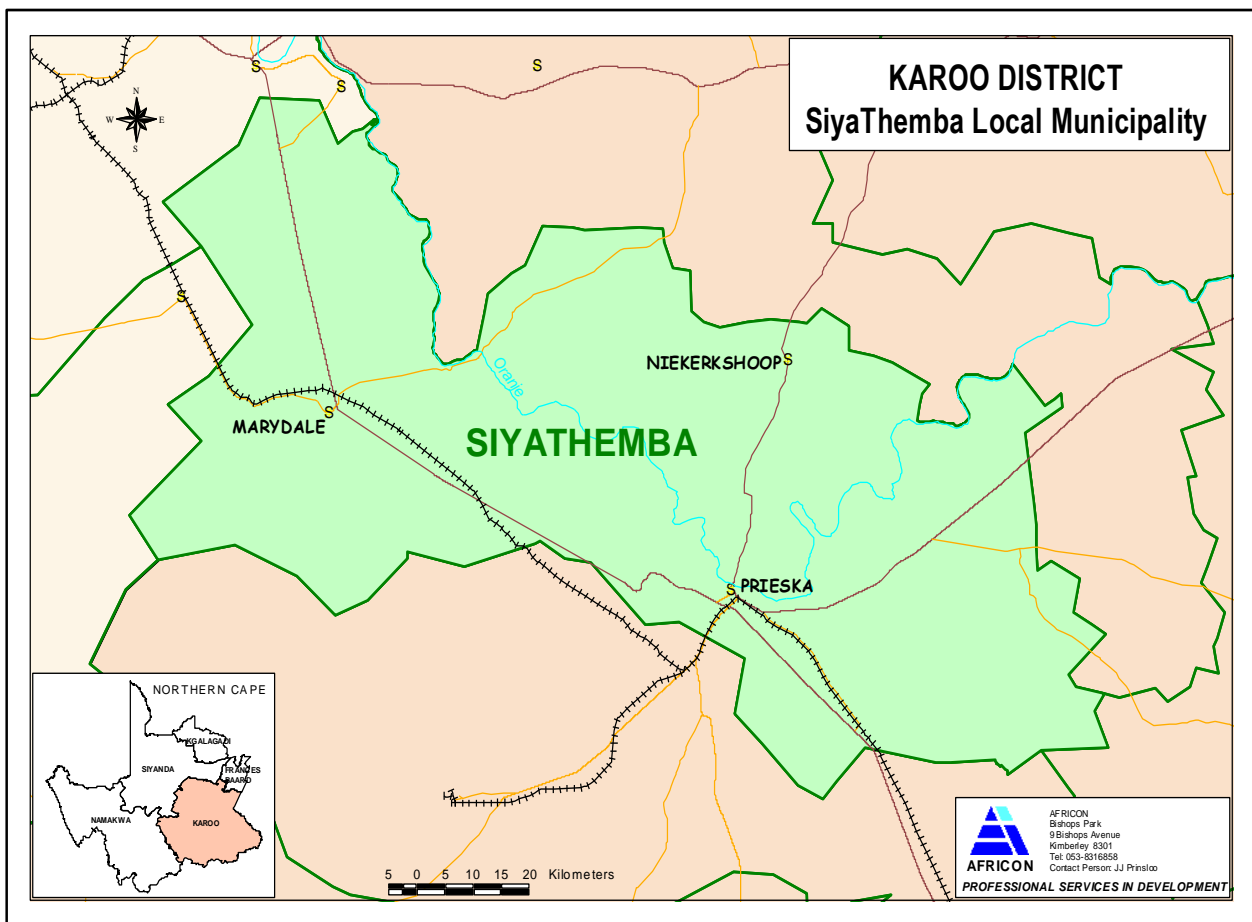
Since the municipal records regarding maintenance costs of individual vehicles were not complete, the calculations of optimal replacement time were not done. With good record keeping, the municipality would be able to do this internally within a couple of years. The GAMAP guidelines used in the report is not specific for Siyathemba conditions and can only be seen as a guideline. Through good record keeping, the municipality could also refine these into norms within a couple of years.



3 THE SITUATION

3.1 REGIONAL SETTING

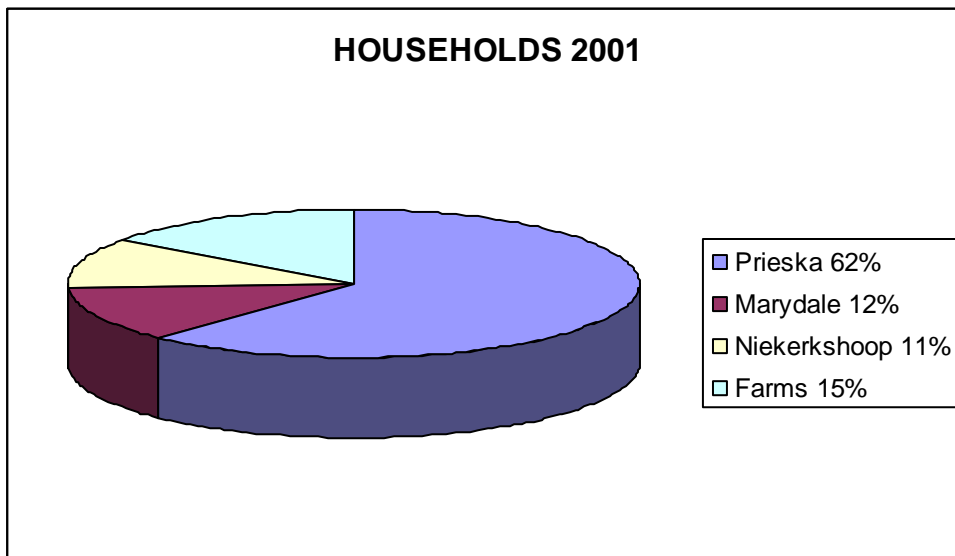
Siyathemba Municipality is located within the Karoo district area, within the Northern Cape Province and is constituted of Prieska, Niekerkshoop and Marydale. Prieska, which is the largest of the three towns in Siyathemba, is the seat of the municipality and it is located approximately 240km south-west of Kimberley on the N10 route. Niekerkshoop is approximately 63km north of Prieska and Marydale is situated approximately 70km north-west of Prieska. Siyathemba Municipality covers 825 655,535Ha of land. The layout of the municipal area could be seen on the following locality map.



3.2 CURRENT REALITY: BASIC FACTS AND FIGURES

3.2.1 Population and Language:

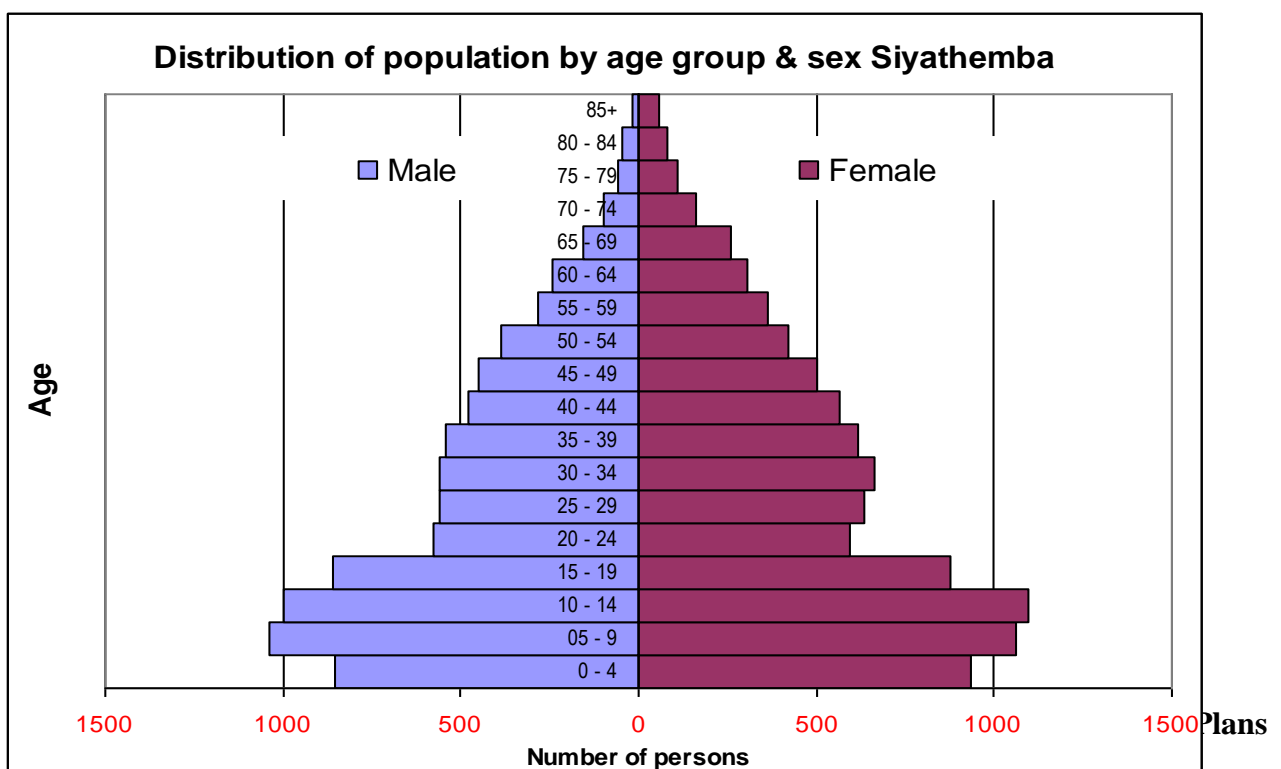
According to the latest census (2001), the population of Prieska is 11514, the population of Marydale is 2081, the population of Niekerkshoop is 2000 and the population on farms is 1924, bringing the total population of Siyathemba to 17519. The area has a total of 4180 households.



The languages being used in the area are Afrikaans, English and isiXhosa with Afrikaans being the language of choice for the majority of the population.

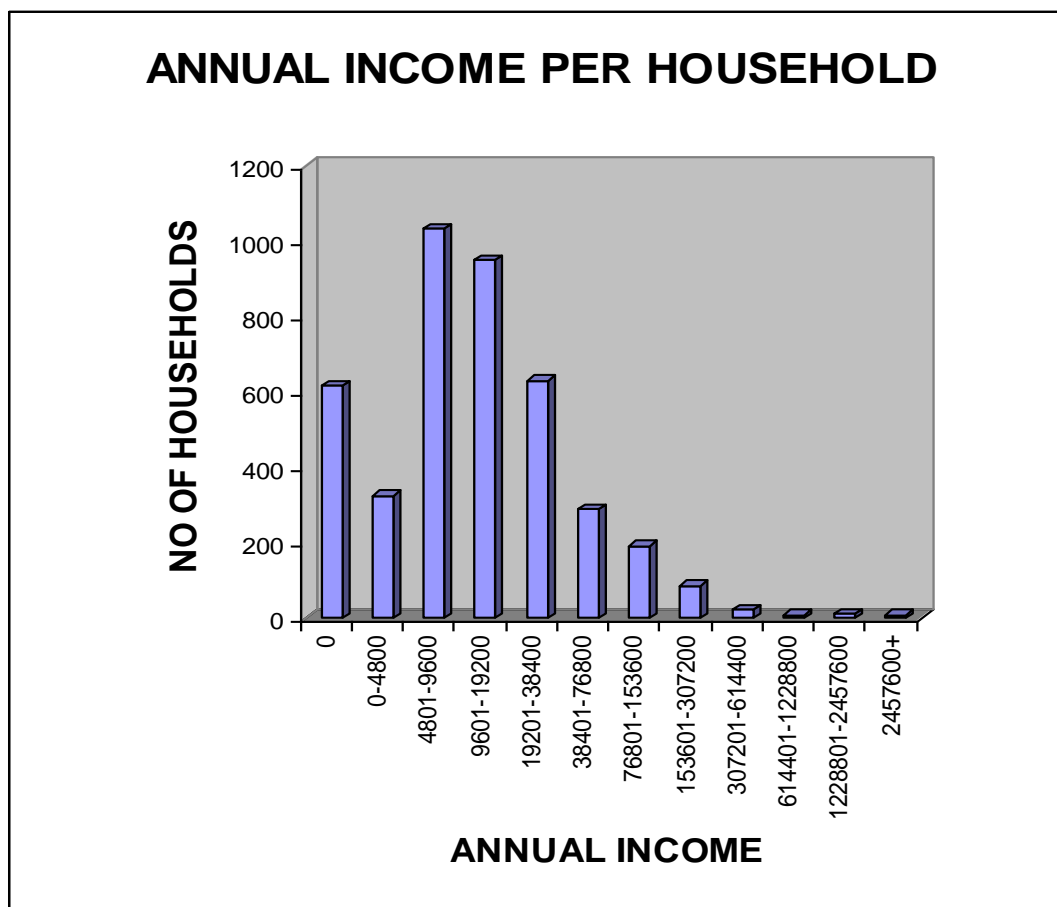
Population age:

From the graph below, a dip in the “working age group” can be seen (age 20 to 40). This could be due to a shortage of work, where people in this age group left the area in pursuit of work elsewhere. HIV/AIDS could also possibly have an influence on the “dip” in the working group.



3.2.2 Household income:

In Siyathemba 1976 of the 4180 households (47%) have an annual income of less than R9600.00/year (R800.00/month). This is an indication that the community is relatively poor. From the Census 2001 data it could also be stated that 13907 (79%) of 17513 people in Siyathemba is not economically active.



3.3 SUMMARY OF COMMUNITY PRIORITY ISSUES

For the purposes of this project, the community was not consulted. Issues related to vehicles, coming from new IDP projects, would not be addressed utilising municipal vehicles. The municipal vehicles are only used for day-to-day operations and maintenance purposes.

3.4 PRIORITY ISSUES FROM A TECHNICAL DEPARTMENT PERSPECTIVE

The technical department has reported the following problems and difficulties in managing the vehicle fleet:

- The vehicles are very old and should be replaced
- Operations of the vehicles and plant are not cost effective due to poor condition and unreliability
- Maintenance costs of vehicles and plant are excessive
- A need exists for a maintenance program in order to reduce maintenance costs.
- Management of and control over the vehicles and plant are lacking due to the fact that insufficient records are being kept of operations of the plant and vehicles
- Insufficient record keeping of costs directly to vehicles

3.5 IN DEPTH ANALYSES

The purpose of the in-depth analysis is to ensure that the strategies and projects are based on a thorough knowledge of all the relevant aspects of the priority issues identified to ensure that the strategies:

- Respond to causes rather than symptoms
- Deal with the problems in context
- Consider potentials, opportunities and initiatives for resolving priority issues

3.5.1 Municipal Functions

According to the constitution of South Africa, (Chapter 10, 175 – Power and function of local government, point 3) a local government shall, to the extent determined in any applicable law, make provision for access by all persons residing within its area of jurisdiction to water, sanitation, transportation facilities, electricity, primary health services, education, housing and security within a safe and healthy environment, provided that such services and amenities can be rendered in a sustainable manner and are financially and physically practicable.

Delivery of basic service are therefore one of the primary functions of Siyathemba Municipality.

The Siyathemba Municipality render the following services:

- Water supply
- Sanitation services
- Electricity supply
- Library
- Roads and storm water
- Cleansing
- Parks
- Traffic
- Emergency services

The full extent of the respective services were however not available in the IDP and further investigations were not conducted as reliable data were not available.

3.5.2 Municipal Management Structure

The organisational structure of the municipality makes provision for the following departments:

- Infrastructure and Development
- Financial
- Strategic Planning and Administration

The Infrastructure and Development Department is by far the largest as it is primary responsible for the delivery of basic services to the people of Siyathemba. Every department further have personnel in the towns of Prieska, Niekerkshoop and Marydale.

The management structure of the Municipality is included in Annexure I.

3.5.3 Fleet and Equipment Management

The municipality operates its fleet on a decentralised basis. In practice this means that vehicles and plant are allocated to the respective departments and the departmental head is then responsible for the effective management, operation and maintenance of the vehicles and equipment under his control.

The allocation of the fleet of 62 is arranged according to the municipality's financial system. (Small plant such as mowers and pumps are not included as they are normally not regarded as vehicles or plant.)

The present vehicle allocation is summarised as follows:

Type of Vehicle / Plant	Administration	Emergency Services	Traffic	Public Works	Parks	Cleansing	Sewage	Electricity	Water	TOTAL
Department										
Light Bus										
Fire Engine		1								1
Fire Trailer		1								1
LDV	1		1	2	1	1	2	2	5	15
Tip Truck				3						3
Water Truck				2						2
Vacuum Truck					1		1			2
Refuse Truck						1				1
Crane Truck								1		1
Tractor				2	2	3	2			9
Trailer				5	2	4	2			13
Water Trailer				1						1
Vacuum Trailer							2			2
Night soil Trailer							1			1
Road Grader				2						2
Loader				1						1
Light Roller				1						1
Roller Trailer				1						1
Heavy Roller				1						1
Compacter				1						1
Concrete Mixer				1						1
Compressor								1		1
Generator							1			1
Total	1	2	1	23	6	9	11	4	5	62

The municipality has embarked on a vehicle and plant purchasing programme as from the 2003/04 financial year. This programme does however not form part of the analysis phase and will be addressed in the Development Strategy chapter (Chapter 4, Page 20).

3.5.4 Transport Administration System

Keeping of logbooks and organising of services is the responsibility of each head of department. Vehicle log/control sheets are in the process of being implemented.

No official system for the effective administration and monitoring of neither the functioning nor the quality of the municipality's vehicles and equipment fleet is in place.

3.5.5 Maintenance System

Siyathemba Municipality operates a decentralised fleet in which each department is responsible for budgeting for their own vehicle operating costs. The operating budget for 2003/04 can be seen in Annexure A.

Each department is responsible for the repairs and maintenance of vehicles allocated to it.

No preventative scheduled maintenance is currently being done and the majority of maintenance actions are crises/ad hoc maintenance.

3.5.6 Repair and Maintenance Facilities

The municipality has confirmed that most vehicles and plant can be serviced and repaired in Prieska. They reported that spares availability in Prieska does not pose a problem as spares not available locally can be sourced within three working days, if available in South Africa.

Due to difficulties in recruiting a competent mechanic in Prieska, the workshop can not be utilised to its fullest potential. ***The Municipal workshop is therefore equipped to do only minor repair and maintenance work.***

Since the Municipality are currently outsourcing the repair and maintenance work, the condition and suitability of tools and machinery were not investigated

The store is being kept neat and tidy and a good control system is currently in operation.

3.5.7 Vehicle Utilisation

Due to a lack of records, the workload and utilisation of the respective vehicles and plant could not be determined.

3.5.8 Asset Register

An Asset Register has recently been compiled by Munifin Solutions under the Municipal Support Program (MSP). All vehicles are captured on the asset register against a unique number.

This asset register are however prepared from a financial perspective. **For the effective operation of the fleet a separate Vehicle and Plant register should be maintained.** In Siyathemba this is however not the case.

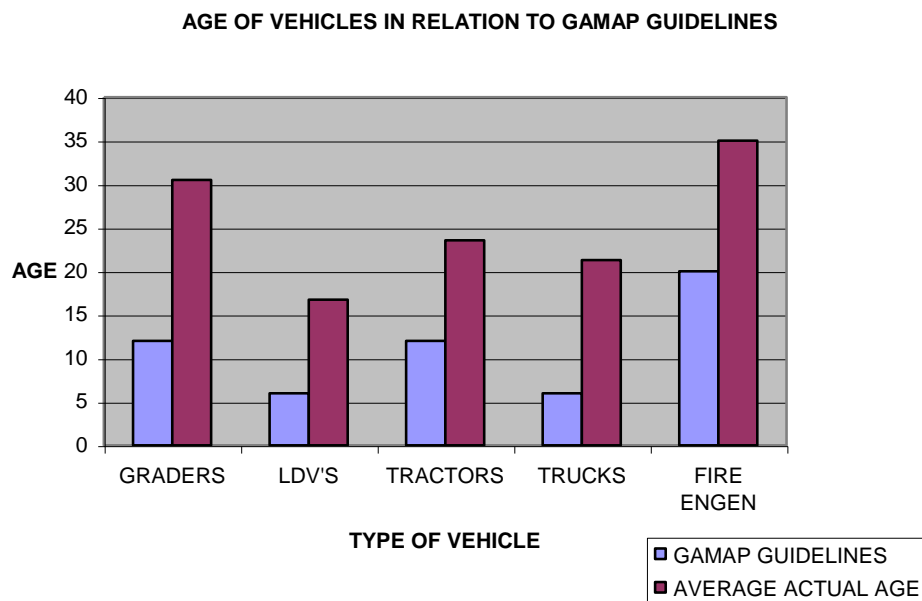
3.5.9 Valuation of Fleet

a) Age of vehicles and plant:

The vehicles of Siyathemba Municipality have been allowed to age beyond all economical and practical bounds. The present average age of the fleet is in excess of 23 years. By comparison, should a 10 year life cycle policy be followed, the average age of the fleet would be five years.

The vehicle types are compared against GAMAP guidelines for average vehicle age and are given in the table and graph below:

Plant/ Equipment Type	GAMAP guideline	Actual ave age
GRADERS	12	30.5
LDV'S	6	16.7
TRACTORS	12	23.6
TRUCKS	6	21.3
FIRE ENGEN	20	35.0



The results indicate that the entire vehicle fleet has been allowed to age beyond acceptable norms. **On average the vehicles are two to three times older than these guidelines. This indicates to the lack of an effective replacement program and policy.**

A fact that should be borne in mind is that the value of the vehicle diminishes with time whilst the repair costs escalate. The breakeven stage is expected to be at industry or GAMAP guidelines for asset life. Most repair expenditure beyond this stage is expected not to be cost effective. As the repair costs escalate with age, reliability and availability reduces to such an extent that it becomes hardly possible for the operational units to ensure effective service delivery.

Details for every item and calculations are given in Annexure E.

b) Condition of vehicles:

A condition assessment has been undertaken for all vehicles and plant excluding trailers. Repair cost estimates have also been calculated where applicable. ***Our calculations show that 34% of the vehicle fleet has an estimated repair cost of more than its fair value. Only 13 of the 63 vehicles are in a good or fair condition.***

The calculations are presented in Annexure F

c) Valuation of fleet:

The present replacement value of the fleet is R14,537,000 and the present fair value is estimated at R1,039,300. By comparison the independent valuation done for the Financial Asset Register was R1,310,900. ***The ratio of fair value to replacement value is 7% against a ratio of 39% based on a 10 year life cycle.***

The valuation is based upon the formula and criteria given in the Annexure D.

3.5.10 Outsourcing:

Suitable vehicles and plant are not readily available in Prieska for hire. The nearest sources are Kimberly, Upington or Carnarvon. Transport costs for plant, i.e. hiring of low bed, are in the order of R10 per kilometre. The distances the transporter has to travel are approximately 1000 kilometres per transaction (compiled as follows: 250 km to Prieska

and 250 km to return empty, for delivering the vehicle and on collecting the vehicle from Prieska, 250 km empty and 250 km to return with vehicle. 1,000 kilometres at R10 per kilometre). This translates to R10,000 for only the delivery and collection of the item of plant. Should a hire vehicle be required the municipality will call for quotes and make appropriate arrangements. Generally, the municipality only hires a dozer twice per year for approximately a week at a time to excavate and stockpile sufficient gravel material to last for a period of six months for repair and surfacing of gravel roads.

3.5.11 IDP Projects:

Mr Charles van Wyk expressed the opinion that new IDP projects will involve construction work for which Siyathemba Municipality is not equipped nor has the capacity to implement in-house. It is anticipated that these projects will be done on a contract basis. When new projects are planned, the availability of internal plant and vehicles should still be taken into account.

3.5.12 Human Resources

Mr Nicoliasen is responsible for the technical control over repairs and maintenance. Siyathemba Municipality has no mechanical artisan at present. The only person in the workshop is an artisan's assistant. This person is able to do the basics such as changing filters and fan belts and a little welding. For the remainder of the maintenance and repair work extensive use is made of agents, accredited service providers or local engineering works.

The human resources of the municipality were not analysed in depth. **Consideration should be given to recruiting a mechanical artisan for reducing the burden on the assistant manager and infrastructure.**

The Municipality should ensure that operators and drivers are capable and have applicable licenses and are trained properly in operating and maintenance of their vehicles.

3.5.13 Budget

The total expenditure budget for the 2004/05 financial year is R20,303,028 and budgeted income is R20,401,034 rendering a surplus of R98,006.

Details of the budget are contained in Annexure A.

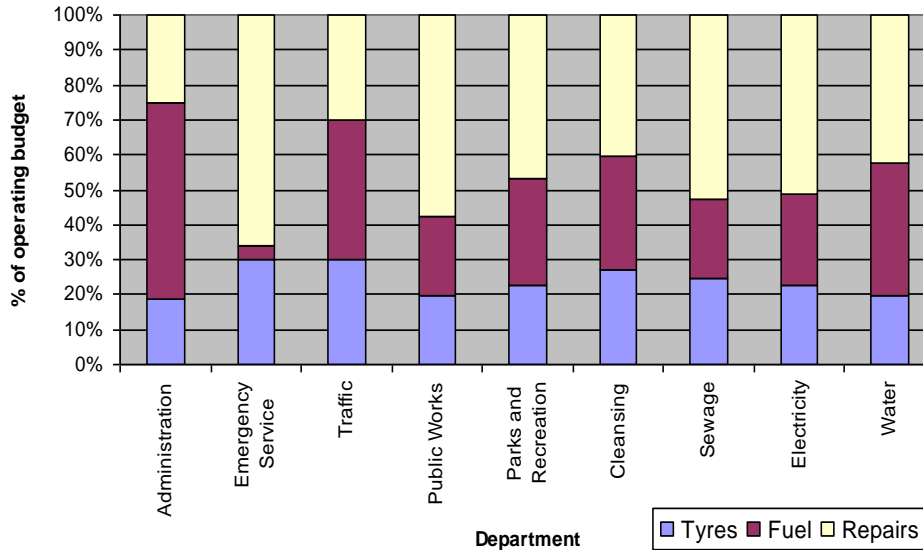
The budget makes provision to service a DBSA loan in respect of the first phase of the planned Vehicle Purchase Programme.

The municipality operates its vehicle fleet on a decentralised basis. The respective departments are responsible to budget for the operations and maintenance of the municipal vehicles allocated to them. They are also responsible to manage their respective budgets.

The vehicles are very old with no present interest and redemption payable. Due to age, relative low availability, unreliability and lack of utilisation figures available, it is not possible to obtain a meaningful comparison between the budget/expenditure for materials, manpower and vehicles. Vehicle operation and maintenance costs are split into three categories/votes namely, tyres, fuel and repairs. **The repairs vote is further complicated by the inclusion of other costs not directly related to vehicle repairs and maintenance, such as license costs.** The inclusion of license costs makes it difficult to monitor the actual maintenance costs. **We recommend differentiating between these expenses by adding another category.**

The split among tyres, fuel and maintenance (including licence costs) are illustrated in the following graph:

SPLIT UP OF OPERATING BUDGET



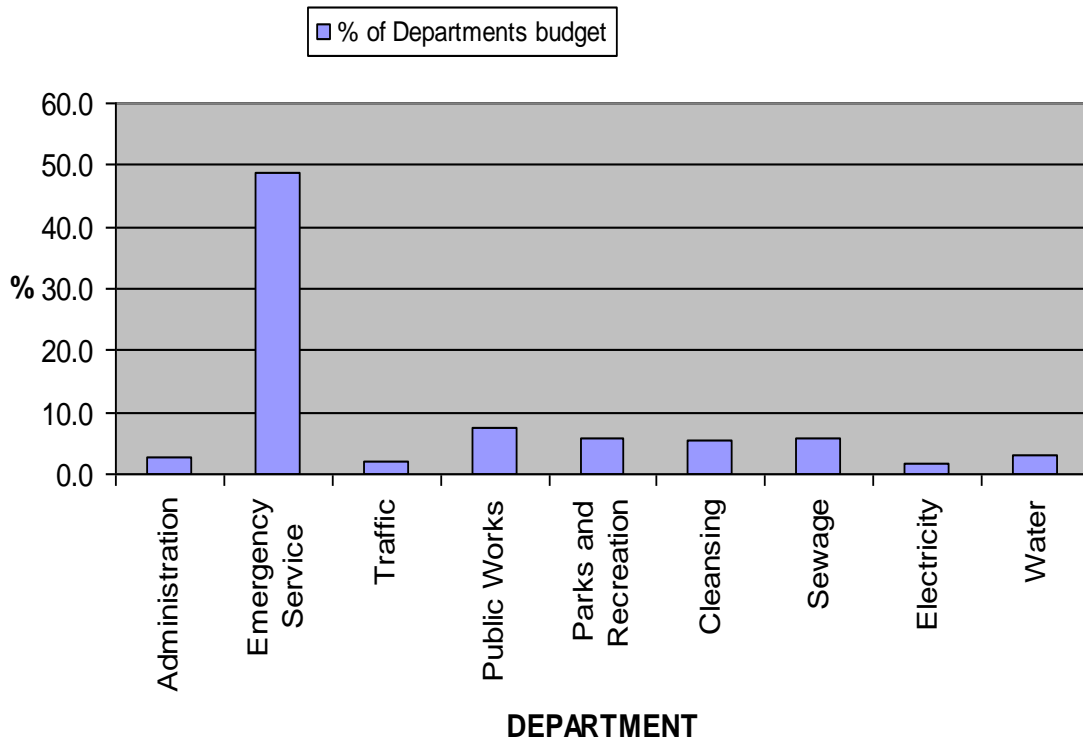
The vehicle operating budget for 2003/04 amounted to R826,230 representing 4,5% of the total 2003/04 budget of R18,211,668. **This is extremely low, taking the condition and age of the fleet into account.** A figure of 16% for the operating budget of the total budget would be more in line with the requirements. A proposed budget calculation was done with the following results:

Budget Calculation		
Replacement Value of Vehicle Fleet		R 14,537,000.00
Annual Cost of Operation - Percentage of Replacement Value	23%	R 3,392,629.73
	% of Annual	
Calculation of Proposed Budget (% of Proposed annual Cost of Operation)	Cost of Operations	Proposed Budget
Fuel Costs	36%	R 1,228,085.76
Tyre Costs	5%	R 169,157.82
Licence Costs	2%	R 58,148.00
Maintenance & Repairs	19%	R 639,628.00
Sub Total		R 2,095,019.58
Depretiation	38%	R 1,297,610.15
Total Operations Costs for Vehicle Fleet	100%	R 3,392,629.73

Details for the calculations are included in Annexure G.

The following graph indicates each department's operating and maintenance budget in relation to their own total budget.

% OF BUDGET TO VEHICLE OPERATION AND MAINTENANCE



Details of the 2003/04 operating budget are contained in Annexure B

Replacement budget:

The municipality has arranged for an external loan to replace worn and obsolete vehicles. The capital budget makes provision for the replacement of vehicles in two phases. Phase 1 is to address the most pressing needs, followed by Phase 2 for the next most urgent replacements.

Details of the capital budget are contained in Annexure C.

3.5.14 Costing and expenditure control:

Vehicle expenditure is controlled in the following manner. A budget is drawn up for each vehicle under the headings, tyres, fuel and repairs and is totalled per operational unit (refer to Annexure B). Expenditure incurred against a particular vehicle is recorded against that vehicle's budget up to the budget amount. Where the budget limit has been reached for a particular vehicle, further maintenance and repair costs may be allocated against the budget of another vehicle within the same operational unit on condition that the total vehicle budget for the unit is not overspent. In this way the municipality makes it possible that a vehicle remains operational. Care should be taken to ensure good record keeping, in order to be able to adjust the next budget accordingly and for measuring operating cost of each vehicle for replacement calculations.

It is sometimes necessary for one department to utilise the vehicles of another department. The current procedures do not make provision for the costs associated with a vehicle on loan to be

transferred from the “loaning” department to the “borrowing” department. This is not seen by the municipality to be serious as good co-operation exists between the departments.

3.5.15 Replacement Strategy/Policy

Siyathemba municipality do not have a vehicle and plant replacement strategy or policy in place. Their current management and administrative systems also do not support the implementation of an effective replacement strategy.

Municipalities normally experience higher demands on their scarce capital funding than they have available. In order to balance their budget it is necessary to prioritise their capital expenditure needs which often results in planned vehicle purchases being one of the first cuts to be made. This practice has left many municipalities with an old fleet that cannot function properly as vehicles are unreliable with high repair cost demands. This has a serious negative impact on service delivery. Most municipalities are not able to meet the GAMAP guidelines with respect to the average asset life. Industry or GAMAP guidelines should be adjusted to suit specific conditions. The estimated replacement value of the Siyathemba Municipality vehicle fleet is currently R14,5 million. In order to comply with the above mentioned strategy, the annual capital budget required for replacement of vehicles should be R1,45 million. **As the fleet is so aged a large capital injection is required in the short term in order to significantly improve the situation, hence there is a need the need for a Vehicle Purchase Program.**

Vehicles have a finite economical lifespan. When the economical lifespan of a vehicle is exceeded the following results:

- excessive repair demands
- expenditure on repairs that is not cost effective
- vehicle unreliability
- reduced availability of the vehicles due to increasing incidents of breakdowns and repairs

To manage vehicles effectively a Replacement Policy must be formulated. To action the Replacement Policy a Replacement Plan must be compiled for each financial year taking into account capital available, the ability to service loans and the repair budget required to ensure vehicle reliability and availability during the financial year.

3.6 PRIORITY ISSUES IN CONTEXT: SUMMARY OF IN-DEPTH ANALYSES

The following priorities were identified and grouped according to function:

3.6.1 Condition of Vehicles and Plant

- The **ratio of fair value to replacement value is 7%** against a ratio of 39% based on a 10 year life cycle.
- Our calculations show that 34% of the vehicle fleet has an estimated **repair cost of more than its fair value.**
- Only 13 of the 63 vehicles are in a **good or fair condition.**

3.6.2 Fleet and Equipment Management

- **Every department** is responsible for the repairs and maintenance of vehicles allocated to it.

3.6.3 Administration and Operations

- The **workload and utilisation** of the respective vehicles and plant could not be determined, due to a lack of records.
- No official operational system for the effective **administration and monitoring** of neither the functioning nor the quality of the municipality's vehicles and equipment fleet is in place.

3.6.4 Maintenance System

- **No formal preventative/scheduled maintenance** is currently being performed and the majority of maintenance actions are on an ad hoc basis or of crises maintenance nature.

3.6.5 Human Resources

- Consideration should be given to **recruiting a mechanical artisan** for reducing the burden on the Assistant Manager and Infrastructure.
- The Municipality should ensure that operators and drivers are capable and have applicable licenses and are **trained properly in operation and maintenance** of their vehicles.

3.6.6 Replacement policy and programme:

- Siyathemba municipality do not have a vehicle and plant **replacement strategy and/or a replacement policy** in place. Their current management and administrative systems also do not support the implementation of an effective replacement strategy.
- On average the vehicles are **two to three times older than the GAMAP** guidelines. *This indicates to the lack of an effective replacement program.*
- As the fleet is so aged **a large capital injection is required in the short term** in order to significantly improve the situation, hence there is a need the need for a Vehicle Purchase Program.

3.6.7 Financial Management:

- The 4.5% **operating budget of the total budget is extremely low**, taking the condition and age of the fleet into account. A figure of 16% for the operating budget or 23% of the Replacement value of the fleet would be more in line with the requirements.
- For the effective operation of the fleet a **separate Vehicle and Plant register is maintained**



4 DEVELOPMENT STRATEGIES

The Municipal Systems Act says that a Municipality is supposed to determine:

- A Vision for long-term development
- Development objectives
- Development strategies which are to be aligned with national or provincial sector plans and planning requirements.

For the purpose of this study we have taken the vision and mission of the municipality that was developed in their IDP.

4.1 THE MUNICIPAL VISION

Siyathemba undertakes to improve the standard of living of its entire community by delivering a perceptible and affordable service.

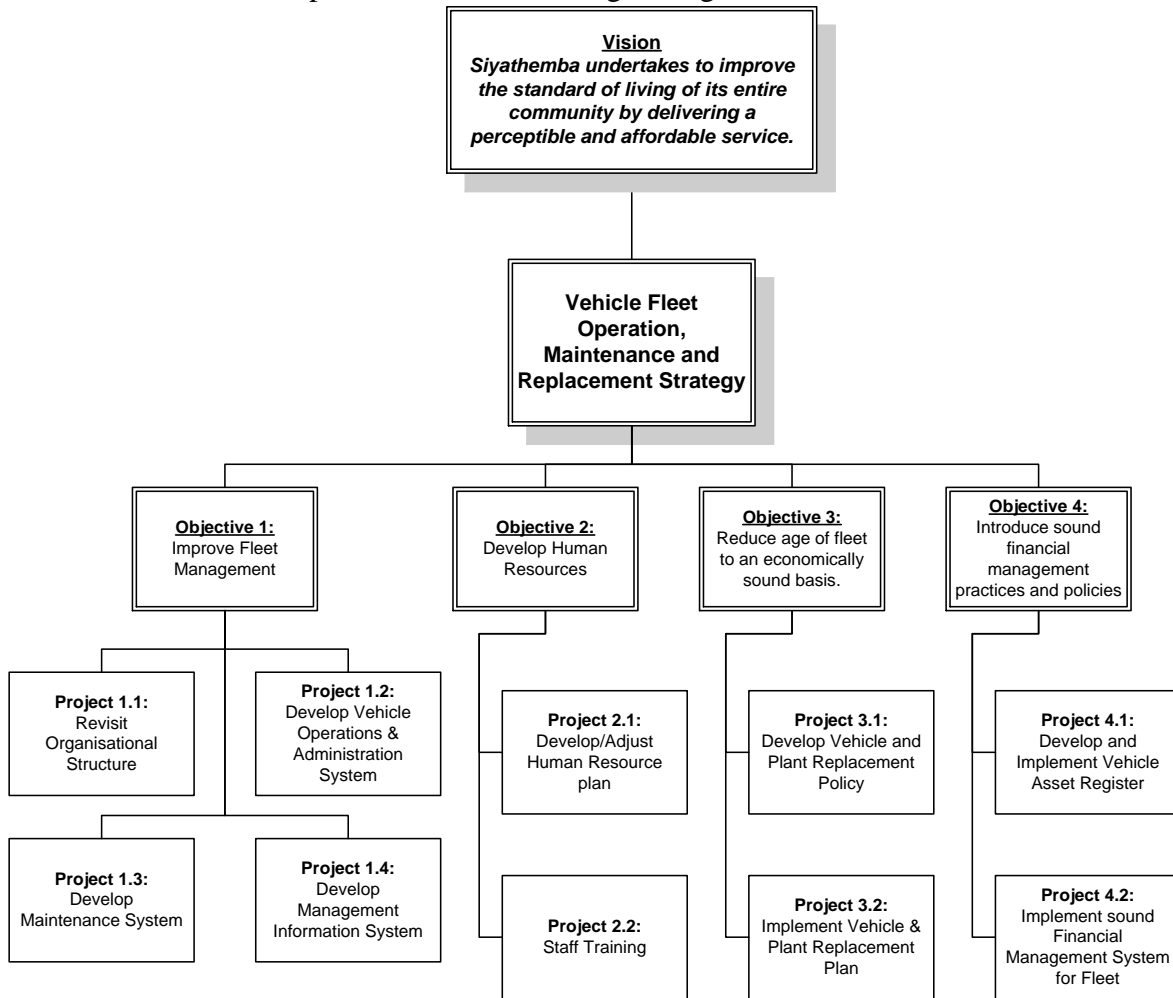
4.2 THE MUNICIPAL MISSION

To be a developmental municipality which has the interest of its communities at the centre of all its activities. This will be done through:

- An optimal distribution of resources;
- Economic development through job creation and a poverty reduction strategies;
- Effective and efficient service delivery through optimal distribution and human resources development; and
- **Effective and efficient maintenance of equipment and buildings.**

4.3 OBJECTIVES AND STRATEGIES FOR EACH PRIORITY ISSUE

In order to reach the municipal vision, the following strategies have been identified:



4.4 STRATEGIES

4.4.1 Objective 1: Improve Fleet Management

Lack of effective management is the factor with the greatest negative impact on vehicle and plant operations and maintenance. This is particularly evident when there are no clear defined objectives, no long-term planning and no short term programming or budgeting in place. Other typical failings are:

- There is a lack of operational management tools for programming, performance evaluation and control of activities.
- There is a lack of information to guide the formulation of operation and maintenance plans and to identify staffing profiles and training needs
- There is a lack of effective preventative maintenance procedures to minimise breakdowns and prolong the operational life of the vehicles and equipment.

These factors all contribute to the poor performance of the vehicle and plant fleet of Siyathemba Municipality.

This strategy is designed to redress most of the deficiencies in the management systems that were identified.

The following plans/projects should be implemented, preferably simultaneously, in order to improve the management of the vehicle and plant fleet of Siyathemba Municipality.

4.4.1.1 Project 1: Implement Functional Organisational Structure for Fleet Management

The objective is to link the necessary activities to the municipality's organizational structure that will enable operation and maintenance of vehicle fleet to reach objectives and targets and will ensure proper functioning of the fleet.

Given the importance of operation and maintenance, it is clear that the municipality's organisational structure must allow for coordination between the different units responsible for implementing operation and maintenance and related activities, especially when implementing the projects identified through this study.

Human, financial and material resources should be constantly available for carrying out operation and maintenance. Such resources should be allocated to various units according to their responsibilities and objectives.

For the municipality to function effectively, it must have decision-making processes at different levels. There must be adequate information processing and flow of information to the centres of decision.

Management activities and centres of decision should be organized according to lines of authority (hierarchical) and coordination (functional). These elements may be combined in a variety of ways. Success depends not just on the choice of structure but also on the human and material resources available, the quality of the decision-making process and human relations both within the municipality and outside it. The effectiveness of the municipality will also be restricted by constraints in its working environment.

The following activities should be linked to the organisational structure:

- Planning, management and control of operation and maintenance activities of the vehicle and plant fleet
- Supervision and support of operation and maintenance activities
- Operational activities and maintenance of vehicles and plant

Activities

A functional organisational structure can be implemented through a series of activities.

- There must be an assessment of how objectives and targets can be achieved through management activities and organizational functions within the municipality's operational system at all levels. This will involve:
 - Determining objectives and targets, as well as criteria for physical and financial measurement;
 - Obtaining information and describing activities carried out by the units responsible for operation and maintenance activities, representing management activities and organizational functions in the form of a matrix; identifying existing lines of communication and levels of operation and decision in the different units in relation to management activities (planning and scheduling, organization and coordination, direction, selection and development of personnel, evaluation and control) in the long, medium and short term;
 - Determining how many staff (and with what qualifications) are needed to implement activities at the different levels, indicating their employment status (full-time, part-time, etc.)
 - Assessing factors that act as constraints on the implementation of activities and hamper the achievement of objectives and goals (degree of motivation and training of staff, data processing facilities, budget, means of communication, etc.);
 - Assessing effectiveness of the municipality's current organizational structure in fulfilling its targets.
- The next step is to formulate or reformulate the municipality's organizational structure in terms of the objectives and targets of the operational system. This involves:
 - Defining objectives, physical and financial targets, quantitative indicators, managerial activities and basic organizational functions to be carried out in order to conduct operation and maintenance;
 - Assigning or reformulating the objectives and functions of the various centres of decision, consolidating operational units, setting up lines of communication between them and establishing decision-making structures for the different spheres of activity at all levels, according to the programmes and projects to be implemented;
 - Developing the new functional organizational structure, defining the management information system and describing functions;
 - Determining the human, physical and financial resources :
 - Studying the economic and financial viability of programmes and their projects; formulating the programme for implementing the organizational structure simultaneously with other programmes and projects (with order of priorities, gradual implementation, etc.) defining objectives at individual and unit levels.
- Finally there is the actual implementation according to the organizational structure. This stage requires:
 - Involving, informing and training staff;
 - Implementing, evaluating, adjusting;
 - Allocating resources

4.4.1.2 Project 1.2: Develop and implement Vehicle and Plant Operations Systems

The vehicle and plant operations system comprises all activities required for the effective operation of the vehicle and plant fleet, for monitoring their functioning and for monitoring the quality of the service.

The system will include a range of activities at different levels throughout the Municipality and includes some of the following;

- Control over the issuing of plant and vehicles, the operation of every vehicle and plant item according to procedures and specifications in order to achieve maximum performance and economy of operation, storage thereof and safekeeping.
- Monitoring of the operations

The following aspects form part of the operations of the fleet and should be implemented as a matter of urgency:

Vehicle Usage, Recording and Control

Each municipality has specific rules, regulations and procedures regarding the use of official vehicles and plant. These cover various aspects such as budget constraints, authorisation of trips, routine maintenance planning etc. Vehicle works returns, commonly known as logs, are the key instrument for recording and controlling the use of vehicles.

The Vehicle Log/Control document designed by Mr Charles van Wyk (copy attached in Annexure P) is suitable and should be used. The information on the vehicle works returns will be of value to the person responsible for monitoring vehicle maintenance (the Assistant Manager for Infrastructure) and the senior personnel of the various departments.

Needs Survey

The vehicle requirements at a municipality remain reasonably stable. However, changes in service levels and delivery processes that effect work programs do occur. This survey also enables the municipality to formally record obsolete and inappropriate types of vehicles. As a first step to address vehicle needs, the transfer of vehicles between departments may be considered. The next step would be to identify the type and size of vehicle required to meet the needs. A record for future purchase planning is thus compiled.

4.4.1.3 Project 1.3: Vehicle and Plant Maintenance System

The objective of this system is to maintain vehicles and plant so that they can function efficiently, continuously and safely, keeping them in good working order and maximise their useful life. It consists of two basic functions: Preventative and Corrective maintenance:

Preventative Maintenance

A vehicle maintenance plan should be based on the following:

- Structured actions – what action must be done at the various intervals;
- Timing – when must the structured action take place;
- Control – ensuring the quality of the structured action;
- Recording – record when the structured action took place and what was done.

Structured Actions

Manufacturers prescribe what must be done at various kilometre readings or hours worked. Routine maintenance is undertaken by the agents or accredited dealers, who have the detail of the structured actions; hence this issue has been addressed. However, should the municipality decide to bring the

routine maintenance in-house it will be necessary to revisit this issue. It is noted that the speedometers of a number of vehicles must be repaired and hour meters fitted to most of the other vehicles.

Timing

It is the responsibility of the vehicle operator to ensure the work returns are completed and submitted weekly to enable the Assistant Manager Infrastructure to plan routine maintenance. The Assistant Manager Infrastructure then arranges with the departmental foreman for the vehicle to be made available for servicing. The key is to ensure that all work returns are submitted weekly. Critical information must be summarised and recorded in a logical useful manner. The best way to do this is to use a wall chart. Annexure M is an example of a useful wall chart. It is recommended that this wall chart be used as it is highly visible to all and contains critical information.

Recording

There are various methods of recording completed actions. The simplest, most visible and effective for a fleet of this size is the wall chart referred to above. The routine maintenance interval requirements can be entered next to the vehicle description and serve as easy reference when planning vehicle maintenance and exercising control.

Control

The wall chart also serves as a control instrument. What actions were done and when are recorded on the chart. The physical quality control is undertaken by the Assistant Manager Infrastructure through inspecting the completed actions. Condition
Each vehicle at more than half life should be inspected on an annual basis in order to assess its condition and estimate the repair requirements for the coming financial year. This is a difficult exercise as unexpected breakdowns do occur. However, normal wear can be determined such as the engine is still running but is heavy on oil, the transmission is noisy but still works, etc. Recording and analysing these problem areas will give a good indication of the general condition and the repair requirements of the vehicles as well as providing input to the replacement plan.

Develop Maintenance System

- Draw up wall chart (see example in Annexure M)
- Ensure the daily completion and submission of the work returns
- Enter the kilometres or hours worked at the end of each week onto the wall chart
- Plan the routine maintenance accordingly
- Advise the vehicle user in advance when routine maintenance is due and agree a mutually acceptable time for the vehicle to be made available
- Make appointment with maintenance service provider, be it internal or external
- Deliver the vehicle to service provider as agreed to
- Undertake a quality inspection of the vehicle after completion of maintenance work
- Return vehicle to user
- Record maintenance information onto wall chart

Check wall chart from time to time to ensure all vehicles are serviced timorously.

Corrective Maintenance

The Vehicle and Plant maintenance system comprises of activities required to remedy failures and breakages of vehicles and plant.

Vehicles require repair actions during their productive life. As Siyathemba Municipality has no mechanical artisan in its employ, extensive use is made of agents, accredited service providers and engineering works. The outsourcing of maintenance work to these organisations must be carefully managed by clearly specifying the repair work to be done and checking the quality of work delivered.

4.4.1.4 Project 1.4: Develop Management Information System for Vehicle and Plant O&M

Objective

A management information system for operation and maintenance of the vehicle fleet aims to provide management at different centres of decision (strategic, tactical and operational) with the information needed to make decisions relating to operation, replacement and maintenance (through accurate collection, measurement, recording, storage and retrieval of data).

Activities

In order to achieve the above objective, the municipality will need to carry out the range of activities listed below:

- Centres of decision must be determined;
- Information requirements and performance indicators must be identified;
- It should be established how often each decision centre needs to receive information;
- It should be determined which subsystem is responsible for generating and recording data for each performance indicator and for transmitting that data to the data processing centre or to decentralized processing stations.
- The structure of the management information system needed for the control of operation and maintenance must be formulated.
- The feasibility of developing the proposed system should be evaluated and priorities should be determined for its introduction. Elements to bear in mind are:
 - The extent to which the system contributes to attainment of the objectives of the decision centres
 - Greatest measurable benefits in relation to production costs
An assessment of non measurable benefits that may result from the reduction of uncertainty
 - Technical relevance to the development of other information systems in terms of priority, precedence and processing capacity
- Databases must be designed and files set up according to a defined structure, with glossaries, registers and routines for verification and validation for quality control

- Information production processes must be set up. These are:
 - Data capture
 - Verification of data
 - Classification of data
 - Ordering of data
 - Processing of data
 - Storage of data
 - Recovery of information
 - Printing and communication
- It must be decided what computer software is required for data processing and what hardware is needed.
- Staff should be trained in the production and use of information
- There must be scheduling, implementation and testing of the management information and decision support systems.
- Finally there must be analysis, evaluation and adjustment.

4.4.2 Objective 2: Human Resources Development

4.4.2.1 Project 2.1: Develop/adjust Human Resource Plan to meet the Requirements for effective Fleet Management

Objective

A municipality that wishes to develop programmes to improve its services should give priority to the development of human resources. Human resource administration and staff development – through training programmes, career plans and an adequate salary system – should be given special emphasis if the staff is expected to improve its knowledge and skills to conduct or support the managerial, technical and operational activities required for the operation and maintenance of the vehicle fleet.

Activities

A municipality intending to develop its human resources will need to take action in the following areas:

- Responsibilities for operation and maintenance should be determined.
- Organizational functions, activities and levels of management should be identified and an occupational matrix should be prepared for the municipality.
- Positions concerned with operation and maintenance within the municipality should be identified and classified by organizational level, type of activity (management, technical support, operational) and location.
- Job descriptions and performance standards should be prepared in order to provide guidance as to the number of staff required in different categories, and the qualifications and knowledge needed to ensure that the goals and objectives of the municipality are achieved.

- Personal profiles of staff currently in important positions should be obtained or updated, a procedure should be established for evaluating personnel, and policies should be prepared for career development and promotion based on performance evaluation.
- The job descriptions should be compared with the personal profiles and performance evaluations of staff to determine where promotion, relocation, horizontal transfer, training or discontinuation of employment is required.
- Training objectives should be defined, in conjunction with programme and project development, and staff development and training programmes should be established. These programmes are required not only for staff but also, as necessary, for community workers and for consultants and contractors employed from the private sector.
- A budget should be established for the scheduled training activities.
- There should be cooperative agreements as necessary, with training institutions.
- Work plans for training should be drawn up annually.
- Simply and easy-to-read instruction manuals, with appropriate illustrations, should be prepared in the local language.
- Human resources development programmes should be implemented on an annual basis.
- There should be evaluation of the performance of individual staff members and of the effectiveness of training programmes in order to decide on follow-up.
- Accident reports should be reviewed and causes of accidents determined in order to develop training programmes to improve safety.
- An operator certification programme should be developed and implemented. If such a programme already exists, operators should be encouraged to participate. Certification is a way of documenting the knowledge and skills of operation and maintenance personnel. Personnel, management and public all benefit from effective certification programmes.
- A programme of employee awards or recognition of outstanding performance should be developed and implemented. Such a programme is another way of enhancing the public image of the municipality and its staff, thereby gaining public support.
- A career development plan should be formulated and implemented in order to create a logical system for promotion and professional development within the municipality. This plan would increase motivation among the staff and would reduce political influence in the selection of personnel to management or operational posts.

4.4.2.2 Project 2.2: Staff Training

As programmes and projects are implemented, arrangements should be made for training. Staff training is essential for the implementation and continuation of a human resources development programme. There must be a budget and qualified trainers and accredited programmes should be used. Expertise from outside the municipality should be used as needed for programme development, preparation of training materials and presentation of training sessions.

The training programmes should be implemented in cooperation with the personnel office to ensure that the activities listed above form part of the municipality's human resource development programme.

4.4.3 Objective 3: Improve the condition, reliability and effectiveness of the Fleet

4.4.3.1 Project 3.1: Develop Vehicle and Plant Replacement Policy

When determining a vehicle replacement policy, the following need to be taken into consideration:

- The projected useful life of the vehicle.
- Possible premature expiration of life due to legislative changes.
- The need to change to a more technologically advanced vehicle for:
 - better performance
 - better use
 - better driver acceptance
 - easier and more economic maintenance
- The possibility of changes in use
- The inability to maintain the existing vehicle to achieve maximum life and maximum residual value.

Vehicle replacement policies can take the following forms:

- **Arbitrary:** When the vehicle breaks down too often adversely affecting service delivery and making replacement inevitable.
- **Predetermined:** When the vehicle has reached the end of its originally projected life.
- **Productivity oriented:** When replacement is determined by cost criteria measured against predetermined productivity standards (e.g. by incorporating downtime measured in terms of volume of deliveries per available working days)
- **Rational economic:** When replacement is made at an optimum time calculated on the basis of total life costing where total life costs comprises of purchase price plus operating costs less residual value.

Calculation of the Optimum Time for Replacement

The following three cost components have to be taken into consideration when determining the economic useful life of a vehicle:

- The cost of ownership

The cost of ownership consists of depreciation, interest on capital and replacement cost.

Depreciation

The amount of depreciation is the difference between the value (market price) of the asset at the beginning and at the end of each period.

Interest on capital

Interest on capital is used to reflect either opportunity costs in case of own capital¹ or annual interest payments in the case of foreign capital (borrowed funds).

¹ Provision for opportunity costs is made, as capital can be employed for alternative purposes.

Replacement costs

In order to remain efficient or profitable, organisations need to make provision to replace vehicles. This necessitates an organisation to take increases in the purchase prices of new vehicles into account as costs.

- The cost of maintaining the vehicle;

The cost of maintenance and repair of a vehicle comprises of a fixed (i.e. routine maintenance which is independent of use of the vehicle) and a variable component (directly attributable to the use of the vehicle).

The fixed cost component is normally omitted when determining the useful economic life of a vehicle, as it stays constant over the life of the vehicle. However, if it is not entirely possible to differentiate between the fixed and variable component, the total maintenance costs as per cost statements can be used.

There is however also an indirect or “intangible” cost in terms of maintenance, namely downtime (i.e. the time the vehicle cannot be used, as it is being serviced) which should also be included when determining the economic useful life of a vehicle. This “cost” is obtained by subtracting the time the vehicle was in use from the time the vehicle could have been potentially in use and by allocating a unit cost (opportunity cost) to this time.

- The cost of operating the vehicle.

A vehicle’s operating cost comprise of those cost items that arise as a direct result of using the vehicle, some of the important being fuel cost and oil, insurance costs, license fees and crew costs.

In this regard it should be noted that maintenance costs are also often included as operating costs.

Based on the above, the optimum time for vehicle replacement can be calculated. This could be done using a computer model. The systems for gathering and compiling of information need to be in place and operational before such a model can be implemented.

For operating such a model, the municipality needs to keep the following data up to date for the entire fleet:

- Asset number
- Registration number
- Make and model
- Date of manufacture
- Replacement value
- Kilometres to date
- Repair costs to date

A model is available from Africon, but operator training needs to be conducted and systems need to be put in place for the operation thereof.

The municipality keep records and use these to determine their own specific guidelines. At least a general 10 year vehicle asset life should be aimed for. In practice this relates to replacing one tenth, based on replacement value, of the fleet per annum. This would ensure an even replacement program, reliable vehicles and sound service delivery by the municipality.

In order to determine a constant yearly budget, it is recommended that a replacement policy allowing for an average vehicle life cycle of 14 years be adopted. The total replacement value of the vehicle fleet is R14,5 million. To maintain a 14 year replacement policy roughly one fourteenth

of the vehicle fleet's value should be made available for vehicle replacement, which translates to an average of R1,04 million annually escalated by the inflation index. This index can be obtained by matching each vehicle to the then current replacement value of the vehicles and dividing the total by 14.

Procurement of new vehicles and plant

As a public institution, municipalities are required to purchase vehicles on tender. To ensure the correct type and quality of vehicle is purchased, special care must be exercised when writing the tender specification. For example, should a 1 ton LDV, long wheelbase with a glass fibre canopy and 2000 cc engine be required this must clearly be stated. Dealer's service plans should be specified, since services are outsourced and the service station should be in close proximity.

Write-off and Disposal of Vehicles

GAMAP guidelines provide a set of procedures for the write off and disposal of vehicles. The fair values determined in the valuation of vehicles, Annexure D, can be used as a guideline for setting of reserve values. If these prices cannot be realised consideration could be given to dropping to two thirds of the reserve price at the auction.

Practical Considerations

Once the total vehicle fleet is renewed (2009), the policy should be adjusted in order to take into account the different life spans for different types of vehicles. The following GAMAP guidelines should then be adjusted, by using actual municipal records, to establish norms for vehicle life spans for the specific conditions at the municipality:

GAMAP GUIDELINES	
ITEM	ASSET LIFE
Fire engines	20 Years
Buses	15 Years
Motor vehicles	5-7 Years
Trucks / LDV (bakkies)	5-7 Years
Graders	10-15 Years
Tractors	10-15 Years
Compressors	5 Years

Due to the limited availability for hire of key vehicles and the high costs associated with transporting hire vehicles to Prieska, it is more practical for the municipality to retain key vehicles such as a grader, loader and roller. These vehicles are used irregularly, however when these vehicles are required they are often required at short notice and are used intensively to repair rain damage to gravel roads.

4.4.3.2 Project 3.2: Vehicle Replacement Plan

The ideal replacement plan for sustainable management of a vehicle fleet is to alleviate the peaks and valleys in capital provisioning for replacement of vehicles. As a general rule an average 10 year vehicle life should be aimed for. However, in the case of Siyathemba Municipality an average vehicle age of 14 years is more realistic and achievable. GAMAP asset life guidelines should be kept in mind at all times.

With the omission of the compressor, mixer etc the average vehicle age of the fleet is reduced from 23 to 21,7 years.

The detailed replacement planning is reflected in Annexure J.

The following aspects have been taken into consideration in preparing the table:

- The age of the vehicles
- The condition of the vehicles
- The functional needs of the different departments
- The valuation of the vehicles

The impact of the proposed two phase vehicle purchase programme has been discussed with Messrs Van Wyk and Nicoliasen. It is anticipated that the total number of vehicles will be reduced from 62 to 55.

Annexure H reflects the planned distribution of the 55 vehicles according to Organisational Layout
A comparison between the previous and proposed new allocation of vehicles is indicated in the table below:

a	b	c	d=c-b
Department	Previous allocation of Vehicles	Proposed Allocation of Vehicles	Change
Finance		1	1
Administration	1	1	0
Traffic	1	1	0
Emergency Services	2	1	-1
Electricity	4	4	0
Water	5	2	-3
Sewage	11	3	-8
Parks & Recreation	6	5	-1
Cleansing	9	4	-5
Mechanical	Previously allocated according to budget.	1	
Roads & Stormwater		14	
Marydale		11	
Niekerkshoop		7	
Sub Totals	23	33	10
Total	62	55	-7

One LDV resorts under the Finance department. The administration department has one light bus for office and councillor use and one LDV for traffic. The rest of the fleet resorts under the Infrastructure department. The infrastructure department consists of the following functional services:

- Electricity
- Water
- Sewerage
- Roads and storm water

- Parks and cleansing and
- Mechanical based in Prieska.

Marydale and Niekerkshoop are also resorting under the infrastructure department.

The detail of the planned distribution of vehicles in terms of function/organisational structure is reflected in Annexure I.

After evaluating the work to be undertaken by the proposed 55 vehicles, it is concluded that the Siyathemba Municipality has planned for only their minimum vehicle needs.

The proposed replacement plan can be divided into three Phases as follows:

Phase 1 implemented during 2003/04 financial year.

Details of the proposed Purchases are contained in Annexure C.

The implementation of the Vehicle Purchase Programme, Phase 1 (03/04 financial year) together with the writing off of four vehicles without replacing them, will result in the average fleet age being reduced to 13,6 years.

ITEM TYPE REQUESTED	ESTIMATED PRICE	PURCHASE REQUEST EVALUATION
1 x CATERPILLAR 120 H GRADER	R 1,504,000.00	Smallest suitable grader
2 x ISUZU 9 TON TIPPER	R 900,000.00	Suitable, correct size
1 x ISUZU 9 TON WATER TRUCK	R 450,000.00	6000 litre tank - correct size
1 x TOYOTA CONDOR 2.4 A/C RT	R 180,000.00	Just about the only reasonably priced mini-bus on the market
3 x TOYOTA HILUX 200 SWB LDV	R 315,000.00	Standard LDV suitable for municipal work
3 x Nissan 1400 LDV	R 210,000.00	Light LDV for personnel and smaller loads.
TOTAL	R 3,559,000.00	

In the replacement planning, allowance is made to purchase vehicles to the value of R3,559,000 in phase 1.

Phase 2 implemented during 2004/05 financial year.

Phase 2 of the Vehicle Replacement Programme (04/05 financial year) will result in a further reduction of the fleet age to 8,4 years, which relates to an asset life cycle of 16,8 years.

ITEM TYPE REQUESTED	ESTIMATED PRICE	PURCHASE REQUEST EVALUATION
1x CATERPILLAR 914G FRONT END LOADER	R 853,000.00	Medium sized loader. Suitable
1 x CATERPILLAR CS 533 D ROLLER	R 663,000.00	Steel pneumatic type. More suitable for operations.
1 x ISUZU 9 TON WATER TRUCK	R 450,000.00	6000 litre tank - correct size
2 x ISUZU NPR 4000 4 TON TRUCK	R 608,000.00	Suitable as replacement of the smaller trucks used. Correct size.
3 x TOYOTA HILUX 2000 SWB LDV	R 315,000.00	Standard LDV suitable for municipal work
2 x NISSAN 1400 LDV	R 140,000.00	Light LDV for personnel and smaller loads.
1 x FIRE ENGINE	R 1,000,000.00	Fire Engine at Prieska still in working order but only suitable on hard surfaces. Tends to break side-shafts. Cannot be used off-road and is extremely slow.
TOTAL	R 4,029,000.00	

In the replacement planning, allowance is made to purchase vehicles to the value R4,029,000 during Phase 2.

Phase 3: Financial Years 2005/05 to 2011/12

The table below serves as an indication how to manage a replacement program to maintain a sustainable and reliable fleet within set age parameters. The actual vehicles to be replaced have to be selected on factors such as age, condition, obsolescence and need.

Asset to be replaced		Financial Year (R's 000)									
Asset No.	Description	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total (R's 000)
017	Ford 4000 Tractor			R 200							R 200
049	Ford 4000 Tractor			R 200							R 200
043	Ford Crane Truck				R 550						R 550
019	Ford 3600 Tractor					R 200					R 200
060	Ford 4100 Tractor					R 230					R 230
009	John Deere Tractor						R 200				R 200
029	Nissan Vacuum Tanker						R 450				R 450
031	Isuzu 1600LDV							R 109			R 109
033	Isuzu 200 LDV							R 109			R 109
022	Ford Tractor/Loader							R 250			R 250
040	Case Tractor								R 230		R 230
035	Isuzu Vacuum Tanker								R 450		R 450
013	Bomac Roller									75	R 75
062	Massey Ferguson Tractor									230	R 230
011	Isuzu LDV									109	R 109
Total Cost		R 0	R 0	R 400	R 550	R 430	R 650	R 468	R 680	R 414	R 3,592
Average Fleet age (Years)				7.5	7.7	7.1	6.8	6.3	6.1	5.5	
Life Cycle (Years)				15	15.4	14.2	13.6	12.6	12.2	11	

From 2005/06 to 2011/12 an average of R513 000 should annually be budgeted for capital for replacement purposes. From 2012/13 onward a capital budget in the order of R1 million (escalated to allow for inflation) will have to be made available annually.

The table also illustrates how an average vehicle asset life of 14 years can be achieved and exceeded. Quite a number of permutations are possible. The key element here is to integrate age, condition, obsolescence and needs. The planning is based upon:

- A fleet of 55 vehicles with a replacement value of R12,539,000 (compared to a value of R14,537,000 for the current 62 vehicles).

- The condition report compiled being fairly accurate.
- The municipality having the financial means to service the loans for Phases 1 and 2 and can raise the capital to purchase further vehicles as recommended. Phase 1 interest and redemption commitments are approximately R796,000 per annum. After Phase 2 the interest and redemption commitment to service the loans will be approximately R1,7 million per annum for a period of seven to eight years which is approximately 8% of the total municipal budget.

The overall average age of the vehicle fleet is reduced significantly but the average age of different categories of vehicles varies considerably. One area of concern is the tractors which will retain a very high average age of 24 years. These tractors are used extensively by the municipality. A number of tractors are in a poor condition and spares are becoming problematic, for example the John Deere tractor, which is in fair condition, has a problem with spares for its Janmar engine. The agents report that spares are just about unobtainable. Replacement planning should address these aging tractors.

More detail on the proposed replacement planning are contained in Annexure O.

An evaluation of the Vehicle Purchase Program is contained in Annexure N.

Notes:

In the proposed vehicle replacement plan trailers, the compressor, the concrete mixer and emergency generator are excluded due to the nature of the vehicle or low utilization. Age in these cases is less indicative of the amount of work done or wear and tear suffered due to use.

4.4.4 Objective 4: Implement sound financial management systems and policies

4.4.4.1 Project 4.1: Develop and Implement Vehicle and Plant Asset Register

There are two types of asset registers:

- The **Financial Asset Register** containing basically an asset number and a very brief description to identify the item. All assets of the municipality are reflected. Siyathemba Municipality has this asset register in operation.
- The **Vehicle Asset Register** containing salient details of each individual vehicle. An example is given in Annexure L. For managing the vehicle fleet the information contained therein is extremely important.

The **Vehicle Asset Register** should be implemented together with the roll out of the Vehicle Purchase Programme.

4.4.4.2 Project 4.2: Implement Sound Financial Management System for Vehicles and Plant

Without the necessary funding being allocated to the Vehicle and Plant Fleet, for the implementation of all the necessary programmes and projects, this *Vehicle Operation, Maintenance and Replacement Strategy* will only stay a dream.

Sound budgeting is like a promise from the Head of the Fleet, that “if I get these financial resources for the fleet, I promise to fulfil the objectives contained in this strategy “.

This process should ensure that:

- b) The operations and maintenance budgets are increased to acceptable standards and thereby sufficient funds are budgeted for the operations and maintenance of the fleet.
- c) Record keeping and recording of costs are allocated correctly against the correct post/vehicle or plant item.

- d) Sufficient funds are allocated to the implementation of this Vehicle, Fleet Operation, Maintenance and Replacement Strategy.

Financial Management can be regarded as a cycle with five phases:

Results analysis means finding out the relationship between the objectives, resources and achievements. It means using last years experience to perform better next year.

Planning means using the results analysis to decide on the objectives and the need for resources for future years. It is important to decide on priorities during planning: the most important things should be done first.

Budgeting converts the plans into monetary figures.

Accounting is the financial record of the department's actual expenditures and incomes.

Budget monitoring is needed to see if the performance is within the budget and according to plan.

5 OPERATIONAL STRATEGIES

5.1 5 YEAR MUNICIPAL ACTION PROGRAMME

The following 5 year action plan has been developed:

WBS Code	Project/Activity	Objective	Project Outputs	Major Activities	Responsibility	Total Cost	2004	2005	2006	2007	2008	20
1	Improve Fleet Management					R 220,000.00		▼▼				
1.1	Amend functional Organisational Structure to Accommodate Vehicle & Plant Management	To implement a functional organisational structure that will enable operation and maintenance to reach objectives and targets, and will ensure proper functioning of vehicles and plant	Well managed of vehicle & plant fleet	Assessment of objectives and targets, reformulate organisational structure and implementation of revised structure	Municipal Manager	R 45,000.00		■				
1.2	Develop & Implement Vehicle & Plant Operations System	To operate the facilities, vehicles and plant in an effective way in order to deliver a quality service	Operation, control of operations, control of quality of service.	Issuing of vehicles & plant, operations thereof, monitoring and control of operations	Technical Manager	R 65,000.00		■				
1.3	Develop & Implement Vehicle & Plant Maintenance System	Keep vehicles & plant in optimum performing condition & prolong operational life	Vehicles and plant in optimum working condition	Corrective & Preventative Maintenance	Technical Manager	R 40,000.00		■				
1.4	Developing a Management Information System for Vehicle and Plant O&M	To provide management at different centres of decision (strategic, tactical and operational) with the information needed to make decisions relating to operations and maintenance levels	Accurate collection, measure, recording, storage and retrieval of data/information	Determine centres of decision, identify information required & KP's, determine responsibility for collection and recording of data, formulate data structure, filing system structured and database designed, training and scheduling		R 70,000.00		■				
2	Human Resources					R 235,000.00		▼				▼
2.1	Develop/Adjust Human Resource Development Plan	To improve services by the development of human resources	Adequate and skilled staffed for O&M of Fleet	This comprises all policies, standards and procedures which ensure that the municipality has the personnel it needs and that the personnel are appropriately trained	HR Manager	R 35,000.00		■				
2.2	Staff Training	To implement and continue a human resource development programme	Adequately trained staff	Conduct training programmes	HR Manager	R 200,000.00		■	■	■	■	■
3	Reduce age of fleet					R 9,143,000.00		▼				▼
3.1	Develop Vehicle and Plant Replacement Policy	To replace vehicles and plant in a consistent manner	Policy for Replacement of plant & vehicles	Determine Mechanisms for Calculation of Optimum Life of Fleet, Procurement, Write-off and Disposal		R 15,000.00		■				
3.2	Implement Vehicle & Plant Replacement Plan	Purchase new vehicles & plant to replace old ones & to support new and/or improve ineffective operations	New vehicles & plant purchased & old vehicles disposed of	Specifications, tenders, recommendations, orders & acceptance of vehicles & plant	Technical Manager / Financial Manager	R 9,128,000.00		▼				▼
3.2.1	Phase 1 - Purchases				Technical Manager / Financial Manager	R 3,559,000.00		■				
3.2.2	Phase 2 - Purchases				Technical Manager / Financial Manager	R 4,029,000.00		■	■			
3.2.3	Future Phases				Technical Manager / Financial Manager	R 1,540,000.00			■	■	■	
4	Financial					R 35,000.00		▼▼				
	Develop and Implement Vehicle Asset Register	To have accurate information on all plant and vehicles	Vehicle Asset Register	Gather/collect information and capture in database.		R 15,000.00		■				
4.1	Adjust financial system	Financial reports and indicators are available for the effective management and operations of the vehicles and plant	Financial administration and accounting system aligned to support vehicle & plant management and operations	Results analysis, Planning, Budgeting, Accounting and Budget Monitoring	Financial manager	R 20,000.00		■				

WBS Code	Project/Activity	2003	2004	2005	2006	2007	2008	2009	Total
1	Improve Fleet Management	R 0.00	R 0.00	R 220,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 220,000.00
1.1	Amend functional Organisational Structure to Accommodate Vehicle & Plant Management	R 0.00	R 0.00	R 45,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 45,000.00
1.2	Develop & Implement Vehicle & Plant Operations System	R 0.00	R 0.00	R 65,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 65,000.00
1.3	Develop & Implement Vehicle & Plant Maintenance System	R 0.00	R 0.00	R 40,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 40,000.00
1.4	Developing a Management Information System for Vehicle and Plant O&M	R 0.00	R 0.00	R 70,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 70,000.00
2	Human Resources	R 0.00	R 0.00	R 64,636.71	R 49,713.19	R 49,904.40	R 50,095.60	R 20,650.10	R 235,000.00
2.1	Develop/Adjust Human Resource Development Plan	R 0.00	R 0.00	R 35,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 35,000.00
2.2	Staff Training	R 0.00	R 0.00	R 29,636.71	R 49,713.19	R 49,904.40	R 50,095.60	R 20,650.10	R 200,000.00
3	Reduce age of fleet	R 1,799,954.02	R 3,812,137.93	R 2,250,856.90	R 512,020.46	R 513,989.77	R 254,040.92	R 0.00	R 9,143,000.00
3.1	Develop Vehicle and Plant Replacement Policy	R 0.00	R 0.00	R 15,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 15,000.00
3.2	Implement Vehicle & Plant Replacement Plan	R 1,799,954.02	R 3,812,137.93	R 2,235,856.90	R 512,020.46	R 513,989.77	R 254,040.92	R 0.00	R 9,128,000.00
3.2.1	Phase 1 - Purchases	R 1,799,954.02	R 1,759,045.98	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 3,559,000.00
3.2.2	Phase 2 - Purchases	R 0.00	R 2,053,091.95	R 1,975,908.05	R 0.00	R 0.00	R 0.00	R 0.00	R 4,029,000.00
3.2.3	Future Phases	R 0.00	R 0.00	R 259,948.85	R 512,020.46	R 513,989.77	R 254,040.92	R 0.00	R 1,540,000.00
4	Financial	R 0.00	R 0.00	R 35,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 35,000.00
	Develop and Implement Vehicle Asset Register	R 0.00	R 0.00	R 15,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 15,000.00
4.1	Adjust financial system	R 0.00	R 0.00	R 20,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 20,000.00
	Total	R 1,799,954.02	R 3,812,137.93	R 2,570,493.61	R 561,733.65	R 563,894.17	R 304,136.52	R 20,650.10	R 9,633,000.00

ENVIRONMENTAL MANAGEMENT PLAN

Background, vision and mission

Consistently you find dynamic development taking place in the Siyathemba Municipality and it is no exception. The challenge that we face in the 21st century is mainly to promote the necessary development so that all the needs of the community can be addressed without causing harm to the environment. Therefore it is essential to find a balance between development and preserving of the environment for future generations.

The constitution of the Republic of South Africa determines in Article 24 the following as part of the Bill of Human Rights:

Everyone has the right –

- (a) to an environment that is safe for their health and welfare; and
- (b) to the protection of the environment on behalf of existing and future generations through reasonable legislative and other measures that :
 - Prevents pollution and ecological decay
 - Promotes preservation
 - Ensures ecological sustainable development and application of natural resources, while it promotes equitable economical and social development.

With all the above in mind it is the task of the Siyathemba Municipality to embody a plan into their IDP to promote sustainable development, taking the well-being of the environment into consideration.

No local municipality can prepare a plan without knowing what it wants to achieve therefore a clear vision and mission is necessary.

i. Vision

The vision of Siyathemba Municipality focuses on development and the improvement of the quality of life of all inhabitants. Considering that the Siyathemba Municipality forms part of the Karoo District Municipality the Environmental Management Plan's vision should be in line with this of the District Municipality.

The vision of the Environmental Management Plan is as follows:

To manage the development of natural resources in such a way that there will be no negative influence on nature and the environment.

ii. Mission

The mission of the Siyathemba Municipality focuses broadly on service delivery, utilisation of resources, economical development and job creation, a safe and healthy community as well as a friendly environment.

With the above-mentioned in mind the mission of the Environmental Management Plan are as follows:

- To deal with the disposal of waste in an acceptable way.
- To manage and rehabilitate the sites where disposal will take place, effectively.
- To control the exploitation of asbestos and other mining activities.
- To ensure the regulation of all land-uses in the MA
- To establish an effective monitoring- and record keeping programme.
- To secure and utilise the personnel of the Council the optimum
- To protect our on-surface water- and water supply; and
- To find a harmonious balance between economical development and -utilisation of the environment on the one side and the preservation and rehabilitation of the environment on the other side.

b What is the view of the SMA?

This is a rural area with no urban areas within its boundaries. The main economical activities in this area are agricultural of nature. There is also mining activities in this area but on a much smaller scale than agricultural activities.

The SMA consist of three separate sections with a estimated total surface of 47 308ha.

Only one worth-mentioning river flows through this area, namely the Orange River. Smaller non-permanent rivers like the Brakriver also appears here, but it does not really influence the economic activities of the SMA.

There are scarcely mountains in this area but many hills. Mountain-ranges that can be recalled is the is the Asbesmountain and the Doringmountain

The climate of this area is mainly semi-desert with excessive temperature. Rainfall is low and normally during summer.

Apart from the Orange River the inhabitants mostly in the Marydale and Niekershoop areas are making use of underground water to provide for their own needs and these of their livestock.

c Legal requirements to comply to when dealing with economic activities

Act on Environmental Preservation,1989 (Act 73 of 1998)

This act is proclaimed to make provision for the effective protection and controlled utilisation of the environment. Within this act activities are identified.

Spatial Development Framework

a Background

Since 1652 colonialism shaped human settlements in South Africa along racial and class lines, excluding large sections of the population from the economic, social and environmental benefits of vibrant, integrated, sustainable urban and rural development. These patterns sowed the seeds for the grand apartheid that emerged in the second half of the twentieth century. Grand apartheid was essentially a spatial, even geographic, partition attempt, with dire disintegrative spatial consequences.

Spatial planning in the past era was integrally linked to blueprint or "master: planning as the dominant planning approach. This approach had as its focus the manipulation of the physical environment to implement the plan in an inherently, inflexible, static physical representation of a desired future, which resulted in racially separated and unequal development. The approach was comprehensive in nature, striving to predetermine the use of all land parcels in order to achieve the desired end state of separate development. This desired end state became an inflexible representation of the future which necessitated complete and absolute control on the part of planning authorities.

The effects of this planning approach include displaced urbanisation and a settlement pattern that is grotesquely distorted, fragmented, unequal, incoherent and inefficient. This spatial settlement pattern generates enormous movement across vast areas which are both time consuming and costly thereby entrenching a system of unequal access to economic and social resources as also evidenced in the report of survey of this plan. Features of development patterns in the district and in other parts of the country today are:

- Large dormitory areas far from places of economic, cultural, recreational and educational opportunity;
- Severely overcrowded spatial settlements, forced to depend on limited agricultural land, in turn leading to severe environmental degradation;
- Substantial inequality between the areas set aside under apartheid for white and black residential occupation; and
- Wide disparities in the provision of infrastructure and services.

The spatial planning system that was created to address and support minority interest also led to the evaluation of highly complex, multiple and confusing legal environment for planning. The legal complexity is further aggravated by the fact that the major tools of management and control (e.g. zoning and title deed restrictions) derive their powers from different laws - a situation that further contributed to an already procedurally complex system. These diverse laws, ordinances, etc. also left in their wake a myriad of plans of all with a different legal status (e.g. master plans, guide plans structure plans). All this led to a wide amplitude of terms being used loosely and interchangeably e.g. land planning, land use planning, urban and regional planning, settlement planning and physical planning.

b Spatial Planning and Management Problems:

Some of the main spatial planning and land use management problems currently experienced by the different spheres of government as a result of the planning practice outlined above include:

Disparate land use management system in different former race zones.

Since the democratisation of South Africa in 1994, every municipality in the country is now responsible for the administration of a range of different regulatory systems for managing land use, an inheritance from apartheid policies. This means that different procedures have to be followed by applicants, different standards have to be met and different opportunities are available to members of the public affected by proposed developments. It also greatly increases the administrative burden on under-capacitated municipalities and contributes to the lengthy time periods it takes to get applications processed.

c Inappropriate Historical Rights:

Inappropriate historical rights are serious problems in spatial planning today, because in many urban areas land owners still hold use and development rights granted under inherited planning legislation, some dating as far back as the 1940's. In many cases these rights can be ignored and realized by the rights-holder at their leisure. In other cases however they represent a significant obstacle to the reconstruction and integration of towns. Therefore, local authorities are afraid to plan in ways that might impact on these rights out of a fear that they will be liable to pay compensation. This problem is aggravated by the sense that development rights once granted service indefinitely, until such time as the land owner elects to realize them.

Based on these problems, municipalities are currently compiling and implementing an integrated development plan in order to promote sustainable and equitable development in the post-apartheid South Africa. The Municipal Systems Act that was promulgated in 2000 developed the key concept of the Integrated Development Plan (IDP). The MSA describes the IDP as a single, inclusive and strategic plan for the development of a municipality that will be the principle strategic planning instrument which guides and informed all planning and development, and decisions with regard to planning, management and development in the municipality. Therefore the main purpose of this section is to meet the requirement of the MSA which provides that every IDP should include a spatial development framework which must embody provision of basic guidelines for a land use management system for the municipality.

Thus, the proposed spatial development framework will effectively fulfil the role currently played by LDO's, but now explicitly and directly forming a part of the IDP of the Siyathemba Municipality.

d Principles and norms for spatial development framework:

1. Why spatial planning principles and norms?

The principle and norms for spatial planning collectively form a vision for contemporarily planning in the region as a whole. They contribute a single point of reference, and an overarching coherent set of policy guides to direct and steer land development, implementation of projects, planning and decision-making in all spheres of government including other public agencies that are either directly or indirectly involved in land use management so that the envisaged outcomes thereof are consistent with the provincial and national objectives. Therefore the principles and norms are to promote the normative based spatial planning first by the Development Facilitation Act (DFA).

2. Aim of the principle and norms:

The overall aim of the principles and norms is to achieve spatial planning outcomes that:

1. Restructure spatially inefficient settlements;
2. Promote the sustainable use of the land in the region;
3. Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalised areas;
4. Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and environment;
5. Stimulate economic development opportunities in rural and urban areas;
6. Accountable spatial planning, land use management and land development decision-making by all organs of state; maximum openness and transparency in decision-making; and
7. Guide the compilation of the spatial development framework component of the IDP.

e. Purpose

Within the context of the IDP, the primary purposes of a spatial development framework are to:

- a. Represent the spatial development goals of a local authority that result from an integrated consideration and sifting of the spatial implications of different sectoral issues;
- b. Enable local authorities to develop a broad framework that identifies the minimum public actions necessary to achieve the direction of their spatial plans;
- c. Have sufficient clarity to guide decision-makers in respect of development applications;
- d. Describe the existing and desired future spatial patterns that provide integrated, efficient and sustainable settlements;
- e. Ensure the social, economic and environmental sustainability; and
- f. Establish priorities in terms of public sector development and investment.

g. Spatial Development Framework for the Siyathemba Municipality

a. Purpose

In the light of the above discussion and giving the mandatory functions of the municipality, the main purpose of its spatial development framework is as follows:

- To provide the general direction that shall guide decision-making and action over a multi-year period;
- Creation of integrated and habitable towns and residential areas; to create a strategic framework for the formulation of an appropriate land use management system thereby
 - a. Informing the decision of development tribunals, housing departments and relevant development committees; and
 - b. Creating a framework of investment confidence that facilitates both public and private sector investment in the district ; and
 - c. To develop a framework of the municipality's budget and capital expenditure in order to indicate planned spending on projects that have been earmarked for implementation in the region.

b. Proposed spatial development framework for the region is as follows:

i. Integrated settlements and social developments

1. Settlement structure

The findings from this report show that the existing settlement structures in the district is based on a variety of factors such extensive commercial farming practice and colonialism. Because of the dispersed nature of these settlements, it is important that a network of viable centres is promoted to facilitate the provision of services to the whole population. This should also create better condition for both agricultural and industrial development and promote the development of other alternative sources of income, especially in the under-developed or marginalised areas within the district. In this regard, the following levels of settlements structures should be taken into account when developing an integrated spatial framework for the region.

2. Urban Centres:

These centres should be further developed as administrative centre of the region as we as regional centres of the municipal areas. They should be promoted through implementation of urban rehabilitation programmes, e.g. provision and maintenance of existing infrastructure and services to stimulate economic growth and employment opportunities in theses centres. We will also support and encourage municipalities to create wider pavements so as to facilitate pedestrian movements in towns.

3. Urban settlements

These towns have already some services and infrastructure and can be expected to grow over time. Their pattern of growth and change should be controlled ad properly managed through spatial planning or land zoning. This approach would facilitate provision of infrastructure in the areas which in turn will stimulate economic growth over time.

4. Rural Service/ Local Centres

These centres could complement to urban satellite towns in remote areas in order to distribute services more evenly in the district as well as promoting development of employment activities in these areas.

c. Commercial Development.

Having observed that there is a high commercial potential in our towns, we shall in our capacity as Siyathemba Municipality promote commercial development/ LED through the following integrated urban development programmes.

- Strengthening and enhancement of the economic base of the town in order to attract more investment thereto and offer more options for development in general. Therefore the programme will involve the following:
 - Rehabilitation of infrastructure
 - Release more commercial sites for greater utilization of presently under-utilized sites.
- Where practical and expedient, we shall provide or make a provision for higher floor area factors to offer more accommodation and options for business and possibilities for greater returns to development.

g. Integrated residential and social development

- a. We shall encourage the growth of local commercial centres in residential neighbourhoods to cater for the low-order, day-to-day needs of the residents through land zoning and provision of commercial sites and services in these areas.
- b. Provide adequate community assembly, medical and recreational facilities in towns and rural areas.
- c. Identify sites in collaboration with local municipalities to make provisions for strong and viable zones or land parcels where public assembly and compatible activities could be established.

h. Environment and Amenity

To promote sustainable environment in the region. The following environment programmes will be implemented in accordance with the framework of the IDP and relevant planning legislation:

- a. To return, strengthen or add to features, structures and design elements which enhance beauty, attractiveness and overall amenity in the environment of the region.
- b. Assist local municipalities in ensuring that relative proportions of physical development (e.g. buildings) are kept with desirable human scale.
- c. In all areas in towns, we shall also assist municipalities in encouraging high standards of cleanliness and ensure regular and efficient cleaning up and removal of refuse.
- d. Encourage in accordance with the MSA of 2000 and with all relevant enactments, on the creation, retention and proper maintenance of sites and structures of outstanding beauty and historic interest.
- e. In keeping with the need to preserve buildings and other features of historic significance as mentioned earlier in this report, the municipality together with local municipalities take all measures possible to ensure proper conservation and nurturing of any natural or man-made features/ structures within the district in terms of relevant legislation. In particular, we shall put into effect measures for conservation of building of architectural significance as laid down in the historic buildings regulation.
- f. Compile a register/ list of historic buildings/ sites which require to be conserved.

i. Environment impact assessment (EIA)

During the implementation of this IDP, we shall do everything within our power to ensure that no development shall be carried out within the boundaries of local plans unless an environmental impact assessment report has been made and submitted to and approved by the relevant local authority.

j. Tourism

- The development for tourism e.g. One-Stop centres along the N1 and N2 will be done way that the local population can benefit from employment such development is envisaged to generate. The proposed location of One - Stop centres is shown in the map below.
- A spatial framework plan for the Siyathemba Municipality will be prepared by the municipality in this financial year (2003/04). The plan will be used as a tool for protecting the totality of the environment and where appropriate, incorporate this with recreational, educational and cultural services to the public.

k. Industry and Agricultural

From the preceded status quo report of this plan, it is evident that industrial and agricultural sectors make a significant contribution to the local economy. In this respect, the municipal shall further promote these sectors through implementation of the following programmes:

a. Agriculture

- Upgrading and provision of infrastructure to make farms more accessible and stimulate the expected growth of this sector.
- To release more land for emerging farmers.

b. Industry

To encourage industrial investment in our region through maintenance and provision of infrastructure.

l. Railway

Rehabilitation of the existing railway stations is necessary for rationalisation, expansion and redevelopment of railway transportation facilities to adequately meet the present and medium to long term needs of this service.