

**CAPRICORN DISTRICT MUNICIPALITY
INTEGRATED WASTE MANAGEMENT PLAN**

DRAFT No.1

**LEPELLE-NKUMPI LOCAL MUNICIPALITY
INTEGRATED WASTE MANAGEMENT PLAN –
IMPLEMENTATION/ACTION PLAN REPORT
DRAFT NO.1**

Report No : 6950/7006/4/Z

APRIL 2005

DISTRIBUTION:

1 Copy	-	BVI Consulting
1 Copy		ALM
1 Copy		CDM
1 Copy	-	Zitholele Consulting

EXECUTIVE SUMMARY

BVI Consulting Engineers (BVI) has been appointed by the Capricorn District Municipality (CDM) for the development of an Integrated Waste Management Plan (IWMP) for each of the four local municipalities - Aganang, Blouberg, Lepelle Nkumpi and Molemole - which fall within the Capricorn District Municipality. The development of this IWMP is in line with the requirements of the Municipal Systems Act (MSA), Act 32 of 2000.

A phased approach was adopted in developing the Lepelle Nkumpi Local Municipality (L-NLM) IWMP. This report presents the implementation plan, which is the last phase in the development of the IWMP. Previous phases have included the following deliverables, which have been presented to L-NLM as well as CDM:

- Status Quo Report
- Feasibility Study report.

The Status Quo investigation identified that waste management aspects existing in L-NLM need improvement. Most of the waste aspects in L-NLM do not conform to legislative requirements. The feasibility study identified the need for the following waste management aspects/systems in L-NLM:

- Development of a Waste and Environmental Division Organizational Structure
- Initiation of public information and awareness creation systems
- Permitting and closure of Lebowakgomo A and B “landfill site”
- Permitting and development of two Medium size landfill sites
- Permitting and development of a Small size landfill site.
- Permitting and development of transfer stations
- Creation of Waste Management Clusters/Zones
- Outsourcing of the waste collection and transportation functions to MSPs/PPPs
- Formulation of a tariff structure and creation of a waste management service point database.
- Review of the current contract for waste collection and transportation
- Provision of the necessary waste storage containers to waste generators.
- Developing a waste minimization and prevention strategy

A plan for implementing these waste management aspects is included in this report. The estimated costs required for the implementation of these waste management aspects is presented as follows.

Periods	Human Resources	Capital Expenditure	Operational Costs	Contingency	Total	Net Present Value (NPV)
2005	-	-	R 150 000.00	R 22 500.00	R 172 500.00	R 172 500.00
2006	R 220 800.00	-	R 624 500.00	R 126 795.00	R 972 095.00	R 908 500.00
2007	R 430 672.00	R 2 250 000.00	R 209 405.00	R 433 511.55	R 3 323 588.55	R 2 902 950.96
2008	R 469 432.48	R 2 675 000.00	R 196 501.45	R 501 140.09	R 3 842 074.02	R 3 136 276.86
2009	R 511 681.40	R 1 205 000.00	R 139 107.50	R 254 068.00	R 1 947 857.24	R 1 486 010.96
2010	R 557 732.73	R 10 650 000.00	R 497 127.18	R 1 755 728.99	R 13 460 588.89	R 9 597 213.85
2011	R 998 370.51	R 20 995 000.00	R 8 730 868.62	R 4 608 635.87	R 35 332 875.01	R 23 543 786.50
2012	R 1 115 635.70	R 19 650 000.00	R 6 591 646.80	R 4 703 592.38	R 36 060 874.88	R 22 456 900.52
2013	R 1 216 042.92	-	R 11 233 812.50	R 1 867 478.31	R 14 317 333.73	R 8 332 818.58
2014	R 1 325 486.78	-	R 12 743 625.63	R 2 110 366.86	R 16 179 479.27	R 8 800 564.71
2015	R 1 444 780.60	-	R 14 461 516.83	R 2 385 944.61	R 18 292 242.04	R 9298 848.29
Total	R 8 290 635.12	R 57 425 000.00	R 55 578 111.51	R 18 769 761.99	R 143 901 508.61	R 72 536 958.00

The timing requirements for implementation of the waste management aspects listed above and others are presented as follows.

Activity description	Timing
Institutional development Appointment of Waste & Environmental Officer Registration of projects Permitting and rehabilitation of Lebowakgomo A and B landfill sites.	Short term
Infrastructure development Waste management and prevention strategies Public information and awareness creation.	Medium term
Operational requirements, adaptive management, feedback and continuous improvement:	Long term

LIST OF ACRONYMS

DBSA	Development Bank of South Africa
DPLG	Department of Provincial and Local Government
DEAT	Department of Environmental Affairs and Tourism
L-NLM	Lepelle-Nkumpi Local Municipality
DFEATE	Limpopo Department of Finance, Economic Affairs, Tourism and Environment
DWAF	Department of Water Affairs and Forestry
ECAA	Environmental Conservation Amendment Act (Act No. 50 of 2003)
ECA	Environmental Conservation Act (Act No. 73 of 1989)
EIA	Environmental Impact Assessment
EIAR	Environmental Impact Assessment Regulation
EIS	Environmental Impact Study
EMP	Environmental Management Plan
IDP	Integrated Development Plans
IEM	Integrated Environmental Management
IP&WM	Integrated Pollution and Waste Management
IWMA	Integrated Waste Management Approach
IWMP	Integrated Waste Management Plan
IWMP	Integrated Waste Management Policy
MIG	Municipal Infrastructure Grant
WC/Z	Waste Clusters/Zones
MoU	Memoranda of Understanding
MR	Minimum Requirements
NEMA	National Environmental Management Act (Act No. 107 of 1998)
NWA	National Water Act, 1998 (Act No. 36 of 1998)
NWMS	National Waste Management Strategy
SEA	Strategic Environmental Assessment
ALMWMSN&P	Aganang Local Municipality Waste Management Services Needs and Prioritization
WMH	Waste Management Hierarchy
SOP	Standard Operating Procedure
EPWP	Expanded Public Works Programme
CMIP	Consolidated Municipality Infrastructure Programme

PIG	Provincial Infrastructure Grant
WMP	Waste Management Plan
PPP	Public Private Partnerships
MSP	Municipal Service Partners
CDM	Capricorn District Municipality
ES	Equitable Shares
MSIG	Municipal System Improvement Grant
KSP	Knowledge Sharing Program
ISRDP	Integrated Sustainable Rural Development Program
PC	Project Consolidate
CBPWP	Community Based Public Works Program
MIU	Municipal Infrastructure Investment Unit
LED	Local Economic Development Fund
NT	National Treasury
MSIP	Municipal Systems Improvement Program
SALGA	South African Local Government Association
KPA	Key Performance Area

TABLE OF CONTENTS

SECTION	PAGE
1 INTRODUCTION.....	1
1.1 Purpose of Document.....	1
1.2 Background to the ALM IWMP.....	2
1.3 Summary of the Feasibility Study Recommendations	3
2 TIMING FOR IMPLEMENTATION.....	5
2.1 Short-Term	5
2.2 Medium Term	6
2.3 Long Term.....	7
3 POTENTIAL LIMITATION FOR IMPLEMENTING THE PLAN	7
3.1 Financial Constrains.....	7
3.2 Human Resources.....	8
4 IMPLEMENTATION INSTRUMENTS	8
4.1 Institutional Developments.....	9
4.1.1 Objectives of Local governments	9
4.1.2 Developmental duties of municipalities	9
4.1.3 Municipalities in co-operative government	9
4.1.4 Knowledge Sharing Programme	10
4.1.5 Project Consolidate.....	10
4.2 Legislative Requirements	12
4.2.1 Publication of municipal by-laws	13
4.3 Funding Mechanisms	13
4.3.1 Internal Sources.....	13
4.3.2 External Sources	17
4.3.3 Summary of funding sources and action plan.....	17
4.4 Mechanisms for Public Private Partnerships.....	18
4.5 Mechanism for Public Participation	18
4.5.1 Partnership and alliance-building	18
4.5.2 Democracy and Community Engagement.....	19
4.6 Other initiatives.....	19
5 IMPLEMENTATION PROCESS	19
5.1 Human Resources.....	20
5.2 Funding Requirements	21
5.3 Infrastructure Development	22
5.4 Public Private Partnership	23
5.5 Public Participation	24
6 KEY SUCCESS FACTORS.....	24
7 CONCLUSION	24
8 REFERENCES.....	24

LIST OF TABLES

Table 1 : Action/Implementation Plan time periods	2
Table 2 : Summary of the feasibility study recommendations for ALM	4
Table 3 : Financial requirements for ALM	7

Table 4 : Life Cycle Cost Assessment	1
--	---

Table 5: Hierarchy of applications for funds	
--	--

LIST OF FIGURES

Figure 1: ALM Waste Management Services Needs and Prioritisation Hierarchy	1
Figure 2 : Location of Disposal site and Transfer Station in ALM	3
Figure 3 : Timeframe for Short term implementation/action plan.....	5
Figure 4 : Timeframe for Medium term implementation/action plan	6
Figure 5 : Timeframe for Long term implementation/action plan.....	7
Figure 6 : Proposed Waste and Environment Management Structure for ALM	8
Figure 7 : PC targeted municipalities	12
Figure 8 : ISRDP nodes	16
Figure 9 : Capacitating Process	20
Figure 10 : Sourcing internal and external funds Process.....	21
Figure 11 : Infrastructure Development Process	22
Figure 12 : Public Private Partnerships Process	23
Figure 13 : Public Participation Process	24

LIST OF APPENDICES

Appendix A	Implementation Timeframes
Appendix B	MIG project registration forms

1 INTRODUCTION

1.1 Purpose of Document

This document, the Implementation/Action Plan, complements the previous phases of the Integrated Waste Management Plan (IWMP) for Lepelle-Nkumpi Local Municipality (L-NLM) that have been developed between December 2004 and March 2005, namely:

- Status Quo Investigations and
- Feasibility studies

These phased initiatives form part of the broader overall Integrated Waste Management Plan for Aganang Local Municipality as well as Capricorn District Municipality and adopt a holistic integrated approach to waste management. The Implementation/Action Plan addresses the short-term (high - medium), the medium-term (High – Low) as well as the long-term (medium – low) priority initiatives, which have been identified in the Feasibility Study for Lepelle-Nkumpi Local Municipality. A Waste Management Services Needs and Prioritisation Hierarchy (L-NLM WMSN&P) was developed for L-NLM during the feasibility study phase and is reproduced in Figure 1 and is aligned in terms of the time period in Table 1. This approach ensured that waste management services needs are identified and solutions are prioritised to allow for proper allocation of funds.

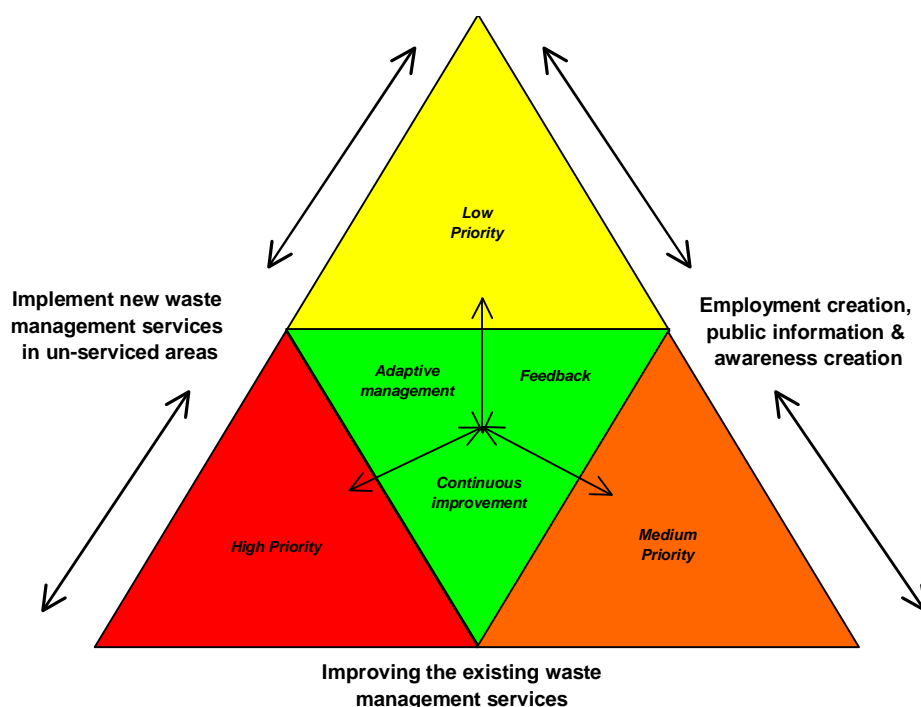


Figure 1: LN-LM Waste Management Services Needs and Prioritisation Hierarchy

Table 1 : Action/Implementation Plan time periods

Period	Description	Priority	Duration (Years)
Short-term	Improving existing waste management services	High – Medium	0 - 3
Medium-term	Implementing new waste management services and infrastructure	High – Low	3 - 6
Long-term	Public participation, public information and awareness creation	Medium – Low	6 - 10

The report covers the Implementation/Action Plans for all the periods, with a focus on the Municipal General Waste Systems. Although the Hazardous Waste, Mining Waste, Liquid Waste and Agricultural Waste were mentioned in the Status Quo and Feasibility Study Reports, they are not addressed in this study. Different projects will be initiated by the Provincial Environmental Departments to address issues relating to these waste streams.

1.2 Background to the ALM IWMP

In March 2003, Capricorn District Municipality (CDM) requested a proposal for consulting services to investigate Solid Waste Management, as required by the Municipal Systems Act (MSA), Act 32 of 2000.

BVI Consulting Engineers (BVI) were appointed by CDM for the completion of the study, as well as the development of an Integrated Waste Management Plan (IWMP) for each of the four local municipalities - Aganang, Blouberg, Lepelle Nkumpi and Molemole - which fall within the Capricorn District. The L-NLM IWMP comprises the following phases:

- **Phase I, the Inception phase**, was completed in February 2004. During this phase a Project Steering Committee (PSC) was established for the management of the project. The PSC consists of members of the Local and District Municipalities, the Limpopo Department of Health and Welfare, the Limpopo Department of Finance, Economic Affairs, Tourism and Environmental Affairs (DFEATE) and BVI Consulting Engineers.
- **Phase P, the Status Quo Investigation**, was completed in December 2004. During this stage local representatives were trained and appointed to conduct waste surveys within L-NLM. The data was collated and analysed, key problems and needs associated with waste management in L-NLM were identified and the findings were consolidated into a Status Quo Report. This report was workshopped with L-NLM officials in December 2004 to identify the needs and issues to be addressed in the strategy formulation phase.
- **Phase III, the feasibility study**, commenced immediately after the completion of the Status Quo Investigation and was completed in February 2005. The key issues identified during this phase were debated and a wide range of strategic options and scenarios were subsequently developed. The Draft Feasibility Report was compiled and workshopped with L-NLM officials on 10 March 2005. A workshop with the PSC was also conducted on 13 April 2005. The Draft Feasibility Report was approved by L-NLM during April/May 2005.

- **Phase IV, the Implementation Action Plan**, is covered in this document.

1.3 Summary of the Feasibility Study Recommendations

Table 2 summarises the feasibility study recommendations, and also provides the alignment between the action/implementation plan and the anticipated timeframes. Figure 2 indicates the position/location of the recommended infrastructure for L-NLM.

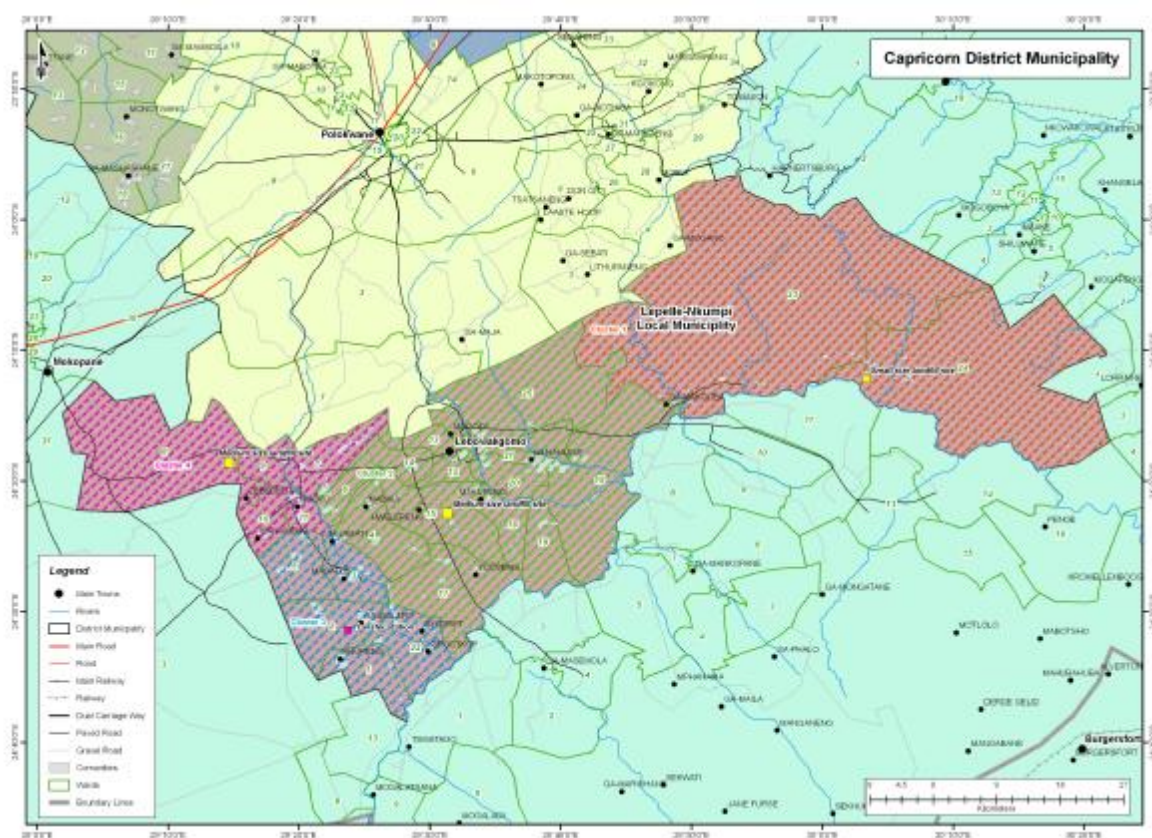


Figure 2 : Location of Disposal site and Transfer Station in L-NLM

Table 2 : Summary of the feasibility study recommendations for LN-LM

Waste management Services Needs	Description of recommended action	Period/Duration
Improving existing waste management services	<p>L-NLM IDP identifies waste management as a Key Performance Area, but there is no Waste Management Plan in place..</p> <p>Management and handling of Health Care Waste is not properly undertaken in ALM, but since the responsible authority is the Department of Health, addressing the situation is undertaken at provincial level. The role and responsibility of ALM is to provide support and assistance to the responsible authority.</p> <p>Two “landfill sites” existing in Lepelle Nkumpi namely, Lebowakgomo A & B. These sites are not permitted and are not operated in accordance with the Minimum Requirements. Hence their future should be confirmed with the relevant authorities and the necessary corrective processes undertaken. Two possibilities exist: Permit for closure or continue operation.</p> <p>Review of the current waste collection and transportation sub-contractors contract, and where necessary refine the contract.</p> <p>Development of a Waste and Environmental Organizational Structure and appointment of the relevant personnel.</p> <p>Review of the current tariff structure and updating the service point database.</p> <p>Figure 3 indicates the required timing for initiating the short-term implementation/action plan.</p>	0 - 3
Implementing new waste management services	<p>Initiation of litter picking in Lebowakgomo</p> <p>Create a database of all recyclers in L-NLM.</p> <p>L-NLM covers an area of 8 748 km², and the settlement patterns are scatters. This poses a challenge when implementing waste management services. The formation of Waste Clusters/Zones, comprising of different wards, is thus recommended. Four (4) Waste clusters/Zones have been recommended for L-NLM.</p> <p>The current and future estimated waste generation in ALM is 390.17 and 413.77 t/day respectively. The communities dispose of the waste at Lebowakgomo A and B “landfill site” and “own” dump systems. Lebowakgomo A and B “landfill site” are classified as GSB- and their capacity is not adequate to accommodate all waste generated in L-NLM. In light of this the following are recommended:(Ref Figure 2)</p> <ul style="list-style-type: none"> • Permitting and development of two Medium size landfill site • Permitting and development of transfer stations. One-(1) transfer stations is recommended for L-NLM. • Permitting and development of a Small size landfill site • Confirmation of waste management collection routes after the infrastructure development. <p>For a waste system to be sustainable waste generators should be identified and a service point database created. The service points should then be issued with temporary waste storage facilities before collection takes place. The following is recommended for L-NLM:</p> <ul style="list-style-type: none"> • Households – 85 litre bags • Schools and crèches, Hospitals, Business, Police stations, administration offices – 240 bins and bags • Establishment of a waste management tariff structure (i.e. different payments for services by waste generators) <p>Development of waste management, minimisation and prevention strategies, by encouraging and supporting entrepreneurial re-cycling and composting projects</p>	3 - 6

Waste management Services Needs	Description of recommended action	Period/Duration
	<p>Appointment of pay point operators</p> <p>Appointment of waste site and transfer sites operators</p> <p>Figure 4 indicates the required timing for initiating the Medium-term implementation/action plans.</p>	
Public information and awareness creation	<p>The successful implementation of any system depends on the buying and support of the consumers. Public information and awareness creation are instruments required to ensure buy-in and support by communities in L-NLM. The following are proposed:</p> <ul style="list-style-type: none"> Outsourcing of waste collection and transportation functions Ensure Environmental Impact Assessment and Public Participation for all infrastructural development in L-NLM. Initiate and encourage schools participation on environmental and waste aspects quiz. Participate in the National Cleanest town competition with support by CDM. Beginning with L-NLM cleanest Waste Cluster/Zone. Establish community waste and environmental forums, headed by WC/Z officials. Figure 5 indicates the required timing for initiating the Long-term implementation/action plans. 	6 - 10

2 TIMING FOR IMPLEMENTATION

2.1 Short-Term

The timing indicated in Figure 3 for short-term implementation/action plan is based on the assumption that:

- The Implementation plan is completed during May 2005
- Approval of this plan by LN-LM and CDM councils in June/July 2005
- Inclusion of the recommended short-term implementation plan into the 2005/2006 financial year of both L-NLM and CDM.

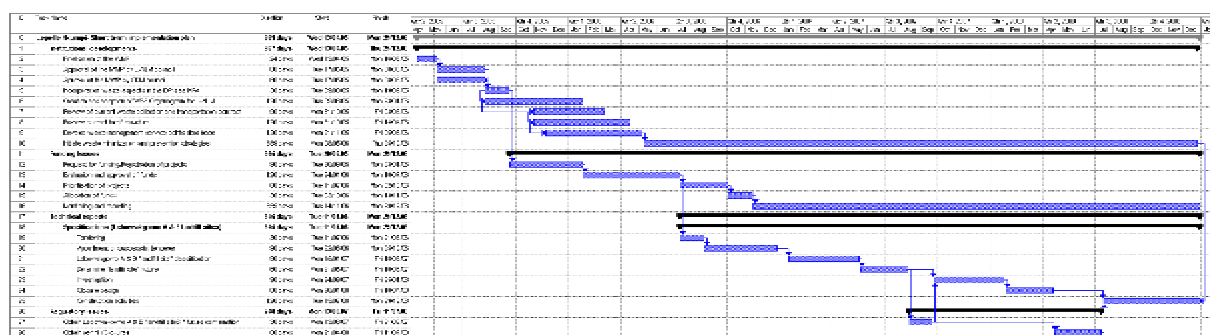


Figure 3 : Timeframe for Short term implementation/action plan

The timing indicated in Figure 4 for medium-term implementation/action plan is based on the assumption that:

- The authorities confirm the future of Lebowakomo A & B “landfill site” in September 2007, and L-NLM is instructed to apply for closure of the landfill and implementation of the proposed facilities.
- Inclusion of this recommended short-term implementation plan into the financial years of both L-NLM and CDM.
- A waste management service point database has been finalised.
- A tariff structure has been finalised and communicated to the waste generators.

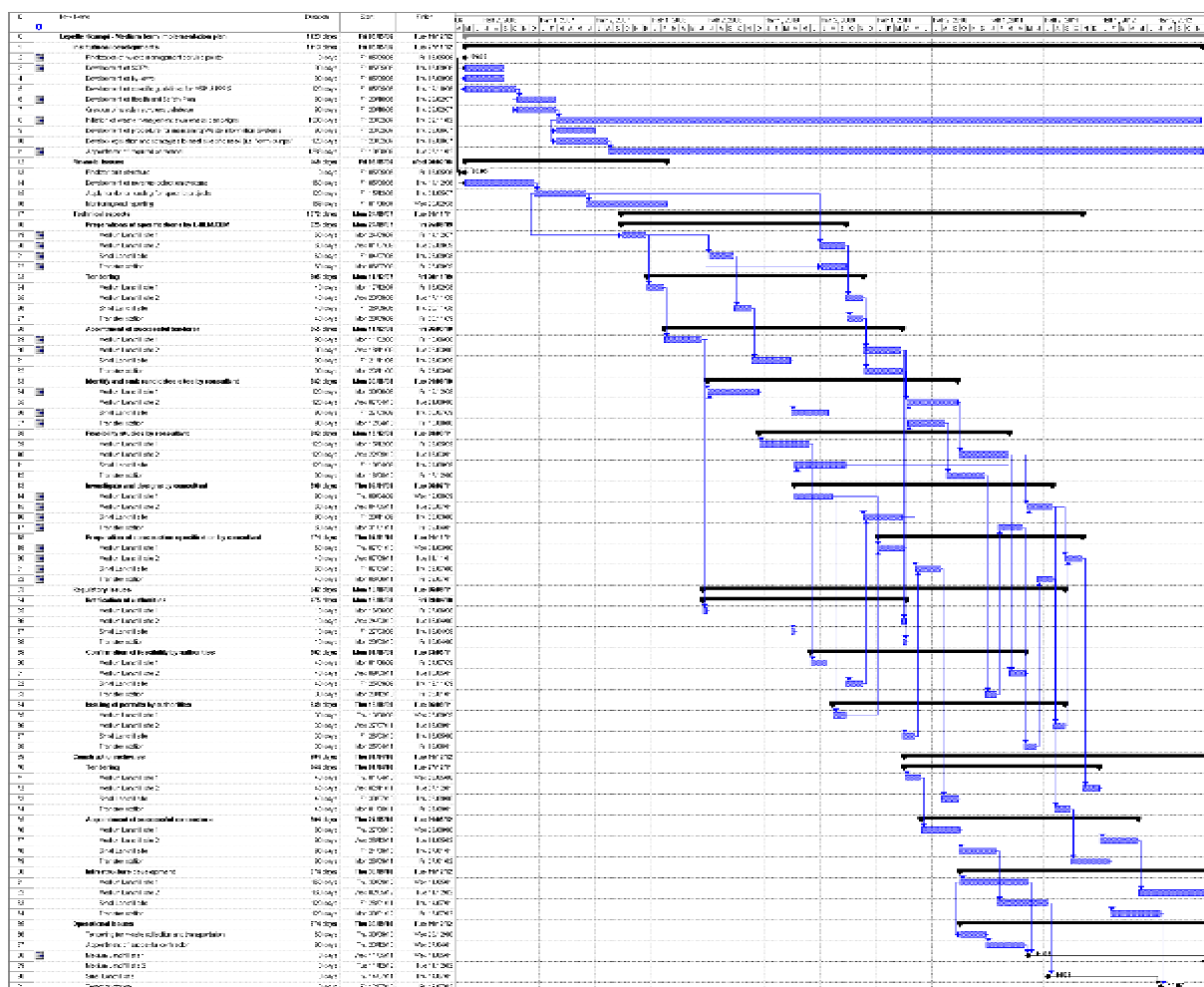


Figure 4 : Timeframe for Medium term implementation/action plan

2.3 Long Term

The timing indicated in Figure 5 for the long-term implementation/action plan is based on the assumption that:

- The proposed infrastructures are in construction phase and some have been developed already.
- Rehabilitation of Lebowakgomo A and B has been completed.
- Public information and awareness campaign has been completed
- Appointment of waste collection and transportation sub-contractors has been completed.
- Training programmes are in place.
- Institutional developments are in place.

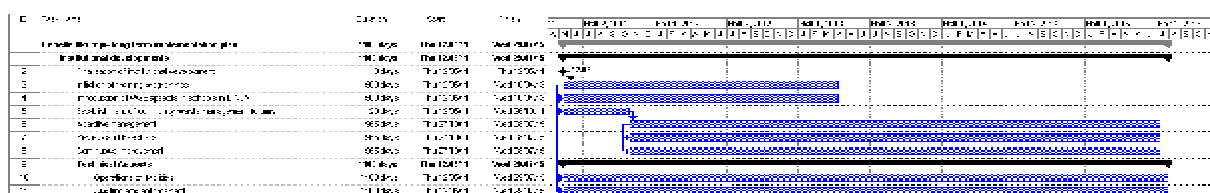


Figure 5 : Timeframe for Long term implementation/action plan

Copies of the timeframes are attached in **Appendix A**.

3 POTENTIAL LIMITATION FOR IMPLEMENTING THE PLAN

Financial constraints as well as human resources are the major potential limitations for implementing the plan in L-NLM. These are discussed in the sections below.

3.1 Financial Constrains

Currently LN-LM has limited or no funds for implementing the required/proposed waste management systems. The IDP does not indicate waste management as one of the Key Performance Areas. The required funds for implementing the required/proposed waste management systems are summarised in Table 3 and the anticipated life cycle costing (based on the timeframes above) in Table 4.

Table 3 : Financial requirements for L-NLM

Periods	Human Resources	Capital Expenditure	Operational Costs	Contingency	Total	Net Present Value (NPV)
2005	-	-	R 150 000.00	R 22 500.00	R 172 500.00	R 172 500.00
2006	R 220 800.00	-	R 624 500.00	R 126 795.00	R 972 095.00	R 908 500.00
2007	R 430 672.00	R 2 250 000.00	R 209 405.00	R 433 511.55	R 3 323 588.55	R 2 902 950.96
2008	R 469 432.48	R 2 675 000.00	R 196 501.45	R 501 140.09	R 3 842 074.02	R 3 136 276.86
2009	R 511 681.40	R 1 205 000.00	R 139 107.50	R 254 068.00	R 1 947 857.24	R 1 486 010.96
2010	R 557 732.73	R 10 650 000.00	R 497 127.18	R 1 755 728.99	R 13 460 588.89	R 9 597 213.85

Periods	Human Resources	Capital Expenditure	Operational Costs	Contingency	Total	Net Present Value (NPV)
2011	R 998 370.51	R 20 995 000.00	R 8 730 868.62	R 4 608 635.87	R 35 332 875.01	R 23 543 786.50
2012	R 1 115 635.70	R 19 650 000.00	R 6 591 646.80	R 4 703 592.38	R 36 060 874.88	R 22 456 900.52
2013	R 1 216 042.92	-	R 11 233 812.50	R 1 867 478.31	R 14 317 333.73	R 8 332 818.58
2014	R 1 325 486.78	-	R 12 743 625.63	R 2 110 366.86	R 16 179 479.27	R 8 800 564.71
2015	R 1 444 780.60	-	R 14 461 516.83	R 2 385 944.61	R 18 292 242.04	R 9298 848.29
Total	R 8 290 635.12	R 57 425 000.00	R 55 578 111.51	R 18 769 761.99	R 143 901 508.61	R 72 536 958.00

Potential financial sources applicable to L-NLM are discussed in **section 4**.

Table 4 : Life Cycle Cost Assessment

3.2 Human Resources

People are important resources to the successful implementation of any plan. No matter how good the plan is, if there are no human resources to implement it, the situation is similar to no plan. Currently in LN-LM, there is no dedicated team to address the waste management aspects. The feasibility study report (Leppelle Nkumpi Local Municipality – Integrated Waste Management Plan – Feasibility Report, Report No. 6950/6610/3/E, dated February 2005), identified the management structure as indicated in Figure 6 as appropriate for improving capacity in addressing the waste management aspects in L-NLM.

The first step in the implementation of this plan is to appoint a Waste and Environmental Management Officer, who will provide support and assistance to the Technical Manager (Ref. Figure 3 for timeframes). The Officer will then appoint the necessary supporting personnel depending on need and infrastructure development.

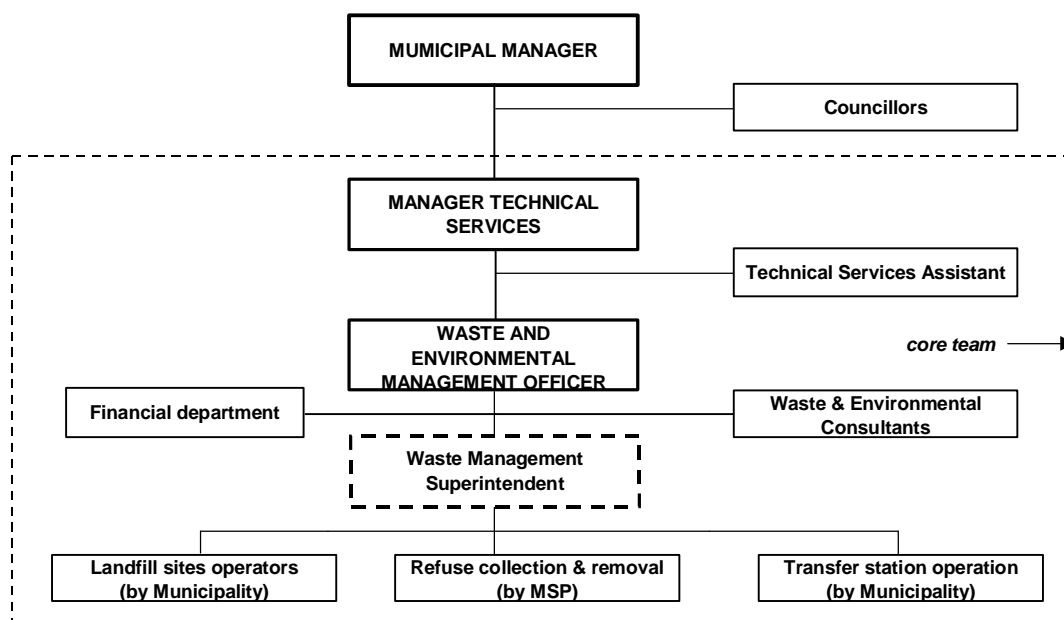


Figure 6 : Proposed Waste and Environment Management Structure for L-NLM

4 IMPLEMENTATION INSTRUMENTS

In order to ensure the successful implementation of the plan, the following implementation instruments are considered for L-NLM. These instruments were also considered during the development of the National Waste Management Strategy Action Plans, and it is imperative that they are also considered for the L-NLM IWMP and consist of:

- Institutional developments

- Legislative requirements
- Funding instruments
- Mechanisms for public participation and
- Mechanisms for public private partnerships

These implementation instruments constitute critical components of the implementation plan. Without appropriate institutional structures, effective legislation and enforcement, sufficient funding and effective mechanisms for public participation and partnerships, the implementation plan will not be translated from policy statements into meaningful action.

4.1 Institutional Developments

4.1.1 Objectives of Local governments

The objectives of local government are to:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community organisations in the matters of local government.

A municipality must strive, within its financial and administrative capacity, to achieve the set objectives.

4.1.2 Developmental duties of municipalities

A municipality must:

- Structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

4.1.3 Municipalities in co-operative government

The national government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

Draft national or provincial legislation that affects the status, institutions, powers or functions of local government must be published for public comment before it is introduced in Parliament or provincial legislature, in a manner that allows organised local government, municipalities and other interested persons an opportunity to make representations with regard to the draft legislation.

4.1.4 Knowledge Sharing Programme

The Knowledge Sharing Programme (KSP) is a joint initiative of the South African Local Government Association (SALGA) and the Department of Provincial and Local Government (DPLG).

The KSP focuses on building and developing two municipal networks – the District Learning Network and the Local Learning Network. A full programme is underway for each network, with the active participation and support of mayors, and senior leadership at political and administrative level, aimed at fostering learning, sharing knowledge and capacity building for local government.

Planned activities include workshops and seminars, email newsletters, research and comparative learning with research, benchmarks, peer reviews, placements, exchanges, coaching and mentoring.

4.1.5 Project Consolidate

On the 29th of October 2004, the Ministry and the Department of Provincial and Local Government launched Project Consolidate, a practical, hands-on programme of support and engagement for local government. The purpose of the program is aimed at revitalizing local government because the municipalities are best positioned to address the daily needs and challenges of the people.

The principal purpose of this initiative is to deepen the thrust and impact of existing policies and development programmes directed at local government, accelerate the removal of service delivery backlogs and facilitate the effective and efficient implementation of government programmes on social and economic transformation.

This two-year engagement programme allows national and provincial government, together with key partners in parastatals and the private sector, to find new, creative, practical and impact orientated modes of engaging, supporting and working with local government.

The primary focus of the targeted, hands-on engagement programme is on areas requiring immediate and direct action. 136 municipalities (**Figure 7**) in all nine provinces that will require this targeted additional support were identified. These 136 municipalities will benefit from teams of development professionals and specialists that will be deployed to assist them in addressing practical issues of service delivery and local governance.

After having consulted with primary stakeholders in provinces and local government, the preliminary identification led to the assembly of 29 high calibre people, known as Service Delivery Facilitators. They work in 25 Project Consolidate municipalities in Gauteng, Free State, Mpumalanga, Northern Cape, Limpopo, North West and the Western Cape. A motivating factor for the initial selection of 25

municipalities, is based on those provinces that have shown a high level of readiness to receive this hands-on programme of support.

There are two categories of Service Delivery Facilitators, namely those who will focus exclusively on particular municipalities and secondly those who are specialists in a particular field who will be prepared to go where they are required.

Service Delivery Facilitators are people with:

- *Technical skills* – referring to a specific expertise in the areas where intervention is required;
- *Problem-solving-skills* – referring to an individual's ability to analyse difficult situations or impasse and to craft solutions;
- *Interpersonal skills* – referring to the ability to work effectively with others; and
- *Organisational skills* – including the ability to communicate within an organization, knowledge of the local government political landscape, and possession of a network. People with these skills would help the intervention team get things done and avoid conflict within the organization.

Service Delivery Facilitators are charged with obtaining results through people and other resources. They will be responsible for managerial tasks such as:

- Recruiting an appropriate and effective intervention team;
- Providing clear direction and a framework for the intervention's activities;
- Keeping the vision of the intervention and/or support clear;
- Coordinating related and unrelated activities;
- Negotiating with stakeholders;
- Mediating conflicts;
- Identifying needed resources;
- Setting milestones;
- Managing the financial resources dedicated to the intervention;
- Keeping work on track; and
- Ensuring that the intervention goals are delivered on time and with the desired impact.

In other words, these employees will go to these municipalities to establish the root causes of the service delivery and performance challenges of these municipalities. They will then assist in mobilizing resources both from within and outside the local government to ensure that these root causes are effectively addressed. In instances where plans have already been developed to address these challenges, it is the aim of Project Consolidate to mobilize the appropriate resources to

accelerate the execution of these plans. In other instances where these plans do not exist, the Service Delivery Facilitators will assist in developing appropriate plans to ensure their effective execution.

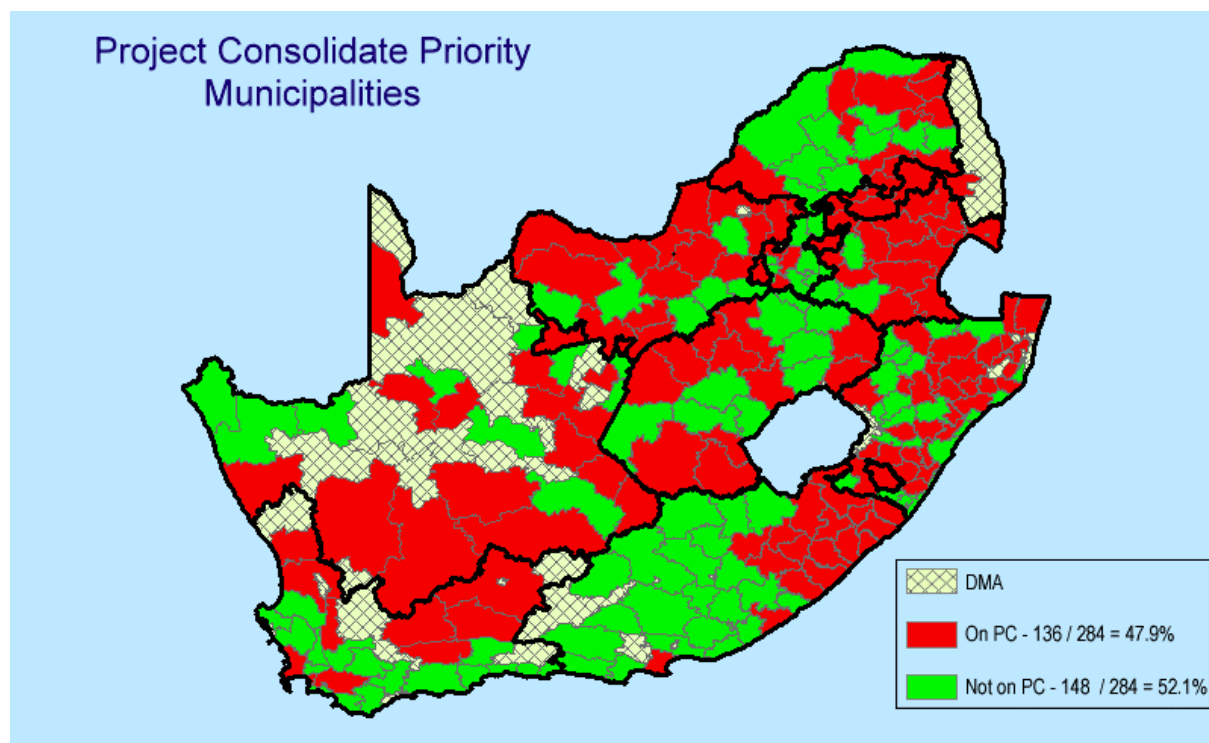


Figure 7 : PC targeted municipalities

4.2 Legislative Requirements

Municipalities have legislative and executive authority over the following matters relating to the management of waste:

- Air pollution;
- Cemeteries;
- Cleaning;
- Control of public nuisances;
- Municipal parks and recreation;
- Municipal planning;
- Refuse removal, refuse dumps and solid waste disposal; and
- Sanitation services limited to domestic wastewater and sewage disposal systems.

A district council, transitional local council or rural council has in terms of section 10D of the Local Government Transition Act (Act 209 of 1993), the powers and duties assigned or delegated to it by

proclamation or delegated by law. According to section 20 of the Health Act (Act 63 of 1977) every local authority must take the necessary and reasonably practicable measures inter alia for the following:

- To maintain its district at all times in a hygienic and clean condition,
- To prevent the occurrence within its district of any nuisance, (a nuisance is for example a stream, pool, marsh, ditch, gutter or watercourse which is in such a state to be injurious or dangerous to health),
- To prevent the occurrence within its district of any unhygienic condition,
- To prevent the occurrence within its district of any offensive condition,
- To prevent the occurrence within its district of any condition which will or could be harmful or dangerous to the health of any person within its district or the district of any other local authority,
- To prevent the pollution of water intended for the use of the inhabitants of its district

Section 27 authorises a local authority to serve a written notice to a person calling upon him or her to remedy a condition within the period specified in the notice if the local authority is of the opinion that a condition has arisen in its district which is of such a nature as to be offensive or a danger to health. If the person fails to comply therewith, the local authority may enter the dwelling or premises and take all the steps that are necessary to remedy the condition and may recover the cost thereof from the owner or occupier of the dwelling or premises.

4.2.1 Publication of municipal by-laws

- A municipal by-law may be enforced only after it has been published in the official gazette of the relevant province.
- A provincial official gazette must publish a municipal by-law upon request by the municipality.
- Municipal by-laws must be accessible to the public

4.3 Funding Mechanisms

4.3.1 Internal Sources

In order to ensure sustainable service delivery at local municipalities, the South African National Government, through the Department of Provincial and Local government has developed the following programmes to ensure capacity building and infrastructure development at local level, namely:

- Municipal Infrastructure Grant
- Development Fund, and
- Integrated Sustainable Rural Development Programme

These programmes are the principal possible sources of funds for capacity building and infrastructure development at local level. Details of these programmes are discussed as follows.

Municipal Infrastructure Grant (MIG)

The MIG gives effect to earlier Cabinet decisions and policy positions on the establishment of a single consolidated funding mechanism to support municipal infrastructure. The MIG has been set up to merge the following funding programmes in a phased manner commencing in 2004/05:

- Consolidated Municipal Infrastructure Programme, in support of internal bulk, connector infrastructure and community facilities to poor households;
- Water Service Capital Fund, in support of bulk, connector and internal infrastructure for water services at a basic level;
- Community based Expanded Public Works Programme, in support of the creation of community assets in rural, historically disadvantaged communities;
- Local Economic Development Fund, in support of planning, and implementation of job creation and poverty alleviation;
- Building support for Sport and Recreation Programmes to sustain sport and recreation facilities within disadvantaged communities; and
- Electrification funding in support of addressing the electrification backlog of permanently occupied residential dwellings that are situated in historically under-supplied areas.

The MIG is a new infrastructure transfer mechanism and is geared to making the system of transfers to municipalities simpler, more certain and direct. Its conditions are more flexible, designed to support the capital budgets of municipalities and to facilitate integrated development planning. The MIG will not fund specific projects, but is designed to complement the capital budgets of municipalities (similar to the provincial infrastructure grant). Reporting on spending will therefore be on the entire capital budget of municipalities, which also has to ensure that there are sufficient operational budgets in the future to fund such capital expenditure. Individual national line departments will continue to lead the monitoring and support of implementation in their specific functions and priorities. The MIG project registration form is attached in **Appendix B**.

Provincial Infrastructure Grant (PIG)

The purpose of the PIG is:

- To help accelerate construction, maintenance and rehabilitation of new and existing infrastructure in education, roads, health and agriculture and

- To gradually increase the labour-intensive nature of certain specific types of projects over the next five years.

Development Bank of South Africa (DBSA)

Established in 1983 by the government of the Republic of South Africa, the DBSA is one of five existing development finance institutions in South Africa and has a mandate to accelerate sustainable socio-economic development in the region by funding physical, social and economic infrastructure. In doing so, the DBSA endorses and promotes human resource development and institutional capacity building.

The DBSA finances and sponsors programmes and projects formulated to address the social, economic and environmental needs of the people of Southern Africa in improving their quality of life. The Bank adheres to the principles of sustainable development.

A recent transformation at the Bank saw the institution moving away from being solely focused on development finance and becoming a key national development institution having a threefold role as *financier, advisor and partner*.

Government, the private sector and civil society recognise that capacity constraints represent the biggest obstacle to service delivery by municipalities. The Development Bank of Southern Africa has responded to this challenge by establishing the **Development Fund**, a section 21 company under the Companies Act, No. 61 of 1973. It was incorporated in December 2001 to address sustainable capacity building at municipal level, and to support municipalities in enhancing service delivery and local economic development.

Core Business of the Development Fund is to maximise the impact of development finance by mobilising and providing grant funding to address human, institutional and financial constraints on rural and urban development, thereby promoting efficient and effective service delivery and local economic development. This is done through a mix of products and services, including:

- **Funds:** Capacity building funding through grants, development credits and other financial instruments;
- **Expertise:** Consulting and advisory services for institutional and human capacity building to ensure that basic services are delivered to disadvantaged communities; and
- **Development** facilitation: Ongoing technical support and sharing of knowledge to ensure that clients gain the necessary skills / knowledge to deliver their services effectively.

The Integrated Sustainable Rural Development Strategy

The Integrated Sustainable Rural Development Strategy (ISRDS) was announced by President Mbeki in February 2001, during the State of the Nation Address. Since then the ISRDS has been transformed into an implementable programme. The aim of this programme is articulated as being:

"to conduct a sustained campaign against rural and urban poverty and underdevelopment, bringing in the resources of all three spheres of government in a coordinated manner" the dplg is the national coordinating institution for the ISRDP and has overall responsibility. Cabinet appointed the Independent Development Trust (IDT) to provide support services to the programme"

The core principles of the ISRDP are to:

- Promote participatory development in an integrated manner by ensuring that, where appropriate, decision-making involves local communities and all three spheres of government;
- Promote co-operative governance across all three spheres of government;
- Promote the values of the Constitution and the principles of Batho Pele;
- Integrate various governmental rural development initiatives;
- Develop the capacity of local government to effectively implement the ISRDP;
- Adhere to the principles of good governance and the Public Finance Management Act (PFMA);
- Target the rural poor, women, youth and the disabled in particular

The nodes pronounced in 2001 for the ISRDP are indicated in Figure 8. The CDM area is **not** one of these nodes.

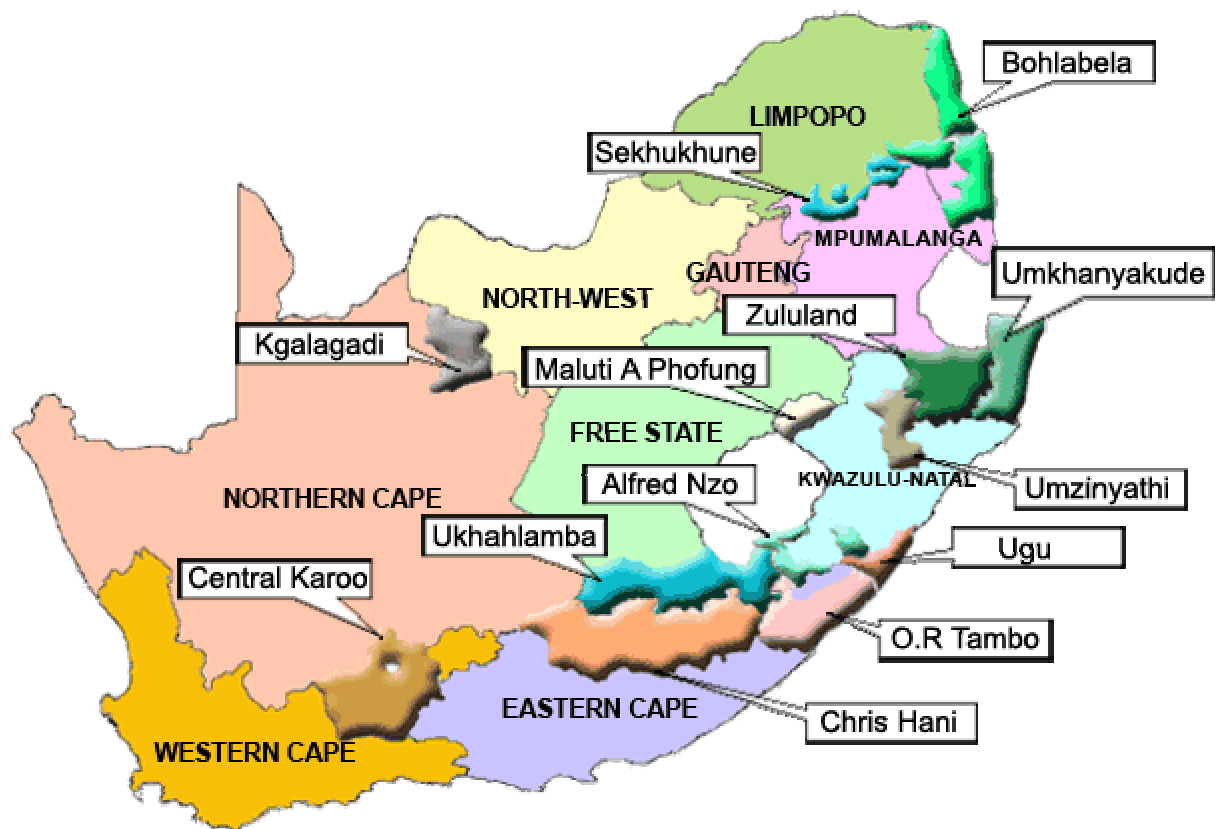


Figure 8 : ISRDP nodes

4.3.2 External Sources

In order for municipalities to obtain these funds, they need to apply for funding.

South African National Lottery

Social Responsibility is an integral, essential and indivisible part of the successful operation of any major lottery.

From the first day, an understanding of the importance of social responsibility issues and how to manage them were among the core skills transferred to Uthingo. Social responsibility means:

- ***Responsible Lottery Operation*** – the responsibility to protect players, advise and support winners, operate the National Lottery with transparency, fairness, integrity, efficiency, care and commitment.
- ***Responsible Revenue*** Generation and Delivery – the responsibility to the Government and the public to guarantee the continued delivery of revenue necessary for the implementation of NLDTF programmes.
- ***Responsible Business Practices*** – the responsibility to exemplify the best of private enterprise practices while meeting both business objectives and Government policy objectives – literally "doing well while doing good".
- ***Responsible Impact Assessment*** – the responsibility, as part of the overall gaming market, to acknowledge the problems that gambling can cause in society and to take a lead in assisting Government with research, funding, self-help and intervention resources.

Other External donors

Other external donors are:

- Private sector
- International donors and governments
- NGOs

4.3.3 Summary of funding sources and action plan

Table 5 presents the hierarchy of applications for funds from different sources. MIG and PIG programmes are the main sources of funds available for local government infrastructure development.

Table 5 : Hierarchy of applications for funds

Potential Funders	Sources	Priority
Internal	MIG	High
	PIG	High
	DBSA	Medium
	ISRDP	Low
External sources	International donors	High
	National Lottery	Low

4.4 Mechanisms for Public Private Partnerships

The Municipal Infrastructure Investment Unit (MIIU) is conceived as a five-year intervention to develop a market for technical assistance for project preparation in the sphere of municipal infrastructure and services. Its scope of activities include:

- Provision of grant funding to local authorities on a cost sharing basis to hire expertise for project preparation assistance from the private sector (up to the Request For Proposals, evaluation, negotiation or initial implementation stages);
- Assistance to local authorities in the process of hiring private sector consultants;
- Assistance to local authorities with the management of contracts with the private sector;
- Marketing and publicity of the MIIU's services.

These activities will be undertaken with local authorities that are developing project proposals involving private sector investment. The investments can take any of a broad range of forms, including, but not exclusively:

- Private sector financing of municipal debt.
- Contracting out of the management of ongoing services.
- Concessions to operate the local authority's assets over a defined period.
- Contracts requiring the private sector to Design, Build, Finance and Operate assets to deliver services to the local authority.
- Privatisation of assets and services.

4.5 Mechanism for Public Participation

4.5.1 Partnership and alliance-building

This refers to the ability of a council to bring organisations together to develop a collective and collaborative capacity in order to initiate and implement policies and practice that benefit the whole community. This includes meeting the constitutional imperative of "co-operative governance" with other spheres of government.

4.5.2 Democracy and Community Engagement

Deepening democracy

This refers to an understanding of the relationships that needs to be built with the public and all sections of the community in order to ensure that their interests are paramount.

Customer and resident focus

This refers to the council's outward focus on customer and citizen needs and their access to services. It also refers to the necessary political and management structures, resource allocation and systems and processes that exist to service customers and residents.

Communication

Good and accessible communication with residents and customers, and encouraging feedback, is a vital function of a successful municipality.

Consultation and Participation

Creating specific and meaningful opportunities to listen to the views of communities, stakeholders and partners is a vital aspect of developmental local government. Consultation and participation provide an opportunity for the council to improve its performance by responding to the needs and interests of communities and where appropriate involving them more actively in decision-making, service improvement and budget planning.

4.6 Other initiatives

The Department of Environmental Affairs and Tourism has initiated the following projects, which may have a direct/indirect impact on this plan.

- Handover and implementation of the ECA 20 waste permitting function from DWAF to DEAT.
- Development of a Waste Information System
- Development of a guideline document for IWMP at District and Local level, and
- Development of a guideline document on Waste Collection Minimum Standards

5 IMPLEMENTATION PROCESS

The following specific implementation instrument activities are envisaged and are illustrated in figures 9 to 13.

5.1 Human Resources

Figure 9 provides the envisaged process for capacitating the Waste and Environmental Management Division in L-NLM.

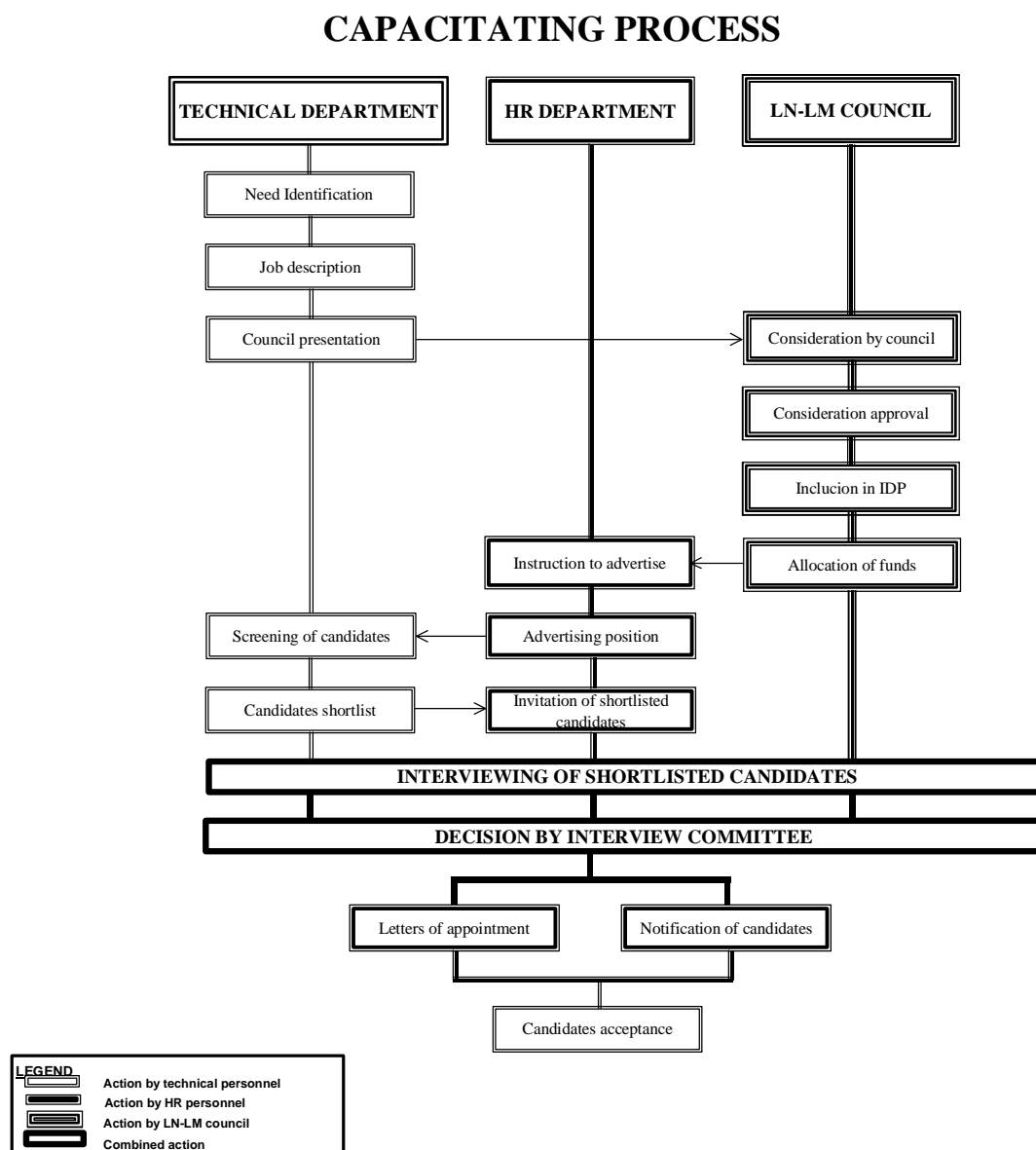


Figure 9 : Capacitating Process

5.2 Funding Requirements

Figure 10 provides the envisaged process for the application of external funds and the allocation of internal funds in L-NLM.

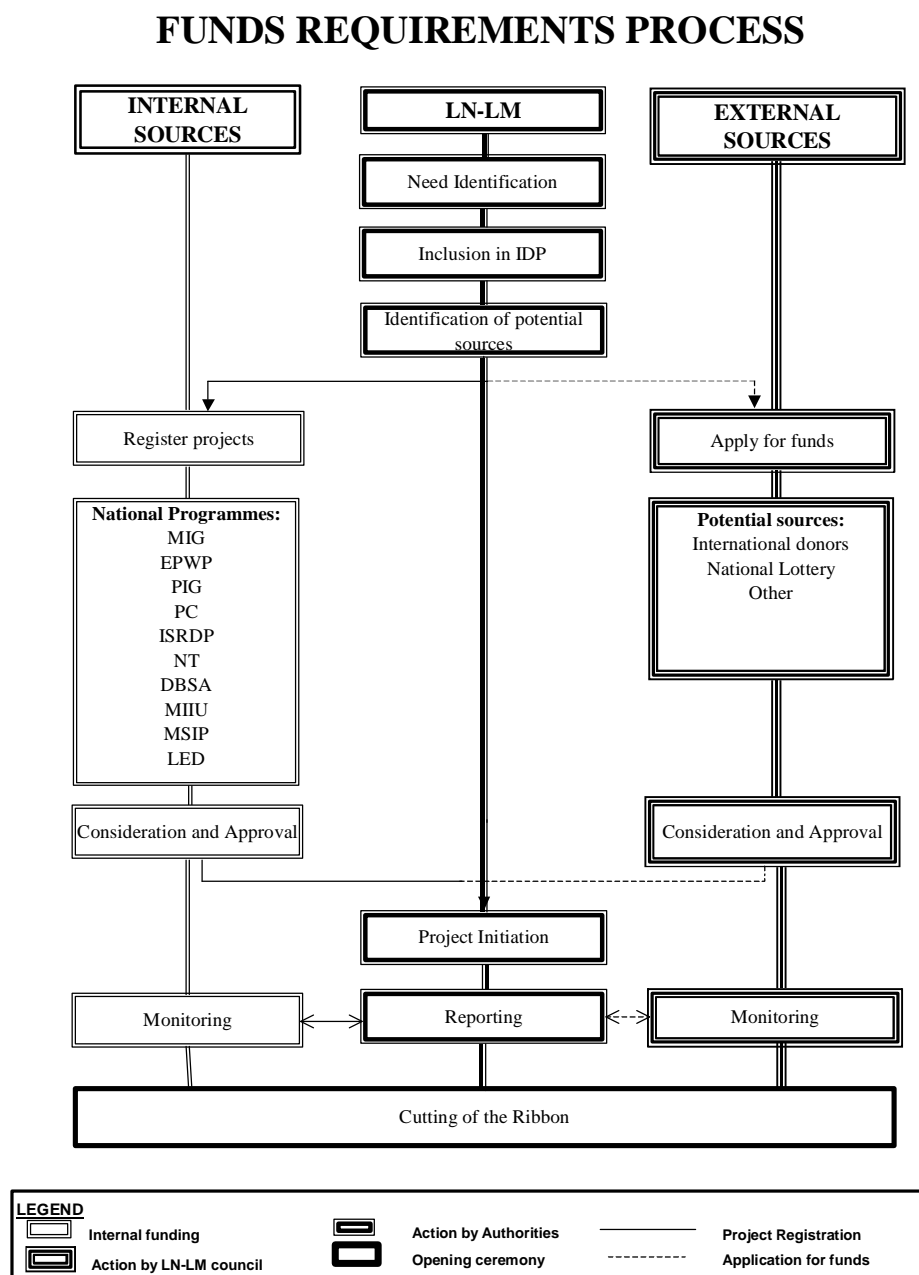


Figure 10 : Sourcing internal and external funds Process

5.3 Infrastructure Development

Figure 11 provides the envisaged process for Infrastructure development in L-NLM.

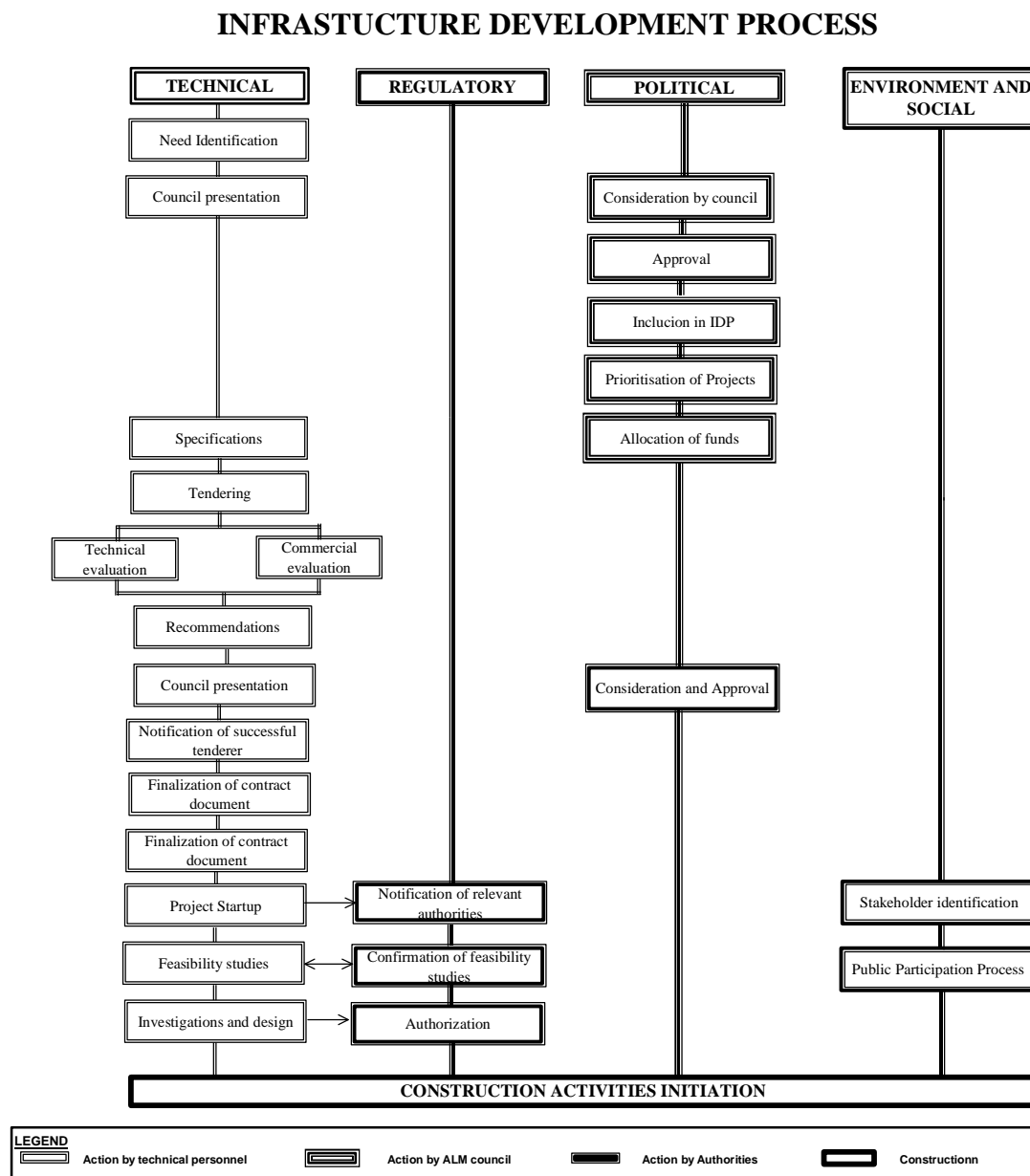


Figure 11 : Infrastructure Development Process

5.4 Public Private Partnership

Figure 12 provides the envisaged process for public participation and partnerships in L-NLM.

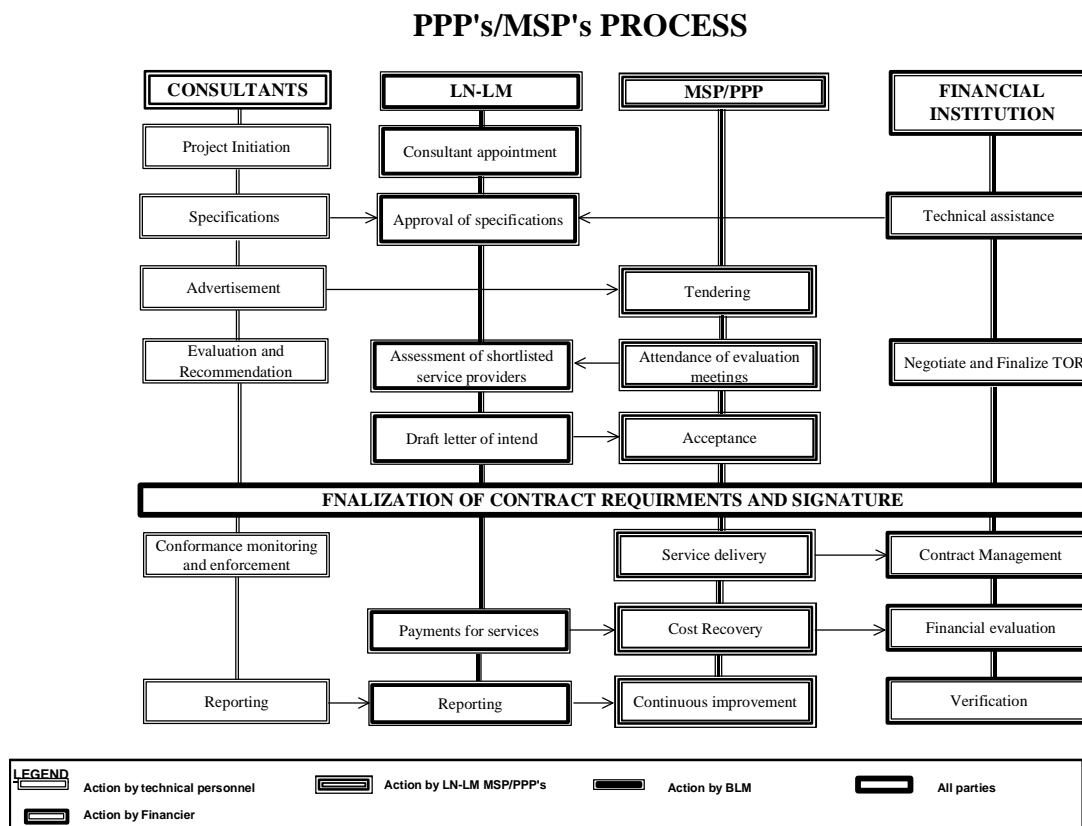


Figure 12 : Public Private Partnerships Process

5.5 Public Participation

Figure 13 provides the envisaged process for public participation and partnerships in L-NLM.

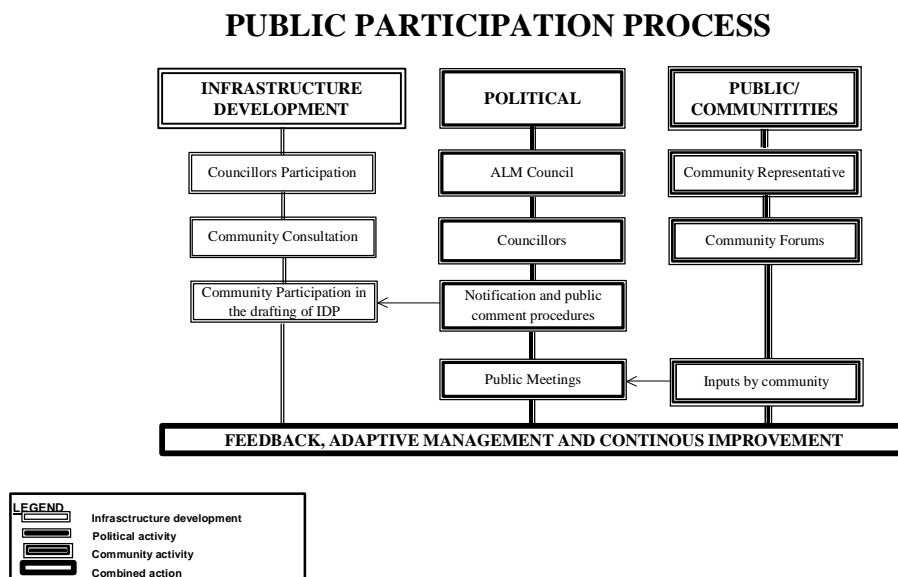


Figure 13 : Public Participation Process

6 KEY SUCCESS FACTORS

The successful implementation of the implementation plan will depend on the following:

- Intergovernmental co-operation and collaboration between L-NLM and CDM.
- Inclusion of the identified projects in the IDPs for both L-NLM and CDM for the duration of the plan,
- Registration of the projects with the relevant national or provincial programmes to secure grants.
- Appointment of the relevant personnel

7 CONCLUSION

For the successful implementation of waste management aspects in L-NLM, the activities listed in this plan should be initiated and monitored.

8 REFERENCES

1. BVI Consulting: Lepelle Nkumpi Local Municipality Status Quo Report, December 2004
2. BVI Consulting Engineers: Lepelle Nkumpi Local Municipality – Integrated Waste Management Plan – Feasibility Report, Report No. 6950/6610/3/E, February 2005

3. DEAT: National Waste Management Strategies and Action Plan for South Africa – Action Plans Development Phases, Version D, November 1999.
4. www.gov.za/aboutgovt/locgovt/index.htm

APPENDIX A
(IMPLEMENTATION TIME FRAMES)

APPENDIX B
(MIG PROJECT REGISTRATION FORM)