

**Lejweleputswa
District
Municipality**

Draft Integrated Development Plan 2009-10

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CHAPTER 1

EXECUTIVE SUMMARY

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1.1. Executive Summary

Lejweleputswa District Municipality has been established in terms of section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998 and was published in the Provincial Gazette No 109 dated 28 September 2000 and came into being on 06 December 2000.

The district is one of the five district municipalities in the Free State. The other four are Motheo which is located in south east; Thabo Mofutsanyana in the north east; Fezile Dabi in the north as well as Xhariep in the south east.


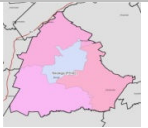



The area of jurisdiction of Lejweleputswa District Municipality includes the following five municipalities:

- Masilonyana
- Tokologo
- Tswelopele
- Matjhabeng
- Nala



Map 1 - Lejweleputswa District

The following maps indicate spatial locations of each of the municipalities and can be compared to map 1 as shown above.

				
Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala
<ul style="list-style-type: none"> • Theunissen • Verkeerdevlei • Brandfort • Soutpan • Winburg 	<ul style="list-style-type: none"> • Dealesville • Boshof • Hertzogville 	<ul style="list-style-type: none"> • Bultfontein • Hoopstad 	<ul style="list-style-type: none"> • Welkom • Ventersburg • Hennenman • Virginia • Allanridge • Odendaalsrus 	<ul style="list-style-type: none"> • Bothaville • Wesselsbron

1.2. Population size

Municipal Code	Municipality	Persons		Households	
		Census 2001	CS 2007	Census 2001	CS 2007
FS 181	Masilonyana	64 409	80 094	17 064	27 245
FS 182	Tokologo	32 455	21 323	8 847	7 477
FS 183	Tswelopele	53 714	40 617	12 430	12 623
FS 184	Matjhabeng	408 170	405 031	120 289	131 622
FS 185	Nala	98 264	92 586	25 839	23 424
DC 18	Lejweleputswa	657 012	639 651	184 469	202 391

Community survey, 2007

1.3. Dominant economic potential of the district municipality

Table 1.3.1: The relative contribution of each municipality per sector in the Lejweleputswa District, 2004

Municipality	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Services
Tokologo	6.3	0.2	1.4	1.5	1.9	0.9	1.0	1.2	2.1
Tswelopele	39.9	0.0	3.7	4.6	1.4	3.7	3.7	4.2	5.2
Nala	25.7	1.3	6.6	8.1	11.8	8.8	11.4	5.2	9.3
Matjhabeng	17.6	79.6	84.8	77.1	75.9	81.7	79.2	84.7	76.1
Masilonyana	10.5	18.9	3.5	8.7	9.0	4.8	4.7	4.7	7.3

LDM GDS, 2007

Matjhabeng Local Municipality dominates in respect of the economic position of the District. Cumulatively, around 72% of the district's economic output is generated in Matjhabeng. Masilonyana comes second with around 10.8% of its contribution to the economy of the District. It must however be indicated that there was general decline in the economic contribution of the two municipalities over a period due to the decline in mining activities.

The following sectoral contribution to the district economy should be noted:

- +98% of mining takes place in Matjhabeng and Masilonyana
- +65% of agricultural output in the District comes from Tswelopele and Nala.
- Nearly 85% of all manufacturing output is produced in Matjhabeng. Noteworthy is the fact that Nala contributes 6% of output in this sector.
- The contributions of Nala in respect of Construction (11.8%), Transport (11.4%), Electricity (8.1%), and Trade (8.8%) should also be acknowledged.

Lejweleputswa District Municipality's Growth and Development Strategy, 2007

1.4. State of municipal development

1.4.1. Employment

Employment profile for Lejweleputswa District Municipality, 1996 and 2004								
District	Formal employment				Informal employment			
	1996		2004		1996		2004	
Lejweleputswa	Number	%	Number	%	Number	%	Number	%
	229 954	36.7	164 390	28.1	11359	20.7	20 503	20.0

Lejweleputswa District Municipality's Growth and Development Strategy, 2007

1.4.2. Unemployment profile

District	1996			2004		
	People unemployed	% of total people unemployed	Unemployment rate (%)	People unemployed	% of total people unemployed	Unemployment rate (%)
Lejweleputswa	82654	100.0	27.2	156 568	100.0	38.8

Lejweleputswa District Municipality's Growth and Development Strategy, 2007

1.4.3. Poverty profile

District	1996			2004		
	People living in poverty	% of people living in poverty in FS	% of people living In poverty of total population	People living in poverty	% of people living in poverty in FS	% of people living In poverty of total population
Lejweleputswa	260 183	24.5	34.9	448 163	26.8	56.1

Lejweleputswa District Municipality's Growth and Development Strategy, 2007

1.5. Capacity building

Given the nature of work that the district municipality has to perform, there is a capacity gap because main responsibilities that the municipality should be assuming are in terms of providing necessary skills.

1.6. IDP formulation process

1.6.1. Framework and process plan development.

The integrated development planning process was an interactive and participatory process, which was informed by the involvement of a number of stakeholders. In terms of Section 28(1) of the Municipal Systems Act (Act 32 of 2000), the Municipal Council needed to adopt a process set out in writing to guide the planning, drafting, adoption and review of their Integrated Development Plan (IDP). This written document on the IDP Process is the Process Plan that fulfilled the function of a business plan or an operational plan for the IDP Process.

According to the guidelines of the IDP Guide-pack 2001, produced by the Department of Provincial and Local Government (DPLG) supported by the German Technical Co-operation (GTZ), the following issues should be addressed in the Process Plan:

- Distribution of Roles and Responsibilities
- Organizational Arrangements
- Mechanisms and Procedures for Community and Stakeholder Participation
- Action Programme with Timeframe and Resource Requirements
- Mechanisms and Procedures for Alignment
- National and Provincial Binding Legislation and Planning Requirements
- Budget for the Planning Process

The following information contains an adopted process plan timelines for Lejweleputswa District Municipality:

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LEJWELEPUTSWA DISTRICT MUNICIPALITY

KEY DEADLINES-PREPARATION, TABLING & APPROVAL OF IDP 2009/2010

ACTION	RESPONSIBILITY	ACTION DATE
1 Development of the IDP and budget review time frames for 2009/10 financial year.	Office of the Municipal Manager	04 August 2008
2 IDP to be reviewed	MM and Executive Mayor	01 August 2008 to 28 February 2009
3 Formation of IDP committees	Municipal Manager and s57 Managers	August 08
4 District wide workshop on framework and process plan development	District IDP Manager, Local IDP Managers	August 08
5 Submission of both the Framework and Process plans to MAYCO discussion and recommendation	Office of the Municipal Manager	August 2008
6 Submission of the Framework and Process plans for adoption by Council	Office of the Municipal Manager	August 2008
7 IDP Rep Forum meeting to present the process plan and IDP progress report	Executive Mayor, Municipal Manager and MMC LED & Planning	4 September 2008
8 Start community consultation process to ensure public participation	Executive Mayor and MM, etc	06 OCT 2008 to 18 Dec 2008
9 IDP Steering Committee quarterly performance review- Municipal SDBIP	Municipal Manager and s57 Managers	16 October 2008
10 Review key objectives, strategies and projects	Office of the Municipal Manager and IDP Steering Com	November 2008
11 Prioritization of reviewed project list for 2008/9 from the baseline IDP	November 2008	07 December 2008
12 Preparation of a summary of available funds from: Internal funds, e.g. CDF and External funding ,e.g. FM grant	CFO and Budget Control Officer	November 2008

13	<i>IDP draft report presentation to Steering Committee.</i>	<i>IDP Manager and Municipal Manager</i>	<i>January 2009</i>
14	<i>IDP draft report presentation to IDP Representative Forum.</i>	<i>Executive Mayor, Municipal Manager and MMC LED & Planning</i>	<i>February 2009</i>
15	<i>Submission of draft IDP to MAYCO for final inputs and recommendations</i>	<i>MM</i>	<i>February 2009</i>
16	<i>IDP Steering Committee quarterly performance review- Municipal SDBIP</i>	<i>Municipal Manager and s57 Managers</i>	<i>February 2009</i>
17	<i>Submission of the draft IDP to Council for adoption as the first draft report</i>	<i>MM</i>	<i>March 2009</i>
18	<i>Submit draft copies of IDP Provincial Departments(LG&H, Premier, Treasury)</i>	<i>MM</i>	<i>April 2009</i>
19	<i>IDP Steering Committee quarterly performance review- Municipal SDBIP</i>	<i>Municipal Manager and s57 Managers</i>	<i>April 2009</i>
20	<i>Attending and contributing towards finalization of the draft IDP through provincial IDP hearings.</i>	<i>MM, CFO, Budget Control Office & Political Offices</i>	<i>April-May 2009</i>
21	<i>Mayoral Committee discusses and finalize the 2009/2010 IDP</i>	<i>MM</i>	<i>May 2009</i>
22	<i>Submission of IDP 2009/2010 for approval by council</i>	<i>MM</i>	<i>May 2009</i>
23	<i>Submit the approved IDP to provincial departments</i>	<i>MM</i>	<i>June 2009</i>
24	<i>Submit draft SDBIP to Mayor within 14 days after approval of the budget</i>	<i>MM, HODs & Political Offices</i>	<i>June 2009</i>

The compilation of the above Process Plan was partially guided by the principles of the IDP Guide-pack 2001 and therefore adheres to the requirements of the Municipal Systems Act (Act 32 of 2000).

The following are mayoral committee members led by the Executive Mayor who are then responsible for the drafting of the IDP and providing recommendations to council for adoption of the same document.

1.6.3. Members of the Mayoral Committee:

The mayoral committee consists of members of the portfolios within the council. An illustration follows:

Councillor S. Ngangelizwe : District Executive Mayor

Councillor A. Mbanja : Financial Services

Councillor D. Kotzee : Corporate Services

Councillor S.J. Mabitla : Social Services

Councillor S.E. Tshabangu : Community Services

Councillor K. Menyatso : Technical Services

Councillor J. Pereko : Special Programmes in the Executive Mayor's Office

Councillor E. Lande : Local Economic Development & Planning

1.6.4 Distribution of Roles and Responsibilities for external stakeholders

The following are the roles that all stakeholders (both internal and external) have played in the development of the IDP document and starting with the development of both Framework & Process Plans.

ROLE PLAYER	REASON & DESCRIPTION	ROLE
Civil Society	As part of a legislative requirement, we had invited all stakeholders to our meetings to participate during the IDP	These organizations represented interests and contributed in the IDP Representative Forum to: <ul style="list-style-type: none"> ▪ inform interest groups on

	<p>Process. To ensure legitimacy of the process we engaged with existing regional non-governmental organisations (NGOs), community based organisations (CBOs) and faith based organisations (FBOs) in the area of jurisdiction.</p>	<p>relevant planning activities and their outcomes,</p> <ul style="list-style-type: none"> ▪ analyse issues, determine priorities, negotiate and reach consensus, ▪ participate in the designing of project proposals and assess them,
<p>Provincial Government and Corporate Service Providers</p>	<p>Government departments that are active in the area of jurisdiction were consulted throughout the process.</p> <p>We have noted implications of a number of national and provincial policies.</p>	<p>We have ensured that there is vertical alignment between provincial sector departments and the District IDP Process by:</p> <ul style="list-style-type: none"> ▪ guiding the provincial sector departments' participation in and their required contribution to the Municipal planning process and ▪ By ensuring there is cognizance of the inputs during the IDP hearing process of 2007. ▪ Contributing sector expertise and technical knowledge to the formulation of the Municipal strategies and projects.

Table 1.6.4.1 Roles and Responsibilities of External Role Players

1.6.5. Roles and Responsibilities of Internal stakeholders

ROLE PLAYER	ROLE
Municipal Council	<p>The Municipal Council noted the Process Plan and for the purposes of the district IDP Process undertook the overall management and co-ordination of the planning process which included ensuring that:</p> <ul style="list-style-type: none"> ▪ all relevant actors are appropriately involved, ▪ appropriate mechanisms and procedures for public consultation and participation are applied, ▪ the planning events are undertaken in accordance with the time schedule, ▪ the planning process is related to the real burning issues in the Municipality, that it is a strategic and implementation-oriented process and ▪ the sector planning requirements are satisfied. ▪ Draft IDP get developed for discussion by stakeholders, ▪ We adjust the IDP in accordance with the MEC for Local Government's proposal, ▪ There is horizontal and vertical alignment of the IDPs of the Local Municipalities in the area of the District Municipality as well as other provincial strategies, ▪ We prepare joint strategy workshops with the Local Municipalities and provincial and national role players.
Ward Councilors	<p>Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies and legal framework to represent the views, needs and aspirations of the demarcated wards, as determined by the Municipal Demarcation Board. The role of the wards was to:</p> <ul style="list-style-type: none"> ▪ link the planning process to their constituencies and / or

	<p>wards,</p> <ul style="list-style-type: none"> ▪ be responsible for organizing public consultation and participation
<p>Mayoral Committee</p>	<p>As the senior governing body of the Municipality, the Mayoral Committee:</p> <ul style="list-style-type: none"> ▪ submitted the Process Plan to the Municipal Council for adoption, ▪ was responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP together with the Municipal Manager, ▪ approved nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting process.
<p>IDP Manager</p>	<p>The Municipal Manager played the role of an IDP Manager and managed and co-ordinated the IDP Process. His responsibilities included:</p> <ul style="list-style-type: none"> ▪ being part of the Process Plan Committee to prepare the Process Plan, ▪ undertaking the overall management and co-ordination of the planning process, ▪ ensuring that all relevant actors are appropriately involved, ▪ nominating persons in charge of different roles, ▪ being responsible for the day-to-day management of the drafting process, ▪ ensuring that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements, ▪ responding to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the Municipal Council,

	<ul style="list-style-type: none"> ▪ ensuring that proper documentation of the results of the planning of the IDP document is available.
<p>Heads of Departments and other Officials</p>	<p>As the persons in charge of implementing and reviewing the IDP of the Municipality and other officials, they were fully involved in the planning process by:</p> <ul style="list-style-type: none"> ▪ providing relevant technical, sector and financial information for analysis to determine priority issues, ▪ contributing technical expertise in the consideration and finalization of strategies and identification of projects, ▪ providing departmental operational and capital budgetary information, ▪ taking responsibility for the review of departmental projects as well as the integration of same projects with provincial sector programmes and projects. ▪ being responsible for preparing amendments to the draft IDP for submission to the Mayoral Committee as well as Council.

Table 1.6.5.1. Roles and responsibilities of stakeholders in the development of the Municipal IDP.

CHAPTER 2

SITUATIONAL ANALYSIS

2.1. Key policy imperatives.

The above assertion can only be implemented within a legislated environment so that key development priorities are traceable over time. There are number of legislative requirements that must be considered when planning has to take place. The following are a few of those requirements that must be considered in order to shape direction and substance of planning.

Millennium Development Goals

The eight millennium development goals range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education. All targets are set for 2015. The IDP intends to find ways to consolidate these goals together with other relevant national programmes. The eight goals are listed below:

- Goal 1 Eradication of extreme poverty and hunger
- Goal 2 Achieve universal primary education
- Goal 3 Promote gender equality and empower women
- Goal 4 Reduce child mortality
- Goal 5 Improve maternal health
- Goal 6 Combat HIV/AIDS, malaria and other diseases
- Goal 7 Ensure environmental sustainability
- Goal 8 Develop a global partnership for development

Continental Goals (NEPAD) mainly reflects accelerated growth as follows:

- to promote accelerated growth and sustainable development
- to eradicate widespread and severe poverty and
- to halt the marginalization of Africa in the globalization process

State of the Nation Address

On the 8th February 2008, the former State President, Mr. Thabo Mbeki announced the 24 Apex priorities that must be considered as planning continues. This is regarded as a continuous project and more specially with regard to ensuring that government improves on a winning programme and reinforce in those areas that there were no progress registered. These apex priorities as identified in the last financial year are listed hereunder as follows:

Apex priorities

- Industrial policy action plan
- Set up an investment call centre
- Speed up ICT interventions to provide cheap platforms
- Implement intensive campaign on energy security
- Resolve organizational issues on skills development
- Resource poor schools and monitor learning outcomes
- Speed up land and agrarian reform
- War against poverty
- Self-/employment interventions in the second economy
- Speed up community infrastructure programmes
- Ratchet up implementation of ECD programme
- Intensify campaign in communicable diseases
- Assistance to SMME including procurement activities by government
- Implementing special social cohesion campaigns
- Regularise employment and KPA at designated levels

- Ensure integrated planning at all levels
- Improve civic services
- Implement special crime combating and security services
- Reduce number of cases pending trial
- Partnerships and communication on fighting crime
- Continue to facilitate resolution of political challenges facing Zimbabwe
- Consolidate advances relating to peace and reconstruction in DRC
- Intensify economic diplomacy and communication¹
- Increase SANDF(MSD) intake of young trainees

ASGISA and JIPSA

Government also has a programme of ensuring that whilst the intention is to half unemployment, there are concerted efforts dispensed in ensuring that practical interventionist methods are employed. The two programmes are intended to prioritise women in the second economy as well as providing needed skills in identified sectors.

The municipality must ensure that identified programmes in both initiatives are noted and then special focus on youth and women development, skills development and SMME development are requisites from these programmes.

National Spatial Development Perspective

The FS PGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDF) and the National Medium Term Strategies is taken into account.

¹ www.polity.gov.za look for State of the Nation Address: 2008

The guidelines for compiling a PGDS require that a detailed assessment is done of the space-economies of provinces. In the process, the guidelines of the NSDP should be used. In principle, it requires the identification of areas of economic potential and areas of need. The identification of such *nodi* is also in line with the approach followed for the development of the Free State Provincial Spatial Development Framework.

It is further important to focus on the idea of "potential". Potential in the context of the NSDP does not refer to an unrealised potential still waiting to be discovered, explored, or exploited. It refers foremost to a demonstrated potential, backed up by existing developmental data.

AUDITOR GENERAL COMMENTS

As a municipality, we have noted challenges identified by the office of the auditor general regarding our performance management especially with regards to items noted below:

- The key performance indicators set by the municipality did not include four general key performance indicators applicable to the municipality, as prescribed in terms of section 43(1) of the MSA.
- The municipality did not develop and implement mechanisms, systems and processes for auditing the results of performance measurement as part of its internal auditing processes, as required in terms of section 45 of the MSA.
- A functioning performance audit committee, as required by section 14(2)(a) of the Planning and Performance Management Regulations, 2001, did not exist during the year under review.
- That evidence could not be obtained that the mid-year budget and performance of the Lejwe Le Putswa Development Agency (Pty) Ltd was

- assessed by the municipality, as required in terms of section 72 of the MFMA.
- That the municipality did not report on 10 predetermined objectives, as required by sections 41(1) (c) and 46 of the MSA.
 - That no actual achievement of indicators and targets could be substantiated by adequate evidence and source documentation:
 - i. 90% contribution towards bucket eradication in the Nala and Masilonyana Local Municipalities.
 - ii. 100% contribution towards the purchase of rescue equipment to establish a reactive fire fighting service.

PROVINCIAL IDP ASSESSMENTS

QUANTATIVE ASSESSMENT OF FREE STATE DRAFT IDPs 5-9 May 08 LEJWELEPUTSWA DISTRICT MUNICIPALITY

		Service Delivery and Infrastructure	Institutional Development	Spatial & Enviro	LED	Financial Viability	Good Governance	AVERAGE	%
DC 18	LEJWELEPUTSWA	2	4	2	3	2	4	2.83	62.96
FS 181	MASILONYANA	2	4	2	2	2	3	2.17	48.15
FS 182	TOKOLOGO	2	2	2	2	2	3	2.00	44.44
FS 183	TSWELOPELE	2	3	2	2	2	3	2.17	48.15
FS 184	MATJHABENG	2	3	2	4	1	3	2.33	51.85
FS 185	NALA	2	2	2	3	2	3	2.17	48.15
Average Lejweleputswa		2.00	3.00	2.00	2.67	1.67	2.33	2.28	54.32

From the assessments that were conducted for all local municipalities in the district, it has become clear that we were still struggling as a team to be able to

put together an impressive job, hence the % assessment for the district which was given at 54.32%.

The assessments have shown that as a family of municipalities in the district, we are really struggling to put together strategies on financial viability, service delivery and infrastructure development as well as spatial and environmental issues. Priority must be to ensure that we prioritise these areas in the final review.

FSPGDS

The Free State Provincial Growth and Development Strategy (FSPGDS) and other governmental programmes and policies inform this IDP. An economy, which meets the basic needs of people in an equitable manner, started with the Reconstruction and Development Programme (RDP) in 1994. In 1996 Growth, Employment and Redistribution (GEAR) was formulated. The PGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDF) and the National Medium Term Strategies is taken into account.

Because Service delivery is continuously shifting from the provincial government to the local government, local and district municipalities are challenged to coordinate their plans with the provincial and national government. The broad objectives and priorities of the PGDS should be translated in the local development plans. For this reason the alignment of the LDM IDP and the FS PSDS is highlighted.

The FSPGDS indicated four key priority areas, namely:

- Economic development, employment and investment
- Social and Human Development.
- Justice, crime prevention and security
- Governance and administration

The above planning priority areas should then be implemented in line with the latest development request to local government and thereby in alignment to the local government strategic agenda as listed below:

Priority areas of the 5 year local strategic agenda

1. Local Economic Development
2. Municipal Transformation and Institutional Development
3. Basic Service Delivery and Infrastructure Investment
4. Financial Viability and Financial Management
5. Good Governance and Community Participation

2.2. Major developmental issues facing the District Municipality

The following issues have been in the agenda of the District Municipality as well as the Local municipalities since the inception of local government in the current arrangement. These are sanitation, potable water provision within the RDP standard, housing, creation and sustaining of employment opportunities and housing. The recent community survey has indicated trends with regard to some of the concerns as raised here as follows:

2.2.1. Housing

Table 2.1.1(a)

Municipal Code	Municipality	Formal		Informal	
		2001 census	CS 2007	2001 census	CS 2007
National average		68.5	70.6	16.4	14.4
Provincial average			71.0		18.4
DC 18	Lejweleputswa District Municipality				
FS 181	Masilonyana Local Municipality	67.0	50.7	28.4	10.9
FS 182	Tokologo Local Municipality	77.7	71.8	17.8	26.3
FS 183	Tswelopele Local Municipality	71.2	71.9	23.6	26.6
FS 184	Matjhabeng Local Municipality	56.8	67.8	40.6	22.6

FS 185	Nala Municipality	Local	59.3	55.9	37.6	42.1
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Source: Community survey, 2007

The average South African figures for people who reported to be living in formal dwellings² are at 70.6%. The average for the Free State province of people who have reported to be living in formal dwellings has been higher than the national average; 71.0%.

It has been reported that there is an average of 14.4% of people who live in informal dwellings in South Africa. The provincial average for the type of dwellings is averaged at 18.4% which is still higher than the national average.

For the district, it has become clear that as per the 2007 community survey, Masilonyana, Matjhabeng and Nala Local Municipalities have averages below both the national and the provincial averages (50.7; 67.8 and 59.3 respectively). On the other hand, it has been reported that the national informal dwelling averages 14.4% and in the province, the average is 18.4%

The district indicates that only Masilonyana Local Municipality has average informal dwellings³ below both the national and provincial averages at 10.9%. For the other four municipalities, it has become clear that there are many informal dwellings and there is therefore a need to establish reasons in order to provide necessary solutions.

² These include a house, flat, semi-detached house, unit in a complex, room in the backyard and not in the backyard)

³ These include a shack/squatter settlement.

The above table provides a picture comparative picture of the status of housing in the district from 2001 until 2007. It shows that since 2001 census, the state of dwellings in the district has improved quite tremendously until 2007. For example, in Masilonyana Local Municipality, the 2001 census indicated that there was 67.0% of formal dwelling

2.2.2. Sanitation

Table 2.2.2(a)

Municipal Code	Municipality	Pit latrine		Bucket toilet		No toilet	
		Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007
National average		28.5	27.3	4.1	2.2	13.6	8.3
Provincial average		22.7	22	20.5	12.7	9.7	3.2
FS 181	Masilonyana L.M	9.2	2.5	55.8	30.2	11.6	1.9
FS182	Tokologo L.M	13.2	28.2	46.5	34.0	22.0	16.8
FS 183	Tswelopele L.M	19.1	10.9	52.7	22.5	12.2	2.4
FS 184	Matjhabeng L.M	11.7	7.0	17.2	11.1	9.7	2.1
FS 185	Nala L.M	14.9	9.8	54.7	52.6	5.6	3.1

Source: Community survey, 2007

The bucket system is still the main prevalent method of sanitation in the district only second to waterborne system. It is a system that government continuously pushes to eradicate as it is unhygienic and thus causes diseases. Vigorous efforts

must be employed to ensure that it is not one of the methods used. It must also be ensured that all other forms of sanitation systems are according to the required Departments of Water Affairs and Forestry and Health standards. So municipalities must ensure that the above numbers as forms of sanitation are eradicated.

The national mandate of ensuring that all buckets as a form of sanitation should be fully eradicated has not been successful in the Free State in particular. Reference is made here by the gross community survey figures for both the national against the provincial average. It has been indicated that the community survey has shown that the national average buckets is at 2.2% when the provincial average is at 12.7% which is still way above the national average. At a district level, the average is 20.0% where Nala (52.6) and Tokologo (34.0) have high municipal averages.

There has also been indication of instances where there are no toilets. For this the national average in the community survey stands at 8.3% whereas the provincial average for the community survey is 3.2% which is acceptably far below the national average. It must be noted that Tokologo Local Municipality has the highest % of households without toilets, at 16.8% and therefore warrants intervention at both district and provincial level.

2.2.3. Refuse Removal

Table 2.2.3(a)

Municipal Code	Municipality	Removal by local authority/private company	No refuse disposal

		Census 2001	CS 2007	Census 2001	CS 2007
National Average		57	61.6	8.7	7.1
Provincial Average			76.0		5.2
DC 18	Lejweleputswa District Municipality	72.0	82.4	6.8	2.5
FS 181	Masilonyana LM	62.8	60.5	10.2	1.7
FS 182	Tokologo LM	49.9	49.3	6.8	22.1
FS 183	Tswelopele LM	32.6	80.3	9.8	1.4
FS 184	Matjhabeng LM	78.5	89.2	5.6	1.7
FS 185	Nala LM	74.7	84.6	8.9	2.0

Source: Community survey, 2007

Whilst Tswelopele, Masilonyana and Tokologo Local Municipalities have indicated figures below the District average in the Community survey of 2007, only Tokologo continued to show levels of refuse removals far below both the national and provincial averages. Matjhabeng and Nala Local municipalities have shown average collection of refuse above the district, province and national averages.

Tokologo Local Municipality still shows higher average of refuse that is not collected from the Community survey of 2007. This is the only municipality that appears to have challenges both in terms of lower collection rate as well as instances of non-collection of refuse from the 2007 community survey.

2.2.4. Access to piped water

Water infrastructure consists mostly of reservoirs and pipelines of Sedibeng Water. These supply mainly the Goldfields region and the mines with water from the Vaal River near Bothaville and to a lesser extent from the Sand River. Main reservoirs are east of Allanridge, in Welkom, north and south of Virginia. Pump stations are east of Allanridge and at Virginia where purification plant also exists.

Other water infrastructure resources were constructed by the Department of Water Affairs and Forestry including dams in Allemanskraal and Erfenis and canals serving the Sand – Vet irrigation scheme. In the south and western region no bulk water supply systems exist except the irrigation canals along the Modder River.

All towns are thus dependent on ground water extraction. Farmers are also dependent on ground water, but the quality varies substantially becoming more brackish further west. The town of Brandfort extracts water from the Vet river south-west of Theunissen, which is then pumped along the road to Brandfort. The north-western and northern areas of the region have access to the Vaal River system. There are also the Erfenis and Allemanskraal dams in Masilonyana that can supply water to the surrounding areas of the municipality.

The following table below provides statistical analysis of the current reticulation levels of potable water to households throughout the district.

Table 2.2.4(a)

Municipal Code	Municipality	Piped water inside dwelling	Piped water inside the yard	Piped water from access points outside the yard	Total piped water
DC 18	Lejweleputswa District Municipality	54.8	36.3	6.3	97.4
FS 181	Masilonyana LM	56.6	38.7	3.4	98.6
FS 182	Tokologo LM	52.9	33.8	7.7	94.4
FS 183	Tswelopele LM	37.3	52.2	7.7	97.3
FS 184	Matjhabeng LM	60.2	30.7	7.0	97.9
FS 185	Nala LM	32.1	57.0	5.0	94.2
Free State		46.2	40.6	10.5	97.3

Source: Community survey, 2007

There are other sources of water which are outside of the RDP standard and must therefore be noted here to inform future planning in the district.

Table 2.2.4(b)

Water Supply	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala	Total
Piped water on community	1807	650	1760	17885	2191	24293

stand: distance greater than 200m from dwelling						
Borehole	131	188	94	892	352	1657
Spring	3	0	3	18	6	30
Rain-water tank	27	12	9	102	26	176
Dam/ pool/ stagnant water	15	64	55	318	6	458
River/ stream	0	9	9	27	12	57
Water vendor	15	12	3	529	15	574
Other	326	133	156	4122	572	3509
% Backlog in water supply	11.34	11.91	16.67	18.57	12.23	16.56

Source: Lejweleputswa District Municipality's SDF of 2006/7

2.3. Disaster Management

Since the devolution of responsibilities from the locals to the district at the end of the 2006/7 financial year on the matter, it then became the responsibility of the district to take over the responsibility.

The district had to enter into service level agreements with locals in terms of the usage of the infrastructure as well as personnel that were registered in the local municipalities' books. It became quite a lengthy and exhaustive process to

integrate all staff and their legislative emoluments into the district finance system.

The structure between the locals and the district were found to be disparate and a process has been initiated to level the discrepancy. The office space is currently a challenge but there are plans to built offices where both office space and the disaster management centre can be located.

Nonetheless disaster related interventions are being conducted in local municipalities' offices and coordinated at the district level by the head of the department. The picture below summarizes the extent of performing the functions in the district.

Municipality	Disaster Management Centre	Fire fighting Services	EMS	Provincial Roads and Traffic Inspectorate	Local Roads and Traffic Inspectorate	SAPS	SANDF	Hazardous materials, spillage cleaning companies
LDM								
Masilonyana			X	X	X	X		
Tokologo			X	X		X		
Tswelopele			X	X	X	X		
Matjhabeng		X	X	X	X	X	X	
Nala			X	X	X	X		

Source: Provincial SDF 2006/7

2.4. State of roads infrastructure

This function was reverted back to the district after a long time when it was initially located in the local municipalities.

The road network in the region is well developed and there is no need to extend the network any further. However, the road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the district. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these weights and are thus being damaged within a short space of time.

Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services. In the urban areas the main problem is the condition of the streets and storm water drainage in the townships. In most of the townships, streets are in poor conditions with very little water drainage system. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way.

This function was reverted back to the district after a long time when it was initially located in the local municipalities. The district must ensure that all

necessary processes are followed in order to maintain functionality of the service delivery responsibility.

The picture below of the road network captures how conditions in the province were before 2005:

	Very Good	Good	Fair	Poor	Very poor	Total KM
Surfaced roads	4%	11%	28%	40%	17%	6.411
Gravel roads	-	18%	25%	22%	37%	22.100
Unsurfaced dirt roads	-	-	20%	50%	30%	26.000
Road furniture(safety measure)	-	29%	36%	4%	31%	-
Bridges	-	-	-	21%	10%	-

2.5. Transport

Transport is an integral component of the means to measure economic sustainability. Accessibility of the means of transport to and from the city and areas of need is a major determinant of the extent of development in an area. Existence of this infrastructure facilitates a number of positive inputs to the economy of an area. For example: goods get transported quickly in an area as well as the fact it contributes to tourism programmes in the district.

The FSPGDS outlines the two main problems in Lejweleputswa as follows: no services are available and if there is a service, the safety of passengers is a major concern. Although the cost for transport was identified as a general problem area for rural households, it was not nearly as important as the first two.

The other area that has been identified by the FSPGDS has been inexistence of public transport facilities throughout the province. The fact that there are 176 minibus taxi ranks with only 58 of those having facilities and the rest without facilities is a concern to the public officials as it appears that no priority is given to public transport users. Of the 126, 70 have no facilities throughout the province. Municipalities must specifically audit these facilities to ensure that plans are developed to improve them to acceptable standards.

Although some improvements were made during the years, there is much still to be done especially when it is highlighted that almost 76%⁴ of households in the Free State are dependent on public transport.

The national railway networks were originally the heavy transportation system of South Africa. The main North South Railway line crosses the area from Brandfort to Hennenman in a South-West to North-East line. From this main route links have been established between Theunissen and Winburg; and these same railway networks are also linked to some Goldmines in Matjhabeng. The existence of the rail network is crucial for the mining purposes in the district as it facilitates transportation of products to refineries elsewhere in the country.

⁴ Free State Growth and Development Strategy 2007/8

2.6. Electricity / Energy source

The bulk electrical network is well established specifically around the Matjhabeng area. Eskom serves all mines and towns in the District Municipal area and thus there is sufficient bulk infrastructure available to serve the whole area. However a change in cost recovery and their subsidization policy has made it very expensive to electrify the rural areas, and these include farms and farming communities who need such basic power support.

Government's plan is to electrify all areas by the end of 2009. This priority must therefore receive attention in both the district and local municipal plans to reflect on issues of complete alignment. The table below shows the extent to which complete electrification gap is.

Table 2.6.1

Local Municipality	Electricity	Gas	Paraffin	Candles	Solar	Other	Total
Masilonyana	15954	36	1223	3515	30	33	20491
Tokologo	6543	18	334	1987	54	27	8964
Tswelopele	8405	15	351	3662	51	49	12532
Matjhabeng	90142	246	13025	24829	258	140	128640
Nala	20654	15	397	4814	42	63	25985
Total	141698	330	15330	38807	435	312	196612

Source: FSPGDS 2006-2014

2.7. Cemeteries

Cemeteries once formed part of authorizations for implementation by local municipalities in the district. The recent developments have been that this has to be the responsibility of the district municipality to perform. The high rate of HIV and AIDS in the region is reaching alarming proportions and needs to be considered in the planning for cemeteries. There must be an alignment between HIV/AIDS prevalence in the district and the budget for availing land for cemeteries.

2.8. Rail

The national railway networks were originally the heavy transportation system of South Africa. The main North South Railway line crosses the area from Brandfort to Hennenman in a South-West to North-East line. From this main route links have been established between Theunissen and Winburg; and these same railway networks are also linked to some Goldmines in Matjhabeng.

2.9. Telecommunications – Access to landlines (telephones)

Two types of telecommunication systems exist in the areas: **TELKOM System** – According to statistics released by the DEMARCATION Board 89,062 households are using public or nearby facilities with another 15,255 households having no access to telephone services. However this national provider has served the community well and has infrastructure over the whole area. Their policy of cost effective services however means that farming communities that do not use the phone adequately cannot have access.

Thus the use of Telkom phones is denied to these communities in emergency situations. Telkom infrastructure is prone to theft and thus the cost of providing

such a service increases. However, continued use of such a service dictates continued accessibility and enjoyment of the same service.

Table 2.9.1

Access to landlines	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala	Total
Telephone in dwelling and cell-phone	1105	688	641	12903	1327	16664
Telephone in dwelling only	1917	863	871	11534	1734	16919
Cell-phone only	2441	751	1305	21182	2824	28503
At a neighbour nearby	1618	1733	1265	5524	1243	11383
At a public telephone nearby	9011	2484	4691	67428	11787	95401
At another location	1484	336	1206	2593	1294	6913
At another location, not nearby	694	263	653	2170	648	3775
No access to a telephone	2222	1846	1900	5306	5128	16402
Total	20492	8964	12532	128640	25985	195960

Source: Lejweleputswa Spatial Development Framework 2006/2007

Number of households where no telephone connections are available

Table 2.9.2

Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala
2916	2109	2553	7476	5776

Source FSPGDS 2006-2014

Access to telecommunication facilities increased rapidly over the past five years. The conclusion is also drawn that the contribution of access to cellular phones is dependant on higher household income.

Cell Phone System – private companies such as **Vodacom, Cell C, MTN** and lately **B-tel** do provide enough coverage of the whole area.

2.10. Clinics and Community Health Centres

The Matjhabeng Municipal area is one of the areas with highest HIV infection rate in the country, and this will have a detrimental economic impact on the region over the next few years. The long-term effect of HIV/AIDS can and will be devastating on the whole community and have a major impact on all economic sectors. Mobile clinics are operating in the rural areas, but the community is experiencing problems of inaccessibility due to the distance traveled to visiting points, and the frequency of the service.

In urban areas the number of clinics and hospitals are inadequate and mostly overcrowded. Emergency medical services are not readily available during emergencies and the response time is slow. The availability of medicine in clinics is problematic due to inadequate control and poor distribution. Environmental factors impacting on health include poor sanitation, poor conditions around waste dumps, pollution, and a lack of potable water.

There is an inadequate number of Social Workers and counseling services and facilities to deal with problems such as alcohol and substance abuse, family violence, child abuse, trauma and crime incidents, mental disorders, teenage pregnancy and other welfare problems. There is also a shortage of pay points from the Department of Social Development and inaccessible to the elderly for pension collection. The queuing at these points is also a problem with the elderly people normally traveling far, waiting in long queues with no food or shelter.

Table 2.10.1

Health District	Facility type	No	Population	Indicators of service utilisation	Rate per
Lejweleputswa	Non-fixed clinics	26	657013	Primary health total headcount	1281005
	Fixed clinics	44			
	Community health centres	1		Utilization rate primary health care	20 visitors per capita
	Sub total clinics and community health centres	71		Utilization rate primary health care under five years	2.9
	District hospitals	5			

Source FSPGDS 2006-2014

2.11. Sports and Recreation facilities

There is inadequate sport and social facilities, in the region, and that contributes to the social problems experienced in most of the communities. Unemployed

youth loiter in the street and recreational facilities and programs must be implemented to direct their behavior towards active participation and to serve as a deterrent to unsociable and criminal behavior. Sport does have the potential to unite communities across cultural and racial boundaries and all inhabitants must be encouraged to participate in sport and social activities. It is therefore essential to improving on creating the necessary infrastructure and facilities in both urban and rural areas.

Although effective recreation activities, such as sport support development, there is only 1 sport center in the district. On the other hand, libraries play an important role in respect of access to and provision of information. The following table provides a profile of arts and culture infrastructure in Lejweleputswa.

Table 2.11.1

Libraries	Museums	Art and culture centres	Sport centres	Other	Total
27	3	1	1	1	33

Source FSPGDS 2006-2014

An aspect to be raised is the value that the Moto-GP course, Phakisa in Welkom could play in future development and marketing of the district. Furthermore, the need for additional sports facilities, especially a soccer stadium, if the district wants to gain from the spin-offs of the 2010 World Soccer Cup is emphasized.

2.12. Education facilities

A high level of illiteracy exists in the region especially in the rural areas and efforts to address this problem are hampered by a lack of facilities and unavailable resources. The lack of quality education and accessibility in rural areas is causing parents to relocate to urban areas which contribute to social problems. However the short term planning of the Department of Education is to take responsibility and control of these schools. The transport of learners, in the rural areas is a problem, as learners are required to travel long distances by foot.

Table 2.12.1

Educational Institution	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala	Total in Lejweleputswa
None	7836	5177	8443	43629	14157	79242
Pre-school	604	298	377	4999	805	7083
School	17189	7967	15443	103413	28469	172481
College	71	11	16	1748	53	1899
Technikon	32	10	8	361	22	433
University	30	5	14	1379	45	1473

Adult Education Centre	83	25	41	537	107	793
Other	22	7	25	257	26	337

There is general lack of technical and agricultural training facilities throughout the region. Vista is the only university in the region and although there are satellite campuses of other institutions in Welkom it is not always accessible to remote urban and rural areas. In the urban areas there is an overall shortage of staff, equipment and infrastructure that impact on the provision of effective education and need to be addressed by the Department of Education. Educational institutions being attended by 5 and 24 year olds deliver important development needs for Lejweleputswa.

2.13. Public Safety

The current level of crime is of concern and is not bound to a specific area or person. There is also an increase in the number of housebreaking and violence against women and children, who are the most vulnerable, is unacceptably high, some contributing factors are as follows:

- High unemployment rate and migration from rural to urban areas.
- Lack of resources within the police service (transport, manpower).
- Ineffective functioning of neighbourhood watch organization and community police forums.
- Lack of visible policing.
- Lack of accessibility to police stations.

More facilities such as mobile police stations, available transport and accessible communication systems are required to improve crime prevention and emergency response.

2.14 Crime

It needs to be mentioned that specific statistics for the region is not available and therefore statistics for the Free State Province will be used to track the trend of crime in all areas. The types of crimes imposing on the safety of the people of the district are as follows:

Table 2.14.1

Types of crimes	%
All theft not specified	19.8
Common assault	15.5
Assault with intent to inflict grievous bodily harm	11.2
Burglary at residential premises	11.1
Malicious damage to property	5.5
Crimen injuria	4.7
Theft out from vehicles	4.5
Common robbery	3.0
Stock theft	2.9
Robbery with aggravating circumstances	2.8
Attempted murder	2.8

Rape	2.5
Burglary at business premises	2.5
Drug-related crimes	2.5
Shoplifting	2
Theft of motor vehicle of motor cycle	2
Commercial crime	1.5
Driving under the influence of alcohol or drugs	0.7
Murder	0.5
All Other (at least 10 other crimes such as hijack, house robbery, illegal arms, etc. that 0.3% each	3.08

2.15. Environmental Management

Both sustainable development and economic growth are dependent on the extent to which we prioritize our environment. In terms of an explanation given in the amended Environmental IDP toolkit, 2007 the term has been described as " ... integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations"⁵.

It is therefore imperative that economic development respects the fundamental rights of future generations to live better without the inconvenience that may be caused in current development initiatives. Our point of reference here would be

⁵ Free State Provincial Environmental IDP toolkit.

the 2007/8 spatial development framework to provide the state of affairs in line with the environmental issues.

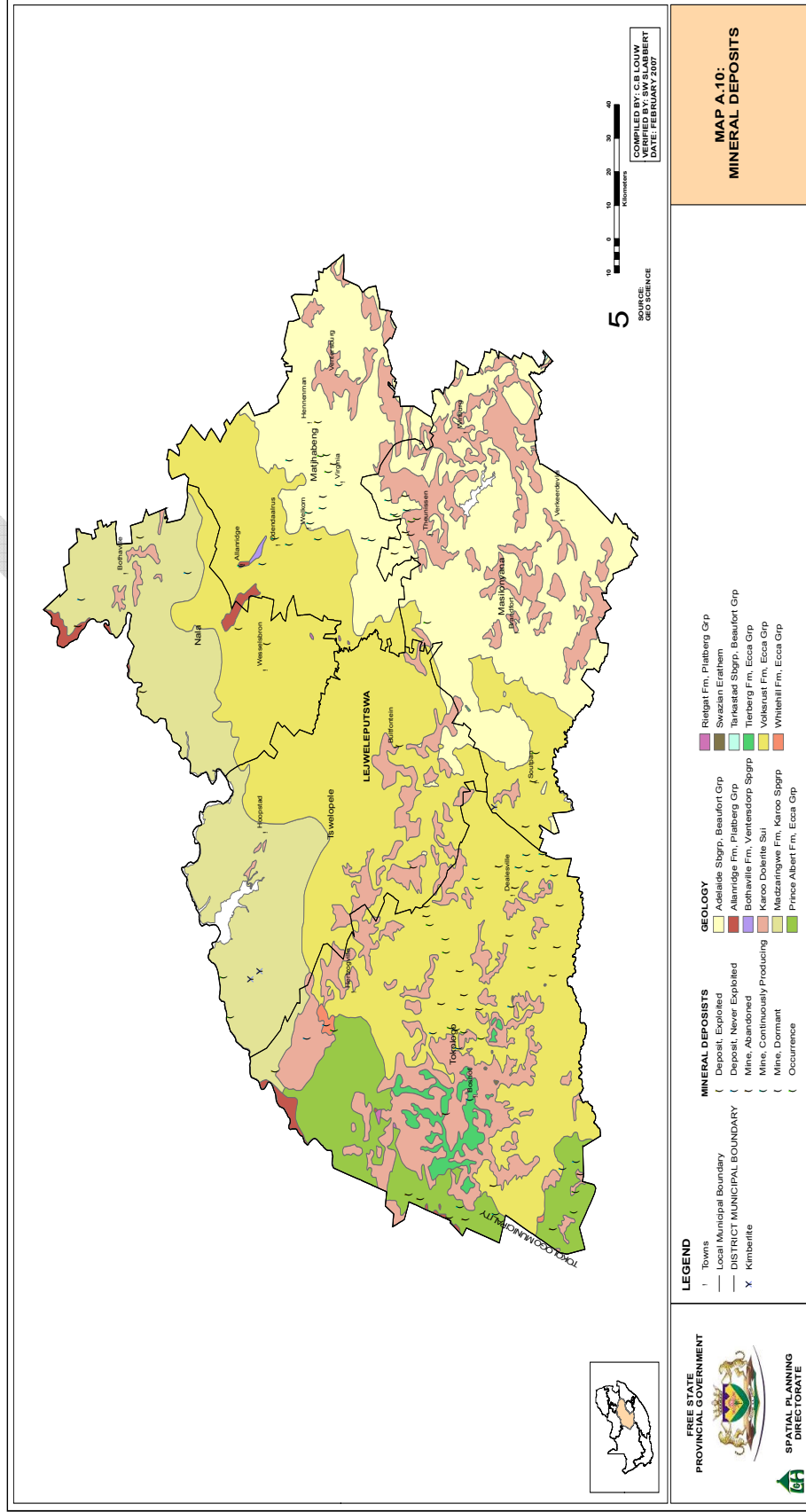
2.15.1. Geomorphology

The map shown below reflects a number of areas that must be taken into account when planning for environmental sustainability. The area of analysis consists of geology and land cover.

Geology

The most dominating type of rock in the region is the volskrust Fm, Ecca Group of rock formation which is located mainly in the central region covering areas in Welkom, Virginia, Theunissen, Brandfort and Winburg. The second dominant type of rock formation is the Adelaide Sb group, Beaufort Grp in the Masilonyana and Matjhabeng area, followed by Madzaringwe Fm, Karoo Sp Group which has become a belt lying along the borders of both Nala and Tswelopele and the north west province. The other type of rock is the prince albert fm, Ecca Grp located in the Tokologo area beyond Boshof. All planning must consider the strategic importance and handicaps that may be presented by these types of geological formations prevalent throughout the district.

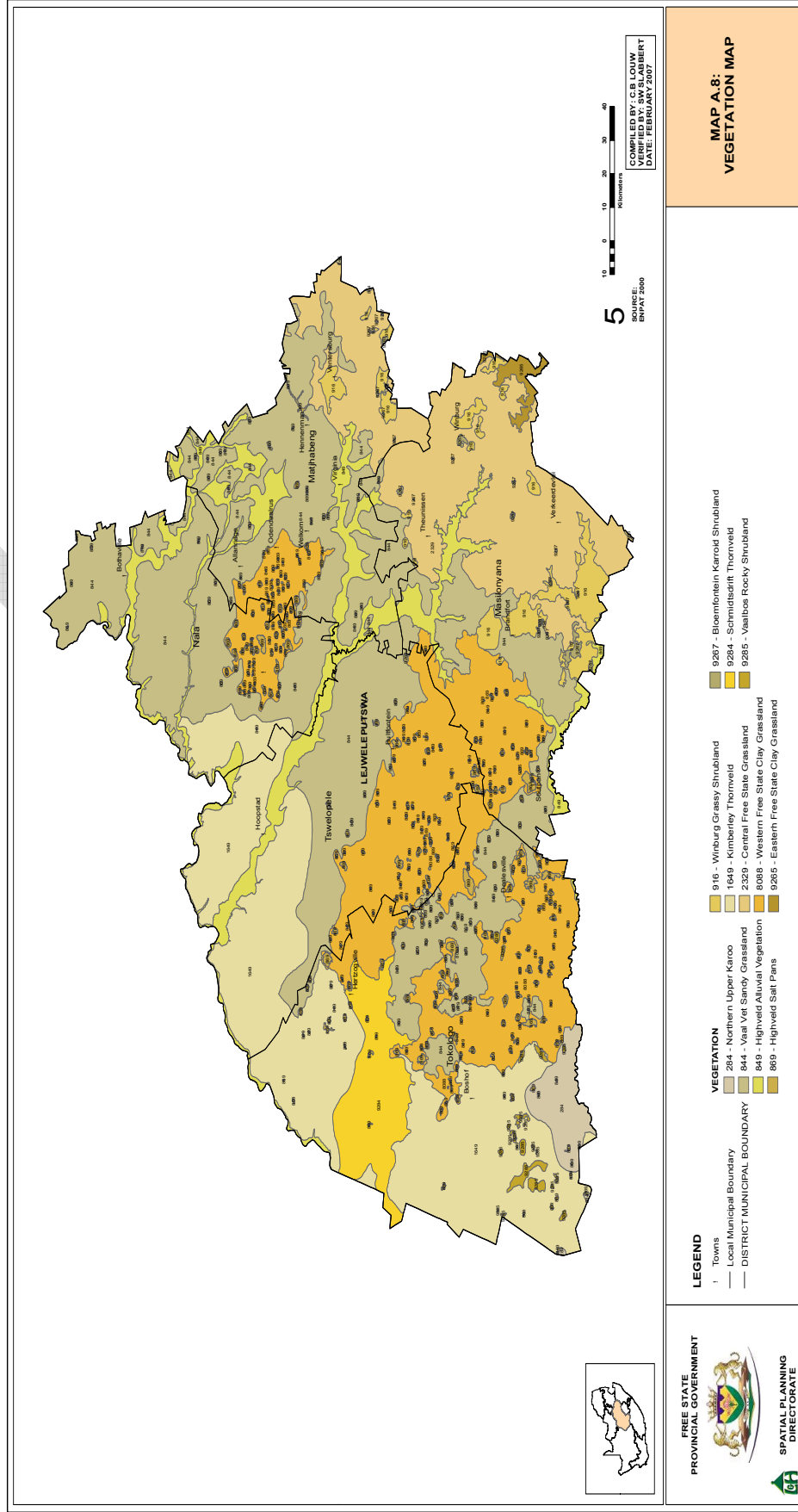
Please refer to the map provided below as reference:



Land cover

The most dominant cover type of vegetation in the district is the central free state grassland which dominates the central part including Matjhabeng and Tswelopele and section of Masilonyana areas. The second dominant cover is the Kimberley thornveld which also covers parts of Tokologo and towards Kimberley and other parts of the Free State region. The third grass species that covers the area is the Vaal Vet Sandy grassland which is also prevalent in the central region but continues towards Tokologo and Tswelopele areas of Hoopstad and Hertzogville.

For the above details, refer to the map provided below:



2.16. Inter-governmental alignment

Inter-governmental relations are the cornerstone of service delivery in South African development context and therefore all programmes must be seen to satisfy the intergovernmental spirit. Service delivery is conducted in seamless manner for all beneficiaries and these beneficiaries need not identify sources of benefit that they receive and neither must they be in a position to identify a sphere of government that slows down service delivery implementation.

The intergovernmental relations framework of 2005 makes provision for a number of inputs for possible programme integration and alignment. The following are included in the framework:

- Avoiding unnecessary and wasteful duplication or jurisdictional contests;
- Participating in intergovernmental structures and efforts to settle intergovernmental disputes;
- Co-ordinating actions when implementing policy or legislation affecting the material interests of other governments;
- Consulting other affected organs of state in accordance with formal procedures as determined by any applicable legislation, or accepted convention, or as agreed with them or, in the absence of formal procedures, consulting them in a manner best suited to the circumstances, including by (i) direct contact; or (ii) any relevant intergovernmental structures.

In the spirit of co-operative governance, our municipality has been in the past give recognition to the roles played by other structures in the district with a view of improving on service delivery. Among a number of IGR co-operation that the municipality has played a role has been the following:

- An exercise of aligning to the current national policies and strategies;
- Considering inputs by existing structures permitted to doing so in our IDP as well as the tremendous input role that the MEC for Local Government and Housing has played in directing our IDP processes;
- Ministerial Imbizo around Matjhabeng Local Municipality with a view of improving potable water provision as well as the protection of our habitats against possible hazards as a result of sewerage leakage;
- Comments received from the IDP engagements regarding improvement of our alignment with local municipalities as well as the environmental sections of our IDP taking into account the mining environment that must be prioritized.

1.16.1. MEC functional adjustments for the district

The district municipality adjusts its functions on the basis of MEC's recommendations regarding amendments on the current powers and functions. For the next financial year, the following powers and functions were adjusted to the district:

- Fire fighting services
- Waste Management
- Roads
- Fresh produce markets and abattoirs
- Municipal Health Services

1.17. Summary of developmental priorities for the district

All the above identified issues have been very critical for the successful implementation of service delivery priorities. Due to scarce financial resources, the municipality would implement those programmes regarded as core functions in terms of the powers and functions and all the non-core functions for which there is no financial resources, the municipality would continue to provide support, institute facilitatory measures and coordinate them in a manner consistent with available human capacity and they are classified as follows:

Key Performance Area	Key developmental area	Core	Non-core functional	Type of support
Basic Service Delivery and Infrastructure Investment	Water		√	Facilitate, coordinate and support
	Sanitation		√	Facilitate, coordinate and support
	Roads	√		Constructed access roads to cemeteries in the local municipality.
	Electricity		√	Conducted awareness campaigns on free basic services
	Clinics and Community Centres		√	We supported the building of Soutpan Hall.

	Environmental Management	√			We provide continuous sampling of food and water throughout the district as well as general environmental awareness campaigns
	Rail			√	Facilitate, coordinate and support
	Telecommunications			√	Facilitate, coordinate and support
	Cemeteries	√			We have constructed access roads
	Crime			√	Facilitate, coordinate and support
	Public Safety			√	Conducted blitzes during strategic periods in the year like easter weekends.
	Educational facilities			√	Facilitate, coordinate and support
	Sport and Recreational Facilities			√	<ul style="list-style-type: none"> • Facilitate, coordinate and support. • We coordinated and hosted OR Tambo Games.
	Transport			√	Facilitate, coordinate and support
	Housing			√	Facilitate, coordinate and support
	Refuse Removal	√			Facilitate, coordinate and support
	Disaster Management	√			We have started building a structure complying with national legislation.
Municipal	Employment Equity	√			The establishment of an employment equity

Transformation and Institutional Development	Training and Development	✓		plan and realization of targets. Continued provision of capacity to existing staff members to deal with existing challenges of programme implementation
	Learnerships		✓	Facilitate, coordinate and support
Local Economic Development	Poverty alleviation programmes	✓		Facilitate, coordinate and support
	Job Creation	✓		Identify job creating programmes and provide coordination of nationally conceived and related job creation programmes.
Municipal Financial viability and management	Auditor General's reports	✓		Address challenges identified by the AG on an annual basis
	Financial Management and sustainability	✓		Ensure financial sustainability by effective and relevant use of government grants.
Good Governance and Community Participation	Civil Society Forums	✓		Establish representative structures for council council consultation purposes.
	Municipal Participation Forums	✓		Establish representative structures for council council consultation purposes.

	Intergovernmental relations forums			Establishment of structures for coordination of monitoring and evaluation of progress on implemented programmes and projects.
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CHAPTER 3

DEVELOPMENTAL STRATEGIES

KEY PERFORMANCE AREA	GOOD GOVERNANCE AND COMMUNITY PARTICIPATION
<p>VISION : A fully compliant municipality with existing national and provincial policy requirements</p>	
<p>MISSION STATEMENT : To facilitate and ensure implementation of intergovernmental relations Act : Ensure participation of communities in the Integrated Development Planning of municipalities : Ensure that all senior managers sign related contracts and agreements within specified time frames : Ensure participation of youth in sporting activities throughout the district.</p>	
<p>OBJECTIVES</p>	<p>STRATEGIES</p>
<p>To improve performance accountability by all Departments of the District Municipality for the 2009/10 financial year.</p>	<p>Quarterly monitor and evaluate PMS</p> <p>Audit reports of senior managers in compliance with adopted Departmental SDBIP and implementation plans.</p>
<p>To provide hands-on support to local municipalities in the district.</p>	<p>To facilitate the implementation, monitoring and support of municipal IGR, performance management as well as the 5 year LG Strategic Agenda</p>
	<p>Implement and promote community consultation and needs assessment as an essential part of the IDP process where all stakeholders participate in planning the IDP(including Local Municipalities)</p>

	Align all development efforts of the District Municipality with provincial and national priorities by the end of May 2010.
Promote and enhance public participation and awareness	Facilitate the review of functional structures to assist in the review and monitoring of municipal programmes.
To ensure regular accountability of all municipal assets	Regular Updating of comprehensive asset registers and inventory To update a car maintenance plan on a regular basis.
To improve the corporate image of the Institution	Continuously update the municipal website on a monthly basis with latest developments per municipal Departments. To contribute developmental information to an identified provincial newsletter. To develop a set of products for the branding of the municipality per quarter.
To promote intergovernmental relations among stakeholders within the district municipality.	Facilitate conducting of 4 IGR Municipal Managers forum sittings per year on service delivery areas Facilitate hosting of 4 IGR Mayors forum sittings per year on service delivery areas
To create and improve the needed skills of inhabitants of the	Facilitate hosting of 4 IGR Speakers forum sittings per year on service delivery areas. Identify and allocate bursaries to indigent and deserving pupils to study at tertiary institutions.

district for better service delivery within its jurisdiction.	Expand the office building to accommodate the archive section of the municipality.
To foster an integrated partnership environment for the delivery of primary health care in the district.	Convene 4 District Aids Council sessions during the 2008/2009 financial year.
To conduct awareness campaigns on issues related to gender and disability	Host HIV/AIDS training workshops in association with the To conduct awareness campaigns throughout the district with involvement of other relevant sectors in the province.

KEY PERFORMANCE AREA	MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT
VISION	: To strive to attain a clean financial audit report
MISSION STATEMENT	: To maintain a continuous sound , effective and efficient financial systems of the municipality on a sustainable basis.
OBJECTIVES	STRATEGIES
To ensure performance of high level assessment of financial management and financial risk.	Ensure performance of risk based internal Financial audits with corrective governance procedures and approaches.
	Ensure compliance with GAMAP/GRAP policy
To assist municipalities to improve accountability and financial management.	Review and sustain a sound debt and credit control policy
	Continuous coordination and support with the implementation of budget & other financial reforms (GRAP).
	Coordinate compliance with applicable MFMA sections.

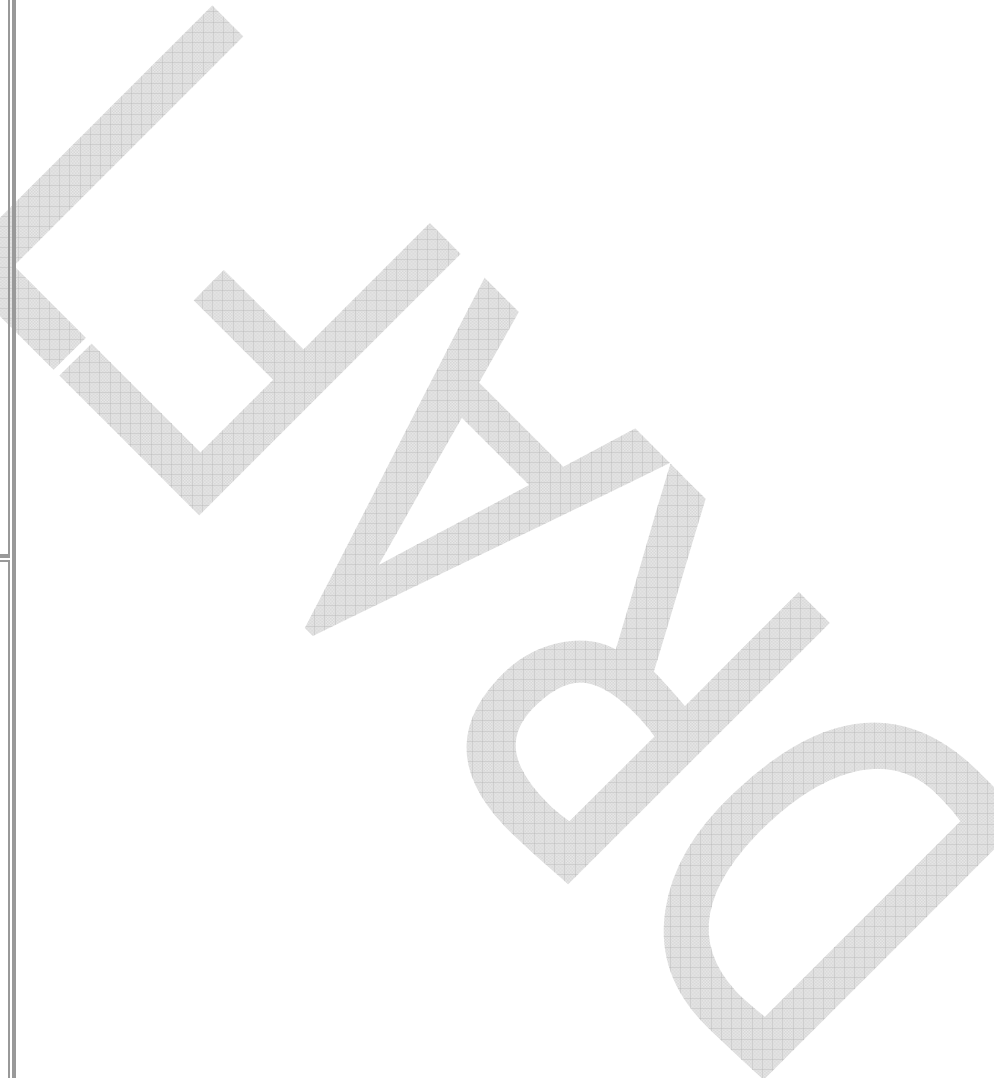
KEY PERFORMANCE AREA	LOCAL ECONOMIC DEVELOPMENT
VISION : Increased and sustainable economic growth through provision of available economic inputs	
MISSION STATEMENT : Create enabling environment for communities to access needed resources to unlock own potential. : Ensure development of capacity of existing SMMEs through training and mentoring : Continuous monitoring and evaluation of programmes and projects : Support and fund Youth and women initiatives : Promote tourism initiatives and marketing of the district : Review Spatial Development Plan Framework for the entire district	
OBJECTIVES	STRATEGIES
To promote tourism support in the district	Renovate the identified structure in Masilonyana Local Municipality (Brandfort)
Revive LED infrastructure to promote economic development and sustainability.	Renovate Matjhabeng showground for local economic activities. To provide financial support to the LDA for creating conducive environments for more investment and employment opportunities.
To establish partnerships with other economic players to grow the economy of the district.	To facilitate the establishment of essential oils project in the Source funding for the improvement and sustainability of our

<p>To alleviate all forms of discrimination against women, youth and differently-abled people.</p>	<p>To initiate new, improve existing women projects and provide needed support to the identified ones.</p> <p>To organize sports day event for the elderly in conjunction with DSC.</p> <p>Arrange and host a national women's day celebration in the district.</p> <p>Arrange and host a national youth day celebration in conjunction with selected local municipalities.</p> <p>Arrange a district summit for people with disability on project management.</p> <p>To initiate new, improve existing youth projects and provide needed support to the identified ones.</p>
<p>Target indigent families in the district by providing temporary job opportunities</p>	<p>Poverty alleviation programme</p>

KEY PERFORMANCE AREA	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT
<p>VISION : Increased and sustainable working capacity to deal with developmental challenges on an on-going basis.</p>	
<p>MISSION STATEMENT: To ensure that skills development audit is conducted regularly.</p> <ul style="list-style-type: none"> : Develop and review workplace skills plan on the basis of personal training needs linked to the Departmental SDBIPs. : Capacitate ward committees and ward councilors on developmental issues and local governance. : Ensure realization of equity targets in compliance with Employment Equity Policy of the municipality. 	
OBJECTIVES	STRATEGIES
<p>To target and improve the needed skills of identified stakeholders in the district for improved service delivery within the municipal jurisdiction.</p>	<p>Identify and allocate bursaries to indigent and deserving pupils to study at tertiary institutions.</p>
	<p>To encourage wards for improved service delivery.</p>
<p>To develop and sustain a conducive working environment for all staff members in the municipality.</p>	<p>To conduct awareness campaigns throughout the district with involvement of other relevant sectors in the province.</p>
	<p>To implement Employment Equity Plan targets of the municipality.</p>

To facilitate the establishment of an effective communication with stakeholders in the district.

To establish a district wide community radio station



KEY PERFORMANCE AREA	BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT
<p>VISION</p> <ul style="list-style-type: none"> : A sustainable infrastructure base that assists in the continuous provision of high quality of services to our communities and business entities in the district. <p>MISSION STATEMENTS</p> <ul style="list-style-type: none"> : Continuously coordinate replacement and maintenance of municipal infrastructure in the District. : Assist in the supply and maintenance of bulk water to Tokologo Local Municipality and other municipalities. : Develop land Audit plan on municipal land and assets for the entire district : Develop a shared service framework and implementation plan for the district and other local municipalities in the district to assist in the wholesale ICT initiative. 	
OBJECTIVES	STRATEGIES
<p>To provide technical and related support to locals for improved service delivery.</p>	<p>To assist Tokologo Local Municipality in the provision of adequate potable water to its community.</p> <p>To develop a shared services framework that will assist municipalities in accessing ICT initiatives throughout the district.</p> <p>Facilitate and upgrade existing access roads in rural and farming areas in the district Municipality.</p> <p>To construct road 12/4 and stormwater in Thabong</p> <p>To construct access road to Phumlani cemetery in Thabong</p> <p>To construct access road to Kutlwanong cemetery in</p>

	Odendaalsrus
To foster integration in the delivery of primary health care in the district.	Grading of rural roads in the district
To conduct awareness campaigns on ravages of fire in the district.	To provide continuous support to LMs in the eradication of buckets by the end of March 2010. Coordinate awareness campaigns in order to increase levels of awareness of HIV/AIDS among members of the community. To conduct fire awareness campaigns in the district.
	To purchase two (2) 4*4 fire fighting vans.
To monitor, enforce and reduce incidences of non-compliance with environmental health policies and regulations.	To purchase rescue equipments Take samples and issue certification in all identified food selling outlets. Take random samples of all potable water sources in the district. Institutionalize waste management function in all municipal land fill sites throughout the district. Develop and monitor air quality management for the entire district. Inspect all schools at given intervals for compliance with health policies. Conduct awareness campaigns on environmental health issues.
Provide continuous vector control programme throughout the	Facilitate spraying of pans, rivers breeding places at given

district.	intervals.
Establish a Disaster Management Centre that suits the requirements of the District and Local municipalities.	To complete the infrastructure aspect of the centre. Train volunteers
To conduct a detailed hazard and risk assessment for the district	Build emergency and disaster management capacity of the municipal staff and other stakeholders in the district. Purchase GIS kit for improved risk identification in all municipalities in the district.
To provide for Emergency relief for distressed and indigent families during disaster	Avail funding for <ul style="list-style-type: none"> • Food relief. • Blankets and clothing. • Repairs of structural damage.
Promote participation of youth in different sporting activities in the district.	To develop and maintain a comprehensive public awareness Coordinate successful implementation of the OR Tambo Games. Organize sports seminars to identify talent within the district.

CHAPTER 4

HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

DRAFT

Spatial location

The map on spatial location provides a spatial indication of where infrastructure nodes could beneficially be located. It is an advantage to continue to construct infrastructure for development in these nodes because they are established entities which must be harnessed because of their strategic location and reach by members of the community.

Most of the nodes are urban centres located in all local municipalities within the district. These are areas where services are currently being rendered.

In order to strengthen developmental synergy among the centres within the district, there must then be plans to link all of them and improve accessibility and cost of travel from one to the other. We should also take advantage of the existing road network infrastructure located strategically throughout the district and then improve existing road network from these main roads to respective destination within the district.

These roads include the N1, R30 and R34 and other local roads that currently exist. The current spatial detail calls for the audit of current road infrastructure that must be upgraded in order to facilitate transport activities in the district.

Agricultural land potential

The district is among a number of districts in the province that has better natural endowments that can provide agricultural produce and improve on the GGP of the district. There are prospects for the development of commercial agricultural zones in the district. This is made possible by the availability of water and soil type. The attached map provides an indication of existing water sources in the district. The Vet and Sand Rivers, the Vaal and the Vals Rivers can be used for irrigation and intensive agriculture respectively.

The existing water sources in the district provide opportunities for both intensive agriculture as well as expansion on intensive agriculture. It therefore suggests that existing products such as sunflower, wheat, and maize can be improved.

Some of the existing pieces of land throughout the district have all along been identified for stock farming and as nature conservation areas. In particular Tokologo Local Municipality has an advantage regarding the vast pieces of land that is currently been utilized for stock farming. Most of the productive pieces of land are privately owned and therefore it is then up to other government

departments to assist in buying out some of the contested land for redistribution purposes so that more people get involved in farming.

Mineral deposits

The district is a hive of mining activity and mining provides higher GGP contribution. It must be noted that mining is mainly a private sector initiative but government provides regulatory framework for its welfare. Municipalities should be able to access their social responsibility commitments to the advantage of the beneficiary population in the advent of post mining situations where kids of miners in the labour sending communities should be able to sustain bread winning responsibilities. Some of the responsibilities that municipalities must assist with are accessibility of funds for studying purposes linked specifically to labour sending communities, preferential procurement quotas as reflected in the regulatory frameworks, as well as general social responsibilities like training on HIV/AIDS and other social and health conditions facing miners even after their productive days.

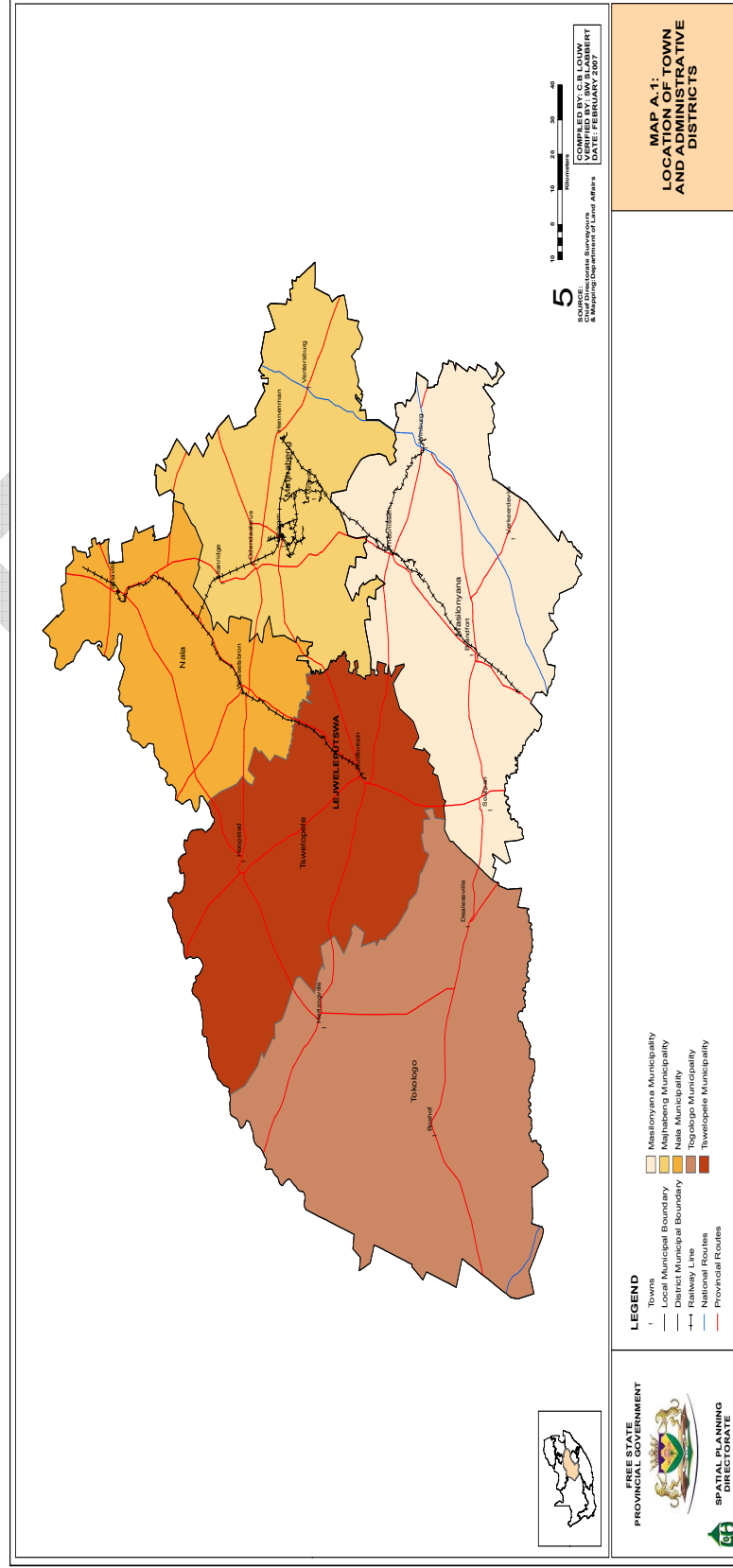
Vegetation

Understood from the national perspective, the Free State is one of the provinces with less vegetation and mainly area. Existing vegetation implies that there should be programmes intended to safe the greenery. There must be programmes intended to prevent chopping of trees in order to preserve underground water. The Department of Water Affairs must be consulted and involved in such programmes because they are the custodians of water conservation and forestry. Memoranda of agreements can be the basis for the preservation of both water and vegetation in the district.

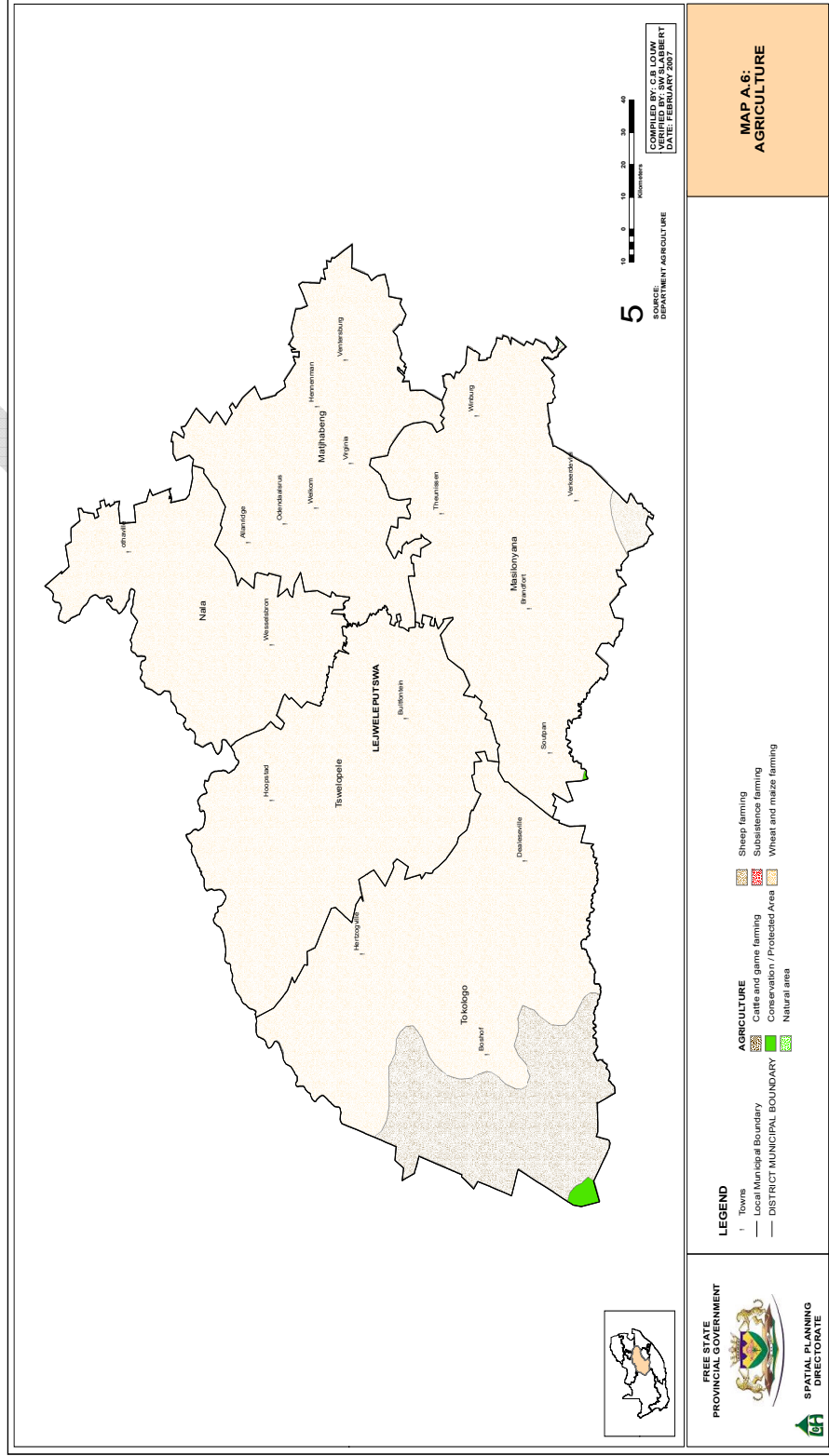
Summary of the SDF in relation to practical requirements for development

Issues	Potential	Need	Activity
Spatial location	There is potential infrastructure growth by linking existing ones with future planned ones.	The need for infrastructure expansion is dependent on current infrastructure roll out and importance in meeting current needs arising from communities within the respective municipalities.	All plans for infrastructure rollout must be preceded by a detailed audit of existing infrastructure and the purpose must be justified.
Agricultural land	Most of the areas in Tokologo, Tswelopele and some parts of Masilonyana	Current employment figures necessitate inclusion of other active but unemployed economic players in identified municipalities in the district.	Consultation process to be initiated by Regional Land Claims Commission with private owners of land under claim.
Mineral deposits	There is potential for beneficiation programme.	Provision of bursaries for purposes of assisting labour sending community kids. Social responsibility exercises of providing training for skills development.	Joint action plan developed with mining houses throughout the district.
Vegetation	-	Saving trees to prevent drought.	Joint action plans by municipalities with DWAF.

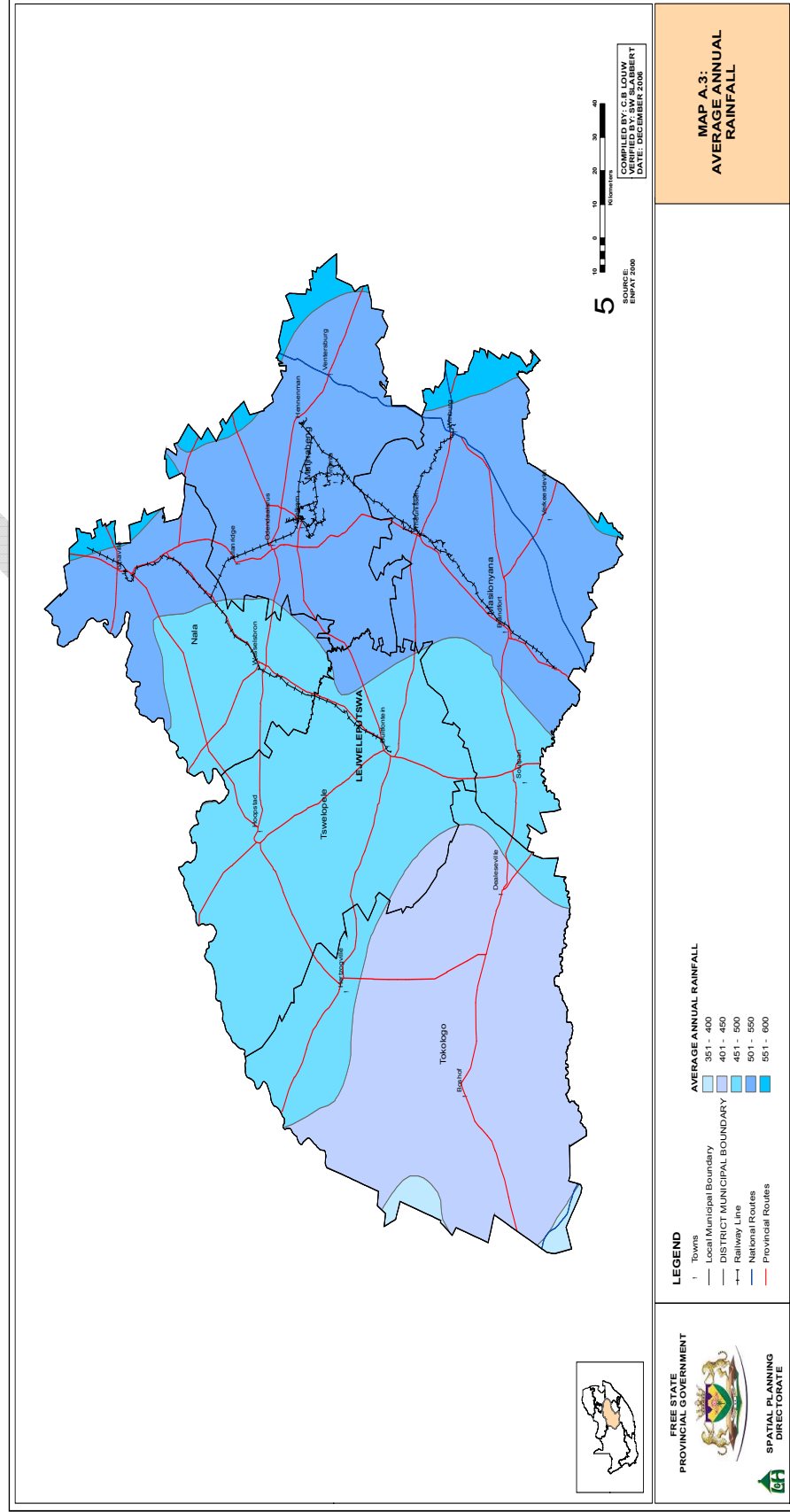
The map below illustrates the major towns as reflected and detailed above from within the five local municipalities in the district.



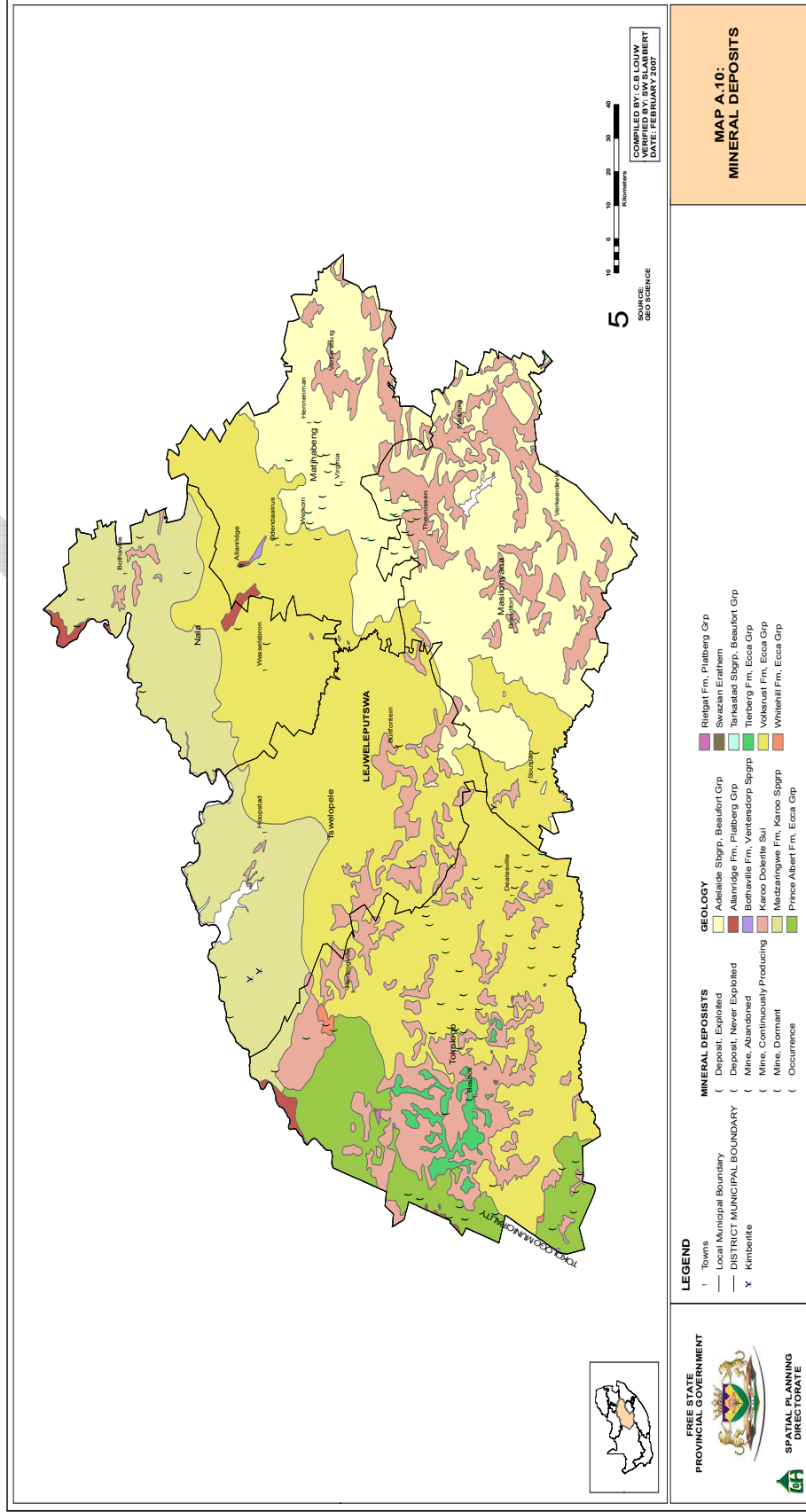
Source: Spatial Development Framework of Lejweleputswa District Municipality: 2007/8



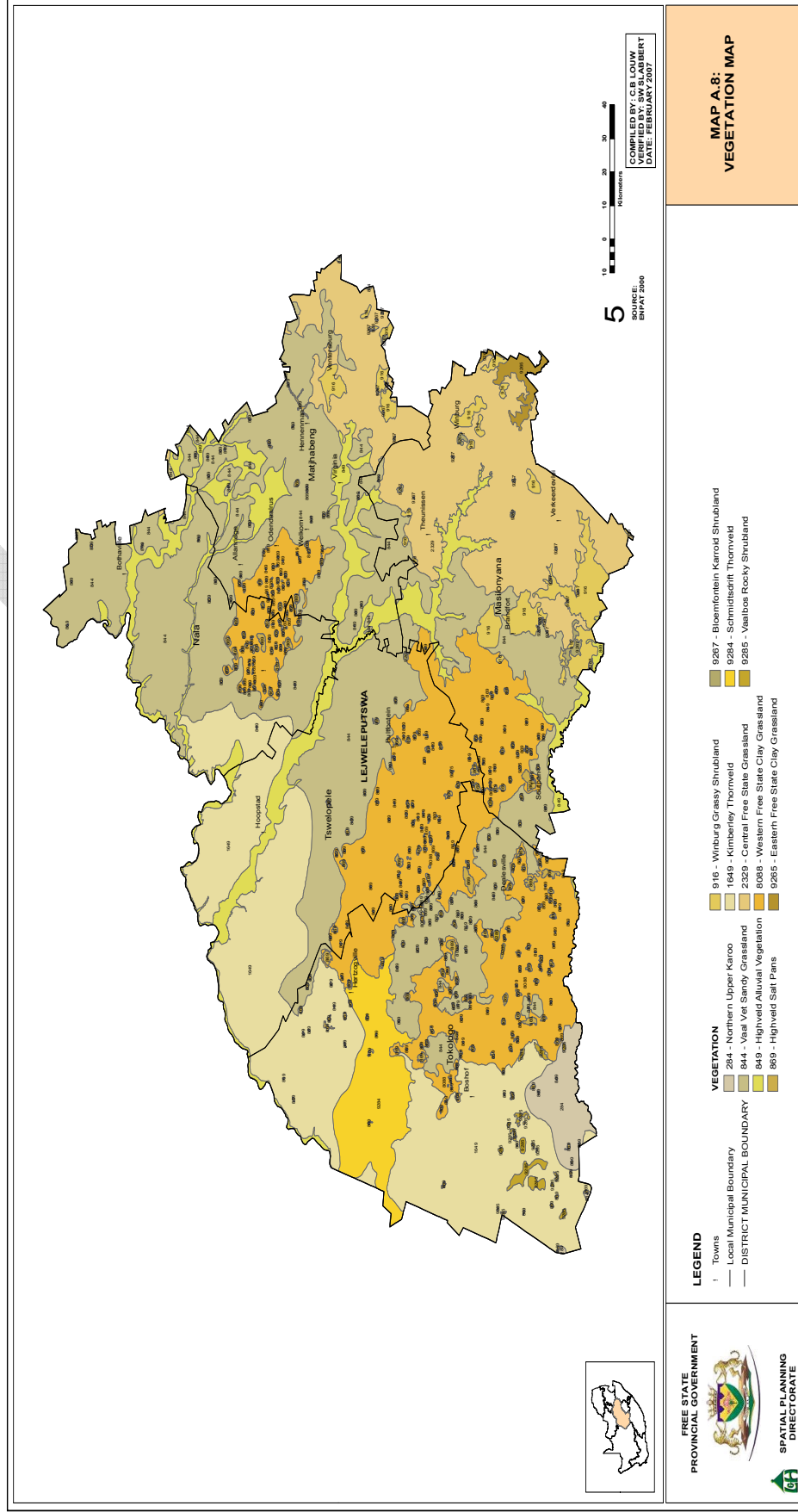
Source: Spatial Development Framework of Lejweleputswa District Municipality: 2007/8



Source: Spatial Development Framework of Lejweleputswa District Municipality: 2007/8



Source: Spatial Development Framework of Lejweleputswa District Municipality: 2007/8



Source: Spatial Development Framework of Lejweleputswa District Municipality: 2007/8

CHAPTER 5

IMPLEMENTATION PLAN

DRAFT

KPA 1: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

OBJECTIVE 1: To improve performance accountability by all Departments of the District Municipality on an annual basis

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
Maintain and audit performance of all senior managers on a consistent basis.	Performance Management System	Internal	R300,000	-	MM	A PMS policy has been developed and adopted by council.	1. 12 monthly reports submitted by HODs.	12	12	12
							2. 4 quarterly reports generated by MM's office	4	4	4
							3. 1 six monthly report compiled.	1	1	1
							4. Compile an annual performance report	1	1	1
							5. Unqualified audit opinion	Unqualified	Unqualified	Unqualified

OBJECTIVE 2: To promote and enhance public participation in all municipal related programmes.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
Identify and involve all stakeholders in the decision making processes of the municipality.	Public Participation and Education	Internal	R150,000	Internal	Speaker	Draft manual exists	Attendance lists of at least 3 IDP Representative Forum meetings	3	3	3
Training of all ward councilors in IDP and budget processes	Ward councilor training	District wide	R150,000	Internal	Speaker	Training was conducted in 2008/9	Attendance list of ward councilors trained.	69	69	69
Engage all municipal stakeholders in the revision of a district IDP	Credible IDP	District wide	R100,000	MSIG	MM/LED	Consultations were done for the 2008/9 revised IDP	1 credible IDP	1	1	1
Review functional structures to assist in the planning of municipal programmes.	Civil Society Forums	District wide	R100,000	LDM	Speaker	1 Forum exists	3 Forums	3	3	3
Purchase a PA System in order to facilitate community	PA System	Internal	R200,000	LDM	Corporate	A low capacity PA System exists	A high capacity PA System	1	0	0

financial year.													
Host HIV/AIDS training workshops in association with the Department of Health in the district.	HIV/Aids awareness	FS 18	R200,000	LDM	Executive Mayor	Continuous programme	4 sessions held per year.	✓	✓	✓	✓	✓	✓
To conduct employee wellness programmes	Employee wellness	Internal	R31,500	LDM	Corporate	Continuous programme	1 session per year	✓	✓	✓	✓	✓	✓
Objective 7: To conduct awareness campaigns on issues related to gender and disability													
To conduct awareness campaigns throughout the district with involvement of other relevant sectors in the province.	Gender and Disability	FS 18	R100,000	LDM	Executive Mayor	New project	Progress reports per quarter	✓	✓	✓	✓	✓	✓
Objective 8: To build and sustain a conducive working environment for all staff members.													
To purchase additional cars	Motor vehicles	Internal	R600,000	LDM	Corporate	Two cars have been	Fully registere	✓	-	-	-	-	-

for the district.													
Installing cars tracking devices in all municipal vehicles.	Tracking devices	Internal	R100,000	LDM	Corporate	auctioned in the 2008/9	There are currently three cars without tracking devices.	MOU signed with service providers	√	-	-		
Objective 9: To contribute towards the reduction of crime in the district by entering into agreements with existing policing and forums.													
To plan, organize and conduct anti-crime awareness campaigns in the district in collaboration with CPFs and CSFs.	Crime prevention awareness	Internal	R70,000	LDM	Social Services	Road blocks were conducted.		2 workshops to be conducted 1 award ceremony for best CPF.	√	-	-		

KPA 2: MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

OBJECTIVE 1: To perform a high level assessment of financial management and financial risk

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To ensure performance of risk based internal financial audits with corrective governance procedures	Conversion to GAMAP/GRAP	Internal	R750,000	LDM	Finance	We have been using the IMFO standards	AFS and budget GAMAP/GRAP compliant	For 2009/10	-	-
	Audit external	Internal	R1,053,000	LDM	Finance	AG's services were sourced for the 2007/8.	Submission of AG's final report for incorporation in annual report for 2008/9	√	√	√
Coordinate compliance with MFMA	Finance Technical Support	FS 18	-	-	Municipal Support	Finance Technical Support has been providing this service in	Quarterly reports generated	√	√	√

<p>Render technical support services to Local Municipalities</p>	<p>Site visits</p>	<p>FS 18</p>	<p>-</p>	<p>-</p>	<p>Municipal Support</p>	<p>2008/9. Finance Technical Support has been providing this service.</p>	<p>4 visits per quarter</p>	<p>4</p>	<p>4</p>	<p>4</p>
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KPA 3: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE 1: To promote tourism support in the district.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
Renovate the identified structure in Masilonyana Local Municipality	Winnie Mandela Museum Lodge	FS 181	R2m	DTEA	LED	Structure is in place	Functional lodge	-	-	√

OBJECTIVE 2: Revive LED infrastructure to promote economic development and sustainability.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
Renovate Matjhabeng showground for local economic activities.	Matjhabeng Showground	FS 184	R800,000	Internal	LED	Structure is in place	Functional showground	-	-	√
To provide financial and related support to LDA for creating	LDA	Internal	R2m	LDM	LED	Entity has been established in 2006	Self sustainable entity	√	√	√

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
conductive environments for more investment and employment opportunities.										
Objective 3: To establish partnerships with other economic players to grow the economy										
To facilitate the establishment of essential oils project in the district	Essential Oils Project	FS 184	-	Beatrix Gold Mine	LED	The project has been started in 2006	Functional project	-	√	√
Source funding for the improvement and sustainability of our neighbourhoods	Neighbourhood Community Project	FS 18	-	National Treasury	LED	New project	Funds secured	√	-	-
Objective 4: To alleviate all forms of discrimination against women, youth and differently-abled people.										
Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To initiate new, improve existing youth	Youth capacity building	FS 18	See budget for LED	Internal	LED	New project	Registered and functional	√	√	√

projects and provide needed support to the identified ones.	programme						projects			
To organize sports day event for the elderly in conjunction with DSC.	Elderly Sports Day	FS 18	-	Internal	Executive Mayor	New project	Certificate of participation	✓	✓	✓
To arrange and host a national youth day celebration in conjunction with selected local municipalities.	National Youth Day Celebration	FS 18	R140,000	Internal	Executive Mayor	Annual event	Advert for the event in local newspaper and signed attendance register	✓	✓	✓
OBJECTIVE 5: To embark on poverty alleviation programmes throughout the district										
Target indigent families in the district by providing temporary job opportunities	Poverty alleviation programme	FS 18	R500,000	Internal	Executive Mayor	Annual programme	Contract signed with identified indigents and proof of payment of stipend	✓	✓	✓

KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Objective 1: To target and improve needed skills of identified stakeholders in the district for improved service delivery within the municipal jurisdiction.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To identify and allocate bursaries to indigent and deserving pupils to study at tertiary institutions.	Mayoral Bursary Fund	FS 18	R300,000	Internal	Executive Mayor	Annual budget allocation	Provide assistance to existing students	√	√	√
To provide opportunity to graduate to receive experiential training	Experiential training	FS 18	R20,000	Internal	Corporate	New project	Training reports submitted	√	-	-
To encourage wards for improved service delivery.	Ward Committee Competitions	FS 18	R217,371	Internal	Speaker	Project was funded for the 2008/9	Award certificates issued	1	1	1
To do a	Service	FS 18	R250,000	Internal	Executive	New	Skills Audit	1	-	-

survey of the impact of service delivery in the communities in consultation with Stats SA	delivery survey					Mayor	project	Report			
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Objective 2: To develop and sustain a conducive working environment for all staff members in the municipality

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To implement employment equity targets of the municipality.	Employment Equity Plan	Internal	-	Internal	Corporate Services	Draft Employment Equity Plan was developed	Set targets implemented	√	√	√
To provide financial assistance to internal staff for further training purposes.	Study Assistance	Internal	R75,000	Internal	Corporate Services	R300,000 was set aside for 2008/9	5 members of staff assisted financially	√	-	-
To provide an opportunity to all staff members to	Capacity Development	Internal	R20,000	Internal	Corporate	New project	5 employees register	√	-	-

upgrade their skills by registering for courses																			
To expand the office building to accommodate the archive section of the municipality	Archive	Internal	R500,000	Internal	Corporate	Plans were developed in the 2008/9 financial year	Project progress report	-	-										√

Objective3: To facilitate the establishment of an effective communication with stakeholders in the district.

To establish a community radio station in the district.	Radio Station	Internal	R330,000	Internal	Executive Mayor	New project	Project Progress reports	-	-										
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KPA 5: BASIC SERVICES AND INFRASTRUCTURE INVESTMENT

Objective 1: To provide technical and related infrastructure support to local municipalities for improved service delivery.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To assist Tokologo Local Municipality in the provision of potable water for its community.	Bulk Water Supply In Tokologo	FS 182	R50m	External	Municipal Support	Feasibility study has been finalized	Project progress reports submitted	-	-	√
Improve logical security.	Municipal software safeguards	FS 18	R150,000	Internal	Municipal Support	New project	Project implemented and working	√	-	-
Improve municipal network speed to category 6.	Municipal network speed upgrade	FS 18	R150,000	Internal	Municipal Support	New project	Project implemented and working	√	-	-
To facilitate and upgrade existing access roads in the rural and farming areas of the	Plant and equipment project	FS 18	R2,000,000	Internal	Municipal Support	Earth moving equipments have been purchased.	Established plant.	-	-	√

district municipality.															
To construct road 12/4 and stormwater in Thabong	Roads and stormwater project	FS 184	R700,000	Internal	Municipal Support	Ongoing project	Progress towards project completion	✓	-	-	-	-	-	-	-
To construct access road to Phumlani cemetery in Thabong	Roads and stormwater	FS 184	R1,400,000	Internal	Municipal Support	Ongoing project	Progress towards project completion	✓	-	-	-	-	-	-	-
To construct access road to Kutlwanong cemetery in Odendaalsrus	Roads and stormwater	FS 184	R2,000,000	Internal	Municipal Support	Ongoing project	Progress towards project completion	✓	-	-	-	-	-	-	-
Grading of rural roads in the district	Rural Roads upgrade	FS 18	R3,427,101	Internal	Municipal Support	New project	Distance of road graded	✓	-	-	-	-	-	-	-

Objective 2: To foster integration in the delivery of primary health care in the district.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To provide continuous support to LMs in the eradication of buckets by the end of 2010.	Bucket eradication	FS 18	-	-	Municipal Support	More than 9000 connections have been completed	Progress reports towards project completion	-	-	-

Objective 3: To conduct awareness campaigns on ravages of fire in the district.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To conduct workshop on fire awareness campaigns in the district.	Awareness campaign	FS 18	R40,000	Internal	Social Services	Continuous project	Attendance list	√	-	-
To purchase two (2) 4*4 fire fighting vans.	Fire fighting equipments	FS 181 and 183	R900,000			6000 / bakkie fire fighting units x28 7 x 4000 l fire fighting trailers	Delivery note	√	-	-
To purchase rescue equipments	Rescue equipments					-	Delivery note	√	-	-

Objective 4: To monitor, enforce and reduce incidences of non-compliance with environmental health policies and Regulations

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To take samples and issue certification	Food sampling project	FS 18	R200,000	Internal	Social Services	The project was conducted in 2008/9	Progress report update provided	√	-	-

in all identified food selling outlets													
To take random samples of potable water sources in the district.	Water sampling project	FS 18	R100,000	Internal	Social Services	The project was conducted in 2008/9	Progress report update provided	√	-	-			-
To conduct awareness campaigns on environmental health issues.	Awareness campaigns - EH	FS 18	R20,000	Internal	Social Services	The project was conducted in 2008/9	Awareness campaigns held in the year.	√	-	-			-

Objective 5: Establish a Disaster Management Centre for the District.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
To complete the infrastructure aspect of the centre.	Disaster Management Centre	FS 184	R6,434,900	Internal	Social Services/Municipal Support	Land has been made available by FS 184.	Progress report update provided in line with project implementation plan.	√	-	-

Objective 6: To provide emergency relief for distressed and indigent families during disaster.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12

Avail funding for: <ul style="list-style-type: none"> • Food relief. • Blankets and clothing • Repairs of structural damage. 	Disaster relief	FS 18	R400,000	Internal	Social Services	The project was completed in 2008/9	Progress report update provided.	√	-	-
To develop and maintain a comprehensive public awareness and community participation programme	Disaster Relief Awareness campaign	FS 18	R100,000	Internal	Social Services	Continuous project	2 Awareness campaigns to be held for the year	√	√	√
	Disaster Management Campaign	FS 18	R50,000	Internal	Social Services	Continuous project	1 Awareness campaign to be held for the year	√	√	√

Objective 7: Promote participation of youth in different sporting activities in the district.

Strategy	Project	Spatial Focus	Budget	Funding Source	Responsibility	Standard	KPI	2009/10	2010/11	2011/12
Coordinate successful implementation of the OR Tambo Games.	OR Tambo Games	FS 18	R500,000	Internal	Executive Mayor	Annual event and was held in 2008/9	Successful event held	√	-	-
Organize sports	Talent search	FS 18	R505,440	Internal	Executive Mayor	New project	Soccer training	√	-	-

seminars to identify talent within the district.								sessions held per year.		
Objective 8: To improve accessibility and safety of staff and customers in the municipal building.										
To extend new office block by the end of the financial year.	Internal	R3,000,000	Internal	Corporate	New office block has been completed	Full extension completed	√	-	-	-
Purchase security equipment	Internal	R150,000	Internal	Corporate	Surveillance cameras have been installed	Fully functional system	√	-	-	-

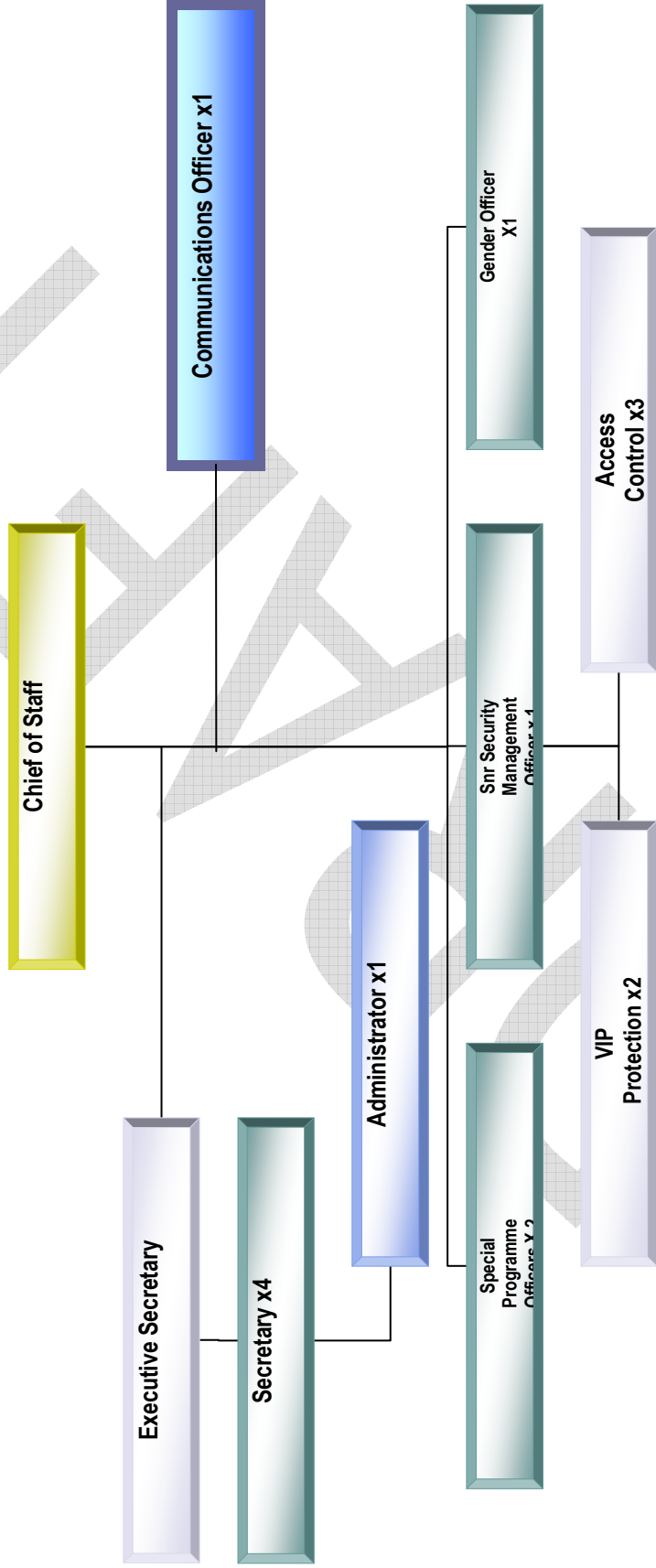
CHAPTER 6

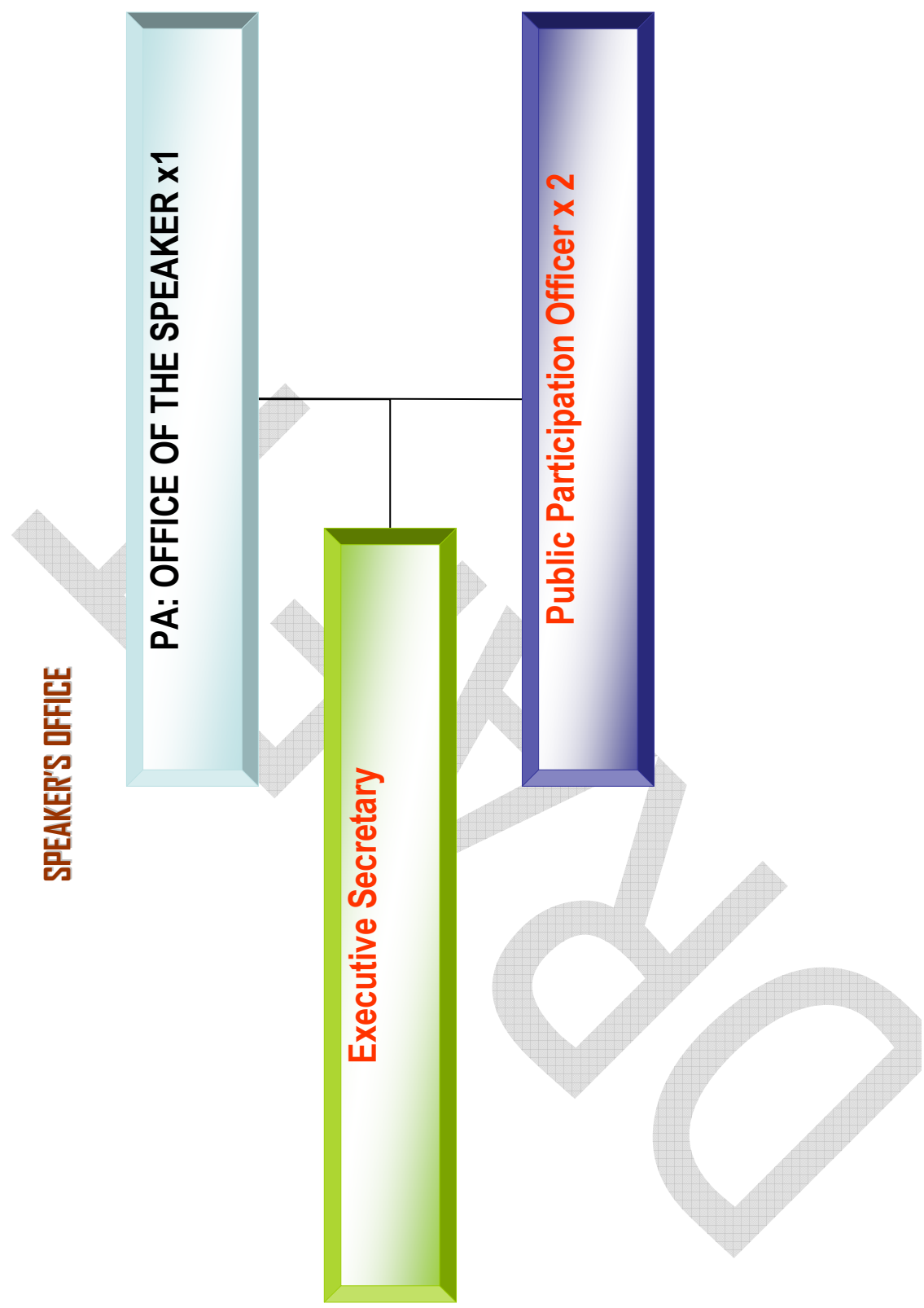
ORGANISATIONAL PERFORMANCE MANAGEMENT

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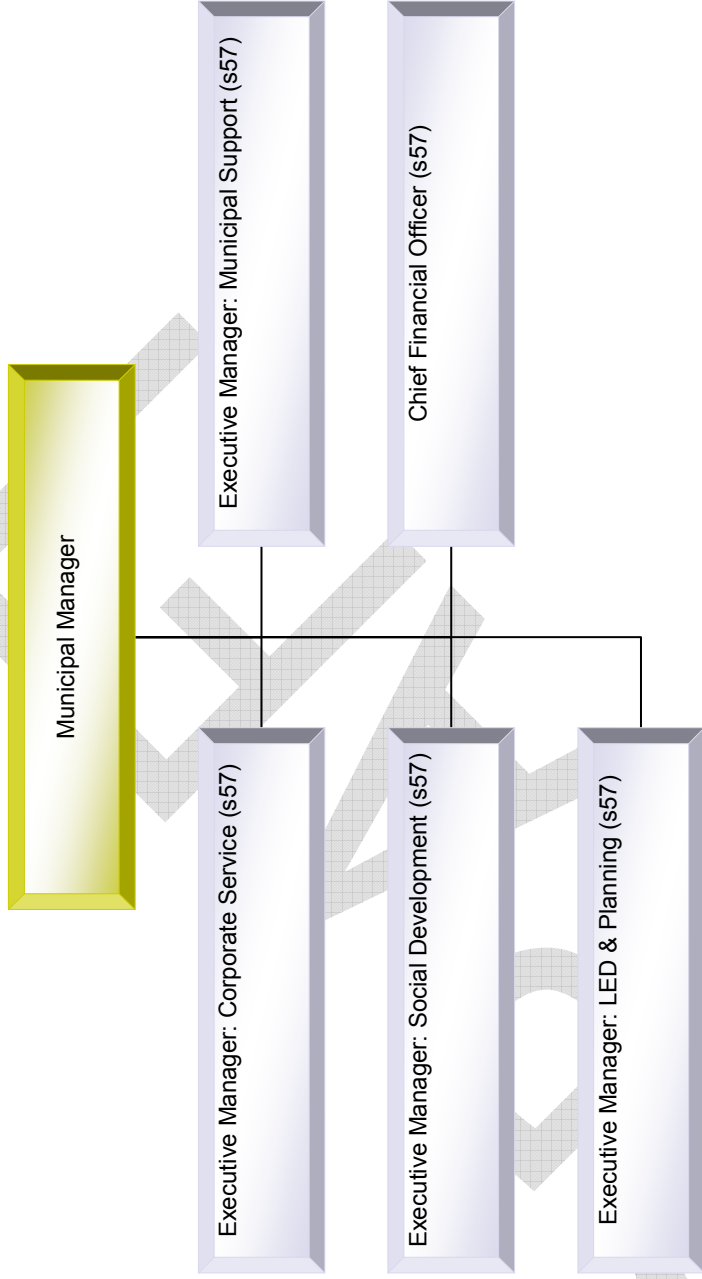
The following organizational structure of the municipality would assist in the implementation of the plan and as a reflection of departmental priorities:

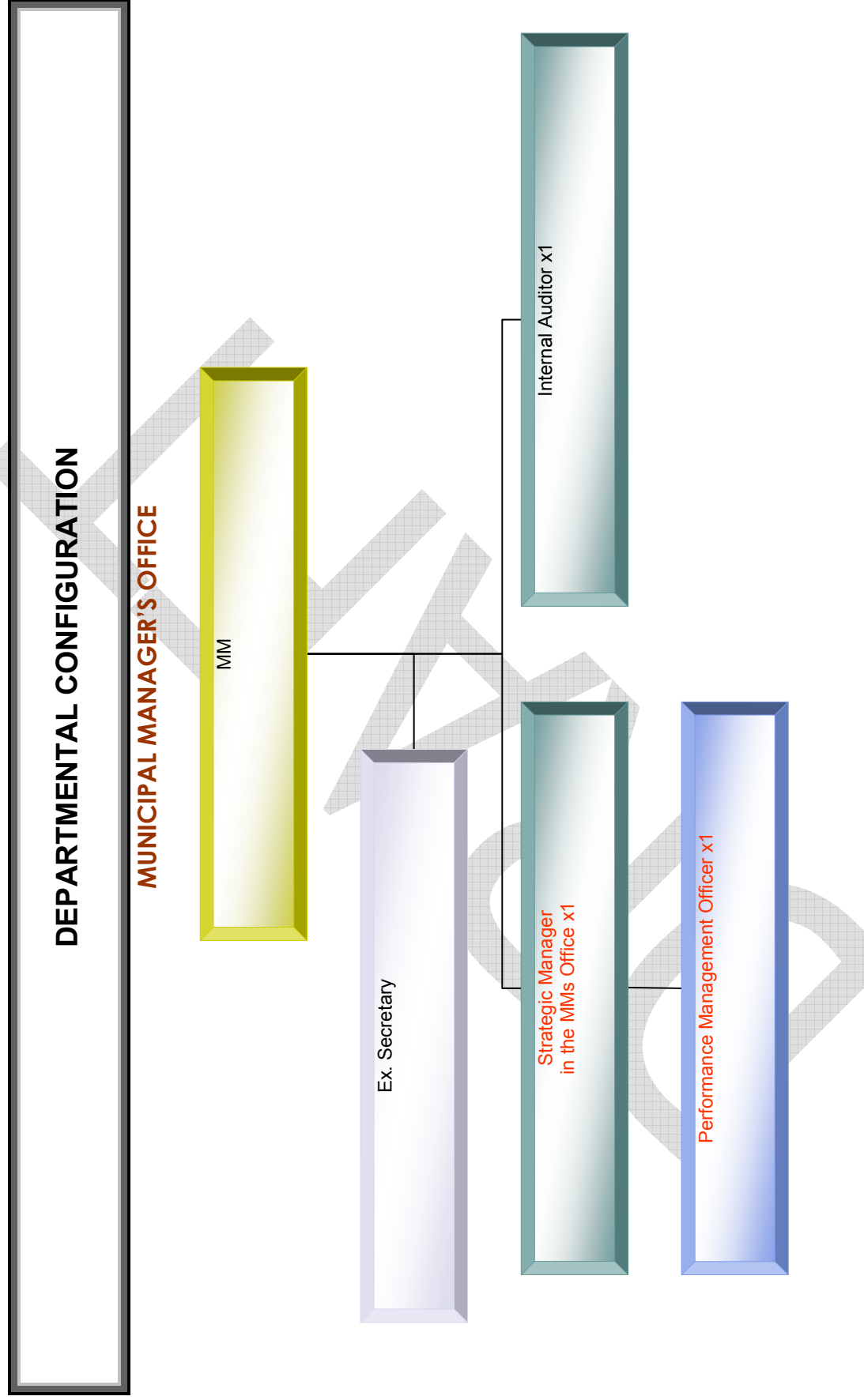
EXECUTIVE MAYOR'S OFFICE



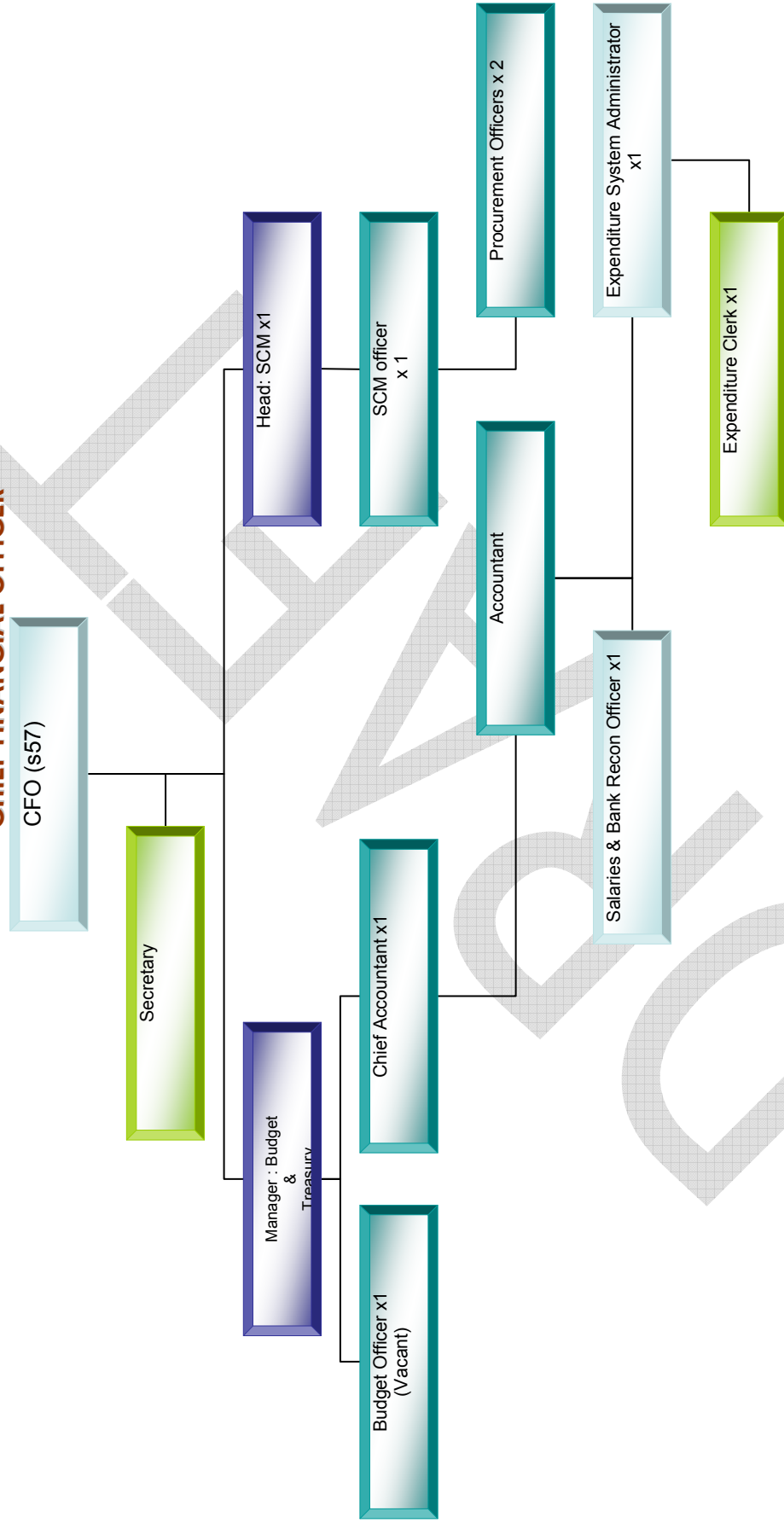


EXECUTIVE MANAGEMENT TEAM

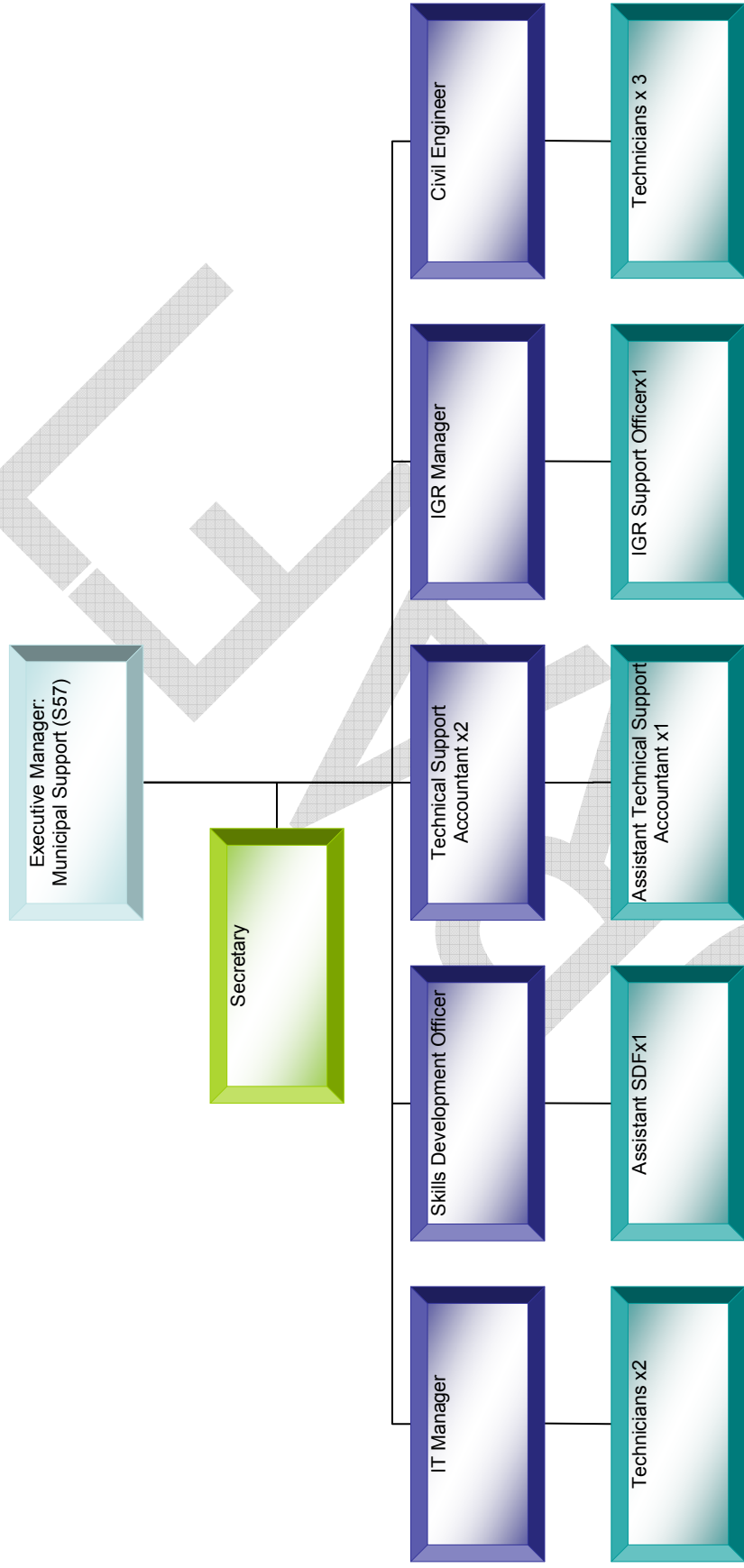




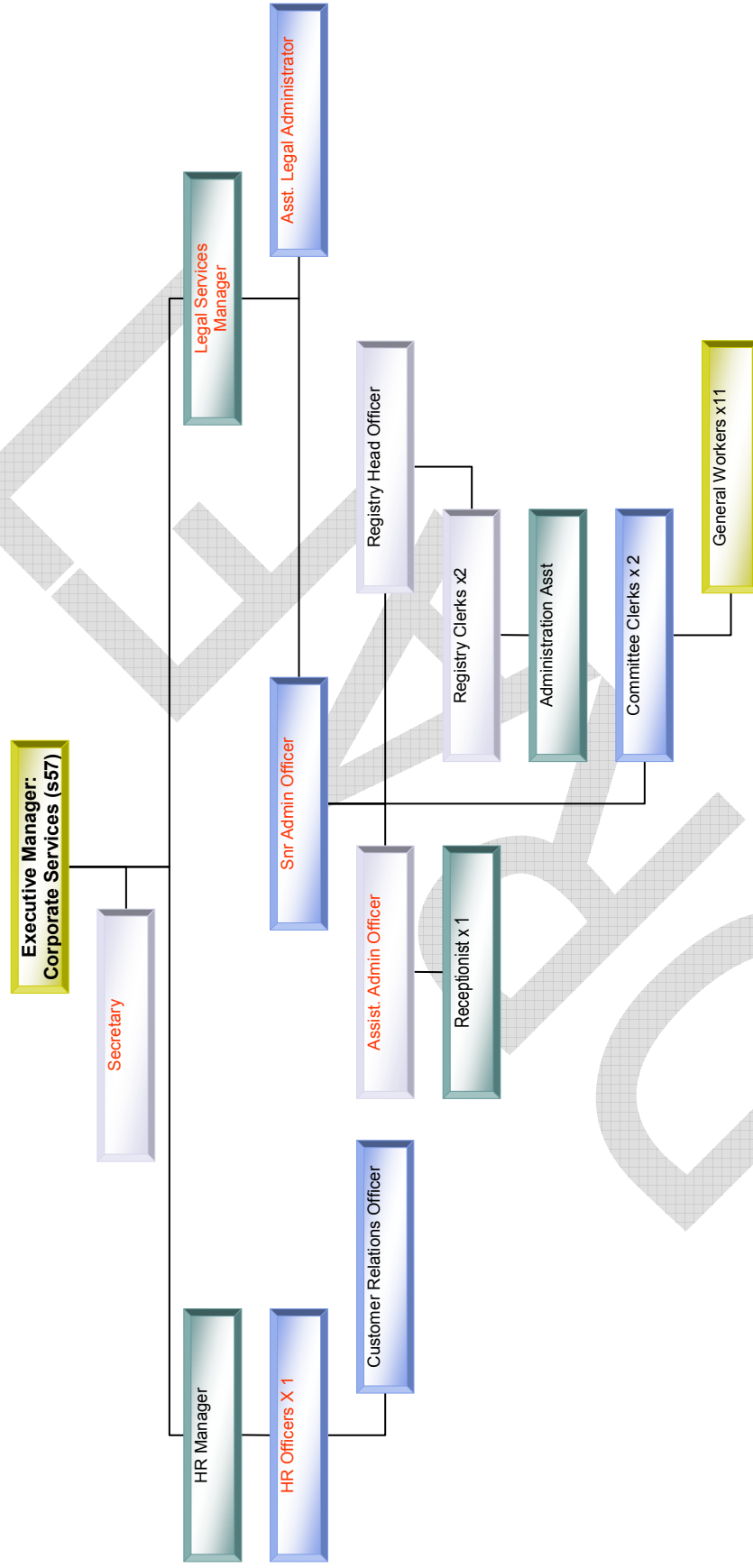
CHIEF FINANCIAL OFFICER



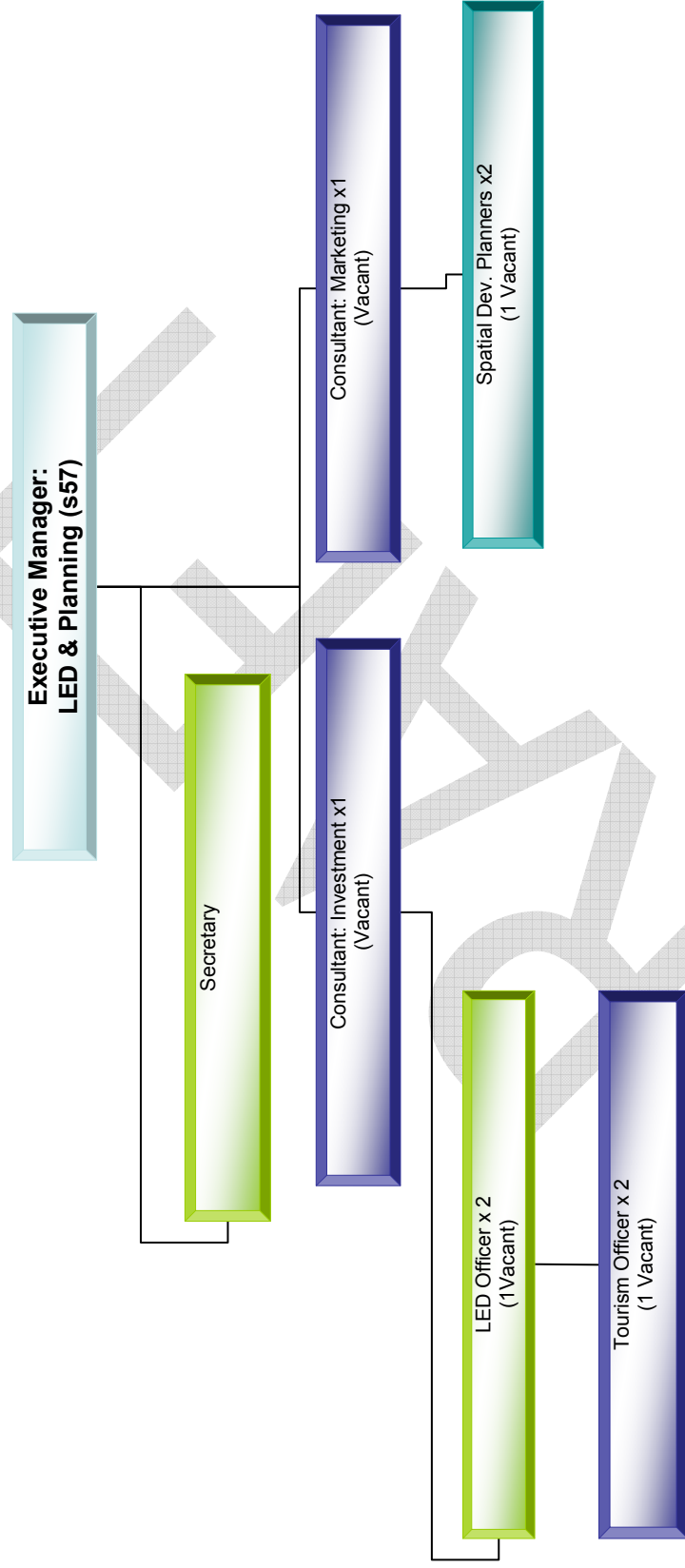
MUNICIPAL SUPPORT



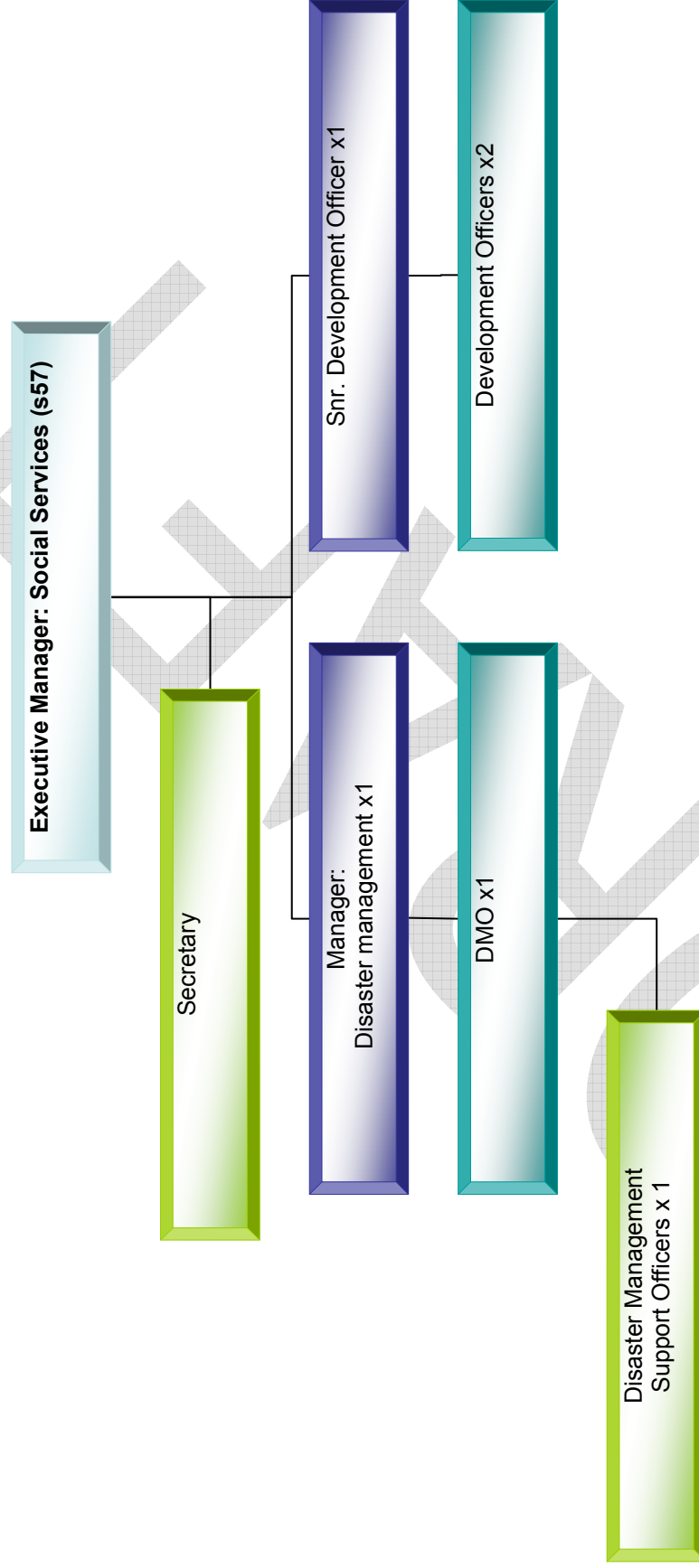
CORPORATE SERVICES

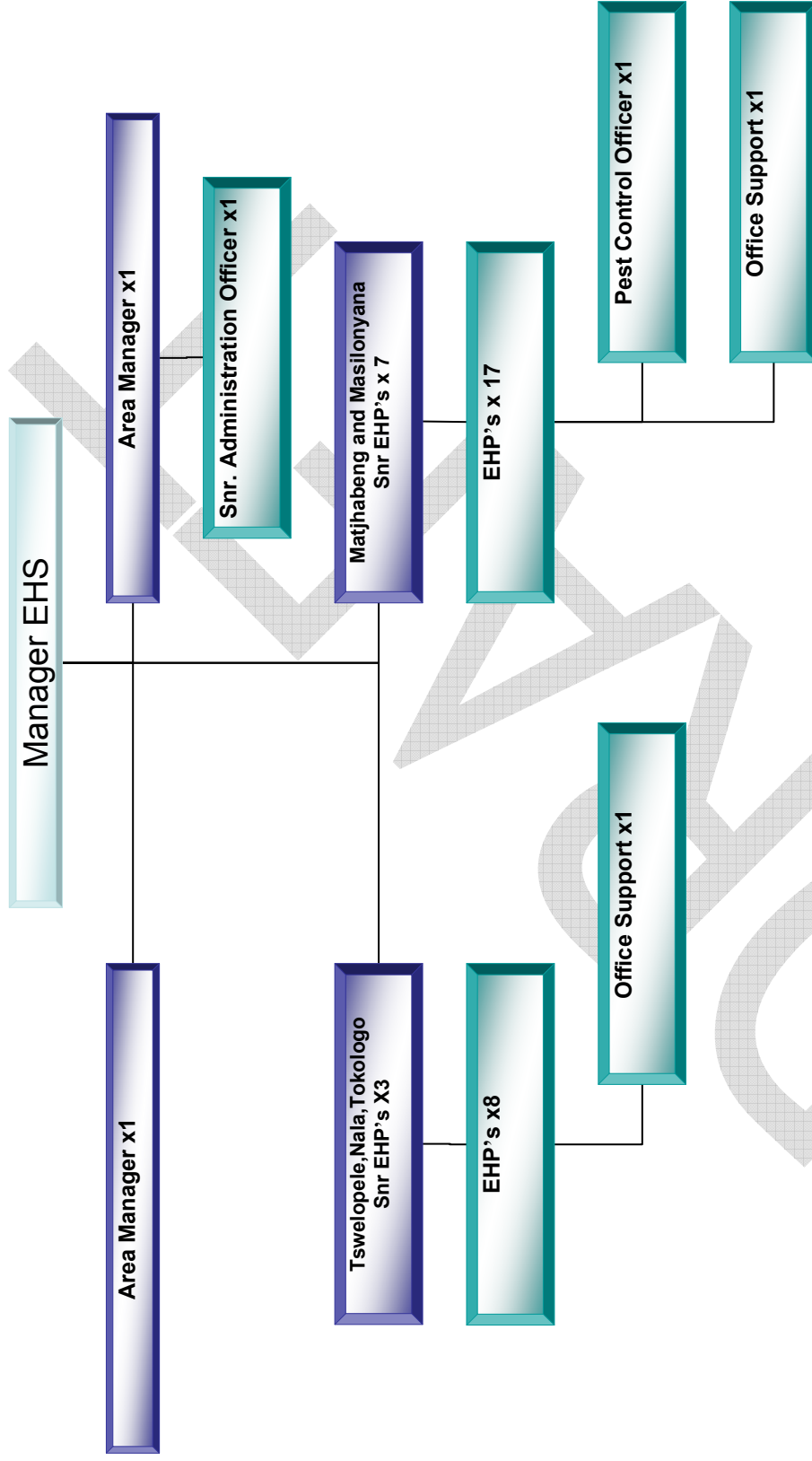


LED & PLANNING



SOCIAL DEVELOPMENT





	Department	Approved	Filled	Vacant
1	Office: Speaker	6	4	2
2	Office: Executive Mayor	22	15	7
3	Municipal Manager	8	7	1
4	Corporate Support Services	27	26	1
6	LED and Planning	10	5	5
7	Finance	10	9	1
8	Finance Technical support	7	4	3
8	Technical	8	4	4
9	Social Development	11	8	3
	Total	109	82	27

In line with the above structural organization, performance management helps to create a climate for high performance and should comply with Municipal Systems Act, 32 of 2000. The same Act requires that the municipality establishes a performance management system that is commensurate with internal resources and in line priorities as set out in the integrated development of the municipality. In this manner, it should be understood as forming a strategic management tool for the municipality. The system was originally designed for the municipality in the 2006/7 financial year and only came into effect in the 2007/8 financial year.

The Municipality's approach to implementing the performance management in the 2009/10 financial year.

Our IDP contains sets of key priority areas, objectives, strategies and projects that will inform each senior manager's performance in a given project and all these would be reflected in both the individual as well as the municipal SDBIPs. In summary, our performance management reflects the following areas:

IDP

- The IDP will contain a set of KPIs, Objectives and strategies as well as projects to be implemented by the municipality in a given period of time.

SDBIP-individual

- Each individual head of department would represent priorities located in a department and commit to implement all the identified and prioritized programmes and projects.

SDBIP-Organisational

- An aggregated scenario reflects all the programmes that the accounting officer will oversee in a financial year and will report to both internal structures and provincial and national structures according to set criteria made available in relevant legislative provisions.

Performance agreements

- Both the Heads of departments and the accounting officer would be required to enter into agreements committing themselves that they would implement programmes on behalf of council.

CHAPTER 7

SECTOR DEVELOPMENTAL INPUTS

DRAFT

DEPARTMENT OF SOCIAL DEVELOPMENT

Northern Free State WELKOM AREA 2009/10

Project Name	Local Magisterial District/Code Rural/Urban	Funding Allocation of Project (Rands)	Funding Source	Planned Commencement & end date	Occupations Needed	Short / Long Term skills needed	Training Budget	Target Group	Course availability
House of mercy project	Welkom	R112,000	Social Development	2009	Crafters	Candle wicking Business Basic	R49 350	Women and men 35	Yes
Candle for all	Welkom	R50 000	Social Development	2009	Crafters	Candle wicking Business Basic	R8460	Women 6	Yes
Lesedi mohau	Welkom	R216,000	Social Development	2009	Sewing	Manufacturing of clothes Curtain making Micro Enterprise Business Skills Manufacturing of School wear	R857 000	Women 60	Yes
Kopanang Letswelepele project	Welkom	-	-	2009	Crafters	Flower Arranging Micro Enterprise Business Skills	R27 360	Women 12	Yes

Realeboha Project	Welkom	R156 000	Social Development	2009	Sewing	Manufacturing of clothes Home Decorations Bedroom Curtain	R125 328	Women 12	Yes
Tikwane Project	Hoopstad	R350 000	DOA	2009	Farmers	Land Preparation Cultivation of Vegetables Vegetables Propagation Business Skills Basic	R 40 480	Women and Men 23	Yes
Bambanane Sewing project	Welkom	R110 000	Social Development	2009	Sewing	Curtain making Garment Making Business Skills Basic Manufacturing of Clothes	R129 522	Women and men 12	Yes
Matjhabeng HIV and AIDS Project	Welkom	R912 000	Nelson Mandela Fund	2009	Care taker	Capacity Building Peer Educator Bookkeeping	R34 560	Youth12	Yes
Orphans Day Care Project	Welkom	-	-	2009	Care taker	Capacity Building Peer Educator Bookkeeping	R43 200	Women and Men 15	Yes

Odendaarus CC	Odendaarus	R60 408	DOC	2009	Multifunctional	How to start own business Welding, Gas and Arc, Basic Computer Skills	R60 408	Prisoners 36	Yes
Winburg CC	Winburg	R34, 020	DOC	2009	Vegetable Gardening	Cultivation of potatoes Cultivation of Vegetables Egg production	R34, 020	Prisoners 36	Yes
Bultfontein ECD	Bultfontein	R557, 040	DoSD&DoE ECD	2009	Child Care	Child Care, First Aid, Office Administration, Finance Management Skills	R557, 040	12	Yes
Welkom ECD	Welkom	R596, 765	DoSD&DoE ECD	2009	Child Care	Child Care, First Aid, Office Administration, Finance Management	R596, 765	17	Yes
Welkom Police Flats R & R	Welkom	R1,200, 000		2009	Child Care	NVC Accredited	R1,200,000	25	Yes
HCBC	Lejweleputswa	R300,000	NYS Social Sector	2009	Multifunctional Centre	Accreditation NVC training, Driving Computer &Life Skills	R300,000	44	Yes

Lejweleputswa	Welkom	R93 847	DEAT	2009	Health	Waste management Health & Safety First Aid	R93 847	27	Yes
Vukophile Free State Learnership	Lejweleputswa	R319 285	Infrastructure Other Project	2009	Multifunctional Centre	Construct V drains, Quality Management, Health and Safety Phase	R319 285	15	Yes
TOTAL							R4,778,324	565	Yes

DEPARTMENT OF MINERALS AND ENERGY**PLANNED PROJECTS (01 April 2009 to 31 March 2010)**

LOCAL MUNICIPALITY	PROJECT NAME	CAPITAL (R'm)	PLANNED CONNECTIONS	CHALLENGES/COMMENTS
MATJHABENG 184	Thabong Ext 19 Phase 1	8,379,866	1000	
	Thabong Ext 20 Phase 1	8,379,866	1000	
	Thabong Ext 15 Phase 1	8,379,866	1000	
	Thabong Ext 16	3,392,251	435	
	Thabong Jerusalem Park (100 Women)	837,987	100	
	Thabong Bulk 4.5 km supply line (infrastructure)	1,009,125		
	Mmamahabane Ext Smarties	1,508,376	180	
	TOTAL	31,508,337	3,715	

LOCAL MUNICIPALITY	PROJECT NAME	CAPITAL (R'm)	PLANNED CONNECTIONS	CHALLENGES/COMMENTS
MATJHABENG 184	Thabong Ext 19 Phase 2	6,703,893	800	Dependent on completion of Phase 1
	Thabong Ext 20 Phase 2	8,379,866	1000	Dependent on completion of Phase 1
	Thabong Ext 15 Phase 2	3,092,171	369	Dependent on completion of Phase 1
	Thabong Ext T14 Phase 2	5,865,906	700	
	Kutlwanong Ext Lovelife	2,094,967	250	
	Thabong Baruch Construction Phase 1	2,513,960	300	

	Masilo Ext Horse Shoe	3,762,560	740	
	Meloding Albany Ext 9	6,201,101	740	
	Phahameng	92,179	11	
TSWELOPELE	TOTAL	43,013,854	5,133	

LOCAL MUNICIPALITY	PROJECT NAME	CAPITAL (R'm)	PLANNED CONNECTIONS	CHALLENGES/COMMENTS
MATJHABENG 184	Mmamahabane Phase 2&3	308,676	35	
	Thabong Ext 24 Phola Park	1,763,865	200	
	Kutlwanong Ext	8,819,327	1000	
	Geneva	6,173,529	700	Municipality to advise
	Baruch Phase 2	3,527,731	400	

DEPARTMENT OF HEALTH- LEJWELEPUTSWA DISTRICT OFFICE

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana	97.9	>90	115.6	100
Matjhabeng	94.7	93	101.8	100
Nala	83.8	85	75.5	85
Tokologo	77.4	80	84.3	84
Tswelopele	79.3	80	72	80
District Average	90.9	90	94.8	94

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana	47.7	50	45.9	50
Matjhabeng	38.1	40	40.5	40
Nala	48.3	45	44	45
Tokologo	59.5	60	51.3	60
Tswelopele	42.5	40	46.1	50
District Average	41.9	47	42.5	49

Women Year: Protection rate

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana	24.7	40	28.5	30
Matjhabeng	27.1	27	27.5	29
Nala	18.7	22	18.5	20
Tokologo	28.9	40	31.1	35
Tswelopele	23.1	40	19.7	25
District Average	25.4	34	25.8	27.8

PROPORTION OF ANC CLIENTS TESTED FOR HIV

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana	77.7	90	71.1	73
Matjhabeng	76.6	80	82.1	85
Nala	74	80	91.8	95
Tokologo	80.9	80	92.2	95
Tswelopele	76.7	80	93.3	95
District Average	76.5	82	83.6	88.6

NUMBER OF PHC FACILITIES PROVIDING ARVs

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana	0	2	1(1combined site)	2(2 combined sites)
Matjhabeng	3	7	4(3assessment &1treatment)	6(1combined sites,4assessment sites and 1treatment)
Nala	0	2	1(1combined site)	2(1combined & 1assessment site)
Tokologo	0	1	1Assessment)	3(2 assessment & 1combined)
Tswelopele	2	2	2 (1 Combined site, 1 Assessment site)	2(1assessment&1combined)
District Average	5	14	9 (3 Combined sites, 5Assessment; 1 Treatment sites)	15 (6 Combined, 8 Assessment, 1 Treatment)

NEW TB SMEAR POSITIVE CURE RATE

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana	75.7%	75%	82.8%	83%
Matjhabeng	69.2%	75%	70.2%	72%
Nala	72.2%	78%	62.8%	65%
Tokologo	82.3%	75%	93.3%	95%
Tswelopele	72.4%	75%	67.3%	69%
District Average	70.5%	73%	70.7%	76.8%

HUMAN RESOURCE: DOCTORS FULL-TIME EQUIVALENTS

SUBDISTRICT	Drs Hours at PHC per Month			FTE (Hours per month/162)			Average Hours per Fixed Facility per month (target 8 hours)		
	06 / 07	07 / 08	08 / 09	06 / 07	07 / 08	08 / 09	06 / 07	07 / 08	08 / 09
Masilonyana	82	72.7	20.7	0.51	0.45	0.51	9	8.1	2.6
Matjhabeng	315	233	111	1.9	1.44	2.74	12.1	8.9	4.3
Nala	48.7	91	2.7	0.3	0.56	0.07	12.2	22.8	0.7
Tokologo	0.6	20	7.3	0	0.12	0.2	0.2	5	2.4
Tswelopele	52.7	58.7	14.7	0.3	0.36	0.36	17.6	19.6	7.4
District Total	499	476	156.7	3	3.8	3.87	10.8	10.3	3.6

PROFESSIONAL NURSES

SUB-DISTRICT	Filled Posts (Numbers)			Workload per PN (from Table 8)		
	06 / 07	07 / 08	08 / 09	06 / 07	07 / 08	08 / 09
Masilonyana	21	20	24	37.4	43.8	40.7
Matjhabeng	116	120	114	36.3	39.3	40.7
Nala	27	21	22	43.8	45.3	55.5
Tokologo	13	13	14	30.4	30.8	32.7
Tswelopele	14	12	12	44.5	52.8	56.8
District Total	191	186	186	37.5	40.8	42.6

BEDS AND EFFICIENCY INDICATORS: NUMBER OF ACTIVE BEDS PER SUB-DISTRICT

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana	10%	6% of 10%	0%	6% of 10%
Matjhabeng	10%	5% of 10%	0%	5% of 10%
Nala	8%	4% of 10%	0%	4% of 10%
Tokologo	20%	10% of 20%	05	10% of 20%
Tswelopele	0%	0%	0%	0%
District Average	10%	6%	0%	6%

BED UTILIZATION RATE

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana: Winburg Hospital	55	55	55	Winburg Hospital: 55
Matjhabeng: Katleho Hospital Thusanong Hospital	Katleho: 78 Thusanong:84	Katleho: 78 Thusanong:84	Katleho: 78 Thusanong: 86	Katleho Hospital: 78 Thusanong Hospital:86
Nala: Nala Hospital	38	38	38	Nala Hospital:38
Tokologo	0	0	0	0
Tswelopele: Mohau Hospital	28	28	28	Mohau Hospital: 28
District Average	284	284	285	57

AMBULANCE RESPONSE TIME: RURAL

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Masilonyana: Winburg Hospital	55.7	70	46.6	> 70
Matjhabeng: Katleho Hospital Thusanong Hospital	Katleho: 70.8 Thusanong: 82	Katleho: > 70 Thusanong: > 75	Katleho: 61.9 Thusanong: 92.3	Katleho: > 70 Thusanong: > 75
Nala: Nala Hospital	87.2	> 75	82.9	> 75
Tokologo	No Hospital	No Hospital	No Hospital	No Hospital
Tswelopele: Mohau Hospital	90.2	> 75	96.8	> 75
District Average	75.7	73	74.4	> 73

AMBULANCE RESPONSE TIME: URBAN

Sub-district	2007/08	2008/09 Target	2008/09 1st Quarter Actual	2009/10 Target
Matjhabeng (WELKO M, ODENDAALS RUS, VIRGINIA, HENNEMAN, VENTERSBURG)	180	15	180	15 if allocated more fleet and staff
District Average	180	15	180	15 if allocated more fleet and staff

TLALI SPINAL CREATIVITY PROJECT- LEJWELEPUTSWA DISTRICT OFFICE

Project description	Beneficiaries	Stakeholders	Project organisation	Cost estimation	Time estimation
To create a hand skill development project for people with spinal injuries to restore dignity and insure an extra income and long term sustainability through the creation of lifestyle product (bead work, wire work and ceramics).	Disabled people in the region	Free State Departments of Health, Arts and Culture; Social Development; MQA- Funding Training; Disability SA (Product distribution); EOH Infrastructure and medical assistance; Harmony Gold Donor Funding Coordinator and Consumables; HJS expertise	Section 21 company	R860,000.00	Planning, Development and Implementation will take a consolidated period of 12 months.

MASILONYANA LOCAL MUNICIPALITY

DESCRIPTION	ESTIMATED COST	FUNDING MECHANISM	FUNDING AVAILABLE
Upgrading of waste water treatment plant	R8m	MIG	Budgeted
Upgrading of oxidation ponds Verkeerdevlei	R3m	MIG	Budgeted
Upgrading of sport centre in Theunissen/Masilo	R5m	LDM	Not budgeted
Installation of water meters in all five towns in Masilonyana	R4m	MIG/LDM/DWAF	Not budgeted
Upgrading of Masakeng bridge in Winburg	R5m	LDM	Not budgeted
Upgrading of 2km bus route in Soutpan/Ikgomotseng	R3.5m	LDM	Not budgeted
Upgrading of water treatment plant in Winburg/Makeketla	R10m	MIG	Budgeted
Upgrading of sewer oxidationponds in Brandfort/Majwemasweu	R6.5m	MIG/LDM	Not budgeted
Upgrading of stormwater channels in	R2.5m	LDM	Not budgeted

Brandfort/Majwemasweu					
Upgrading of stormwater channels in Theunissen/Masilo	R3.5m		LDM		Not budgeted
Integrated Waste Management	R2.5m		LDM		Not budgeted
Construction of Community Hall in Soutpan/Ikgomotseng	R1.5m		LDM		Not budgeted
Fencing of cemeteries	R1m		LDM		Not budgeted
Paving of all access roads to the cemeteries	R5m		LDM		Not budgeted
Installation of boreholes to all 5 towns	R4m		MIG/DWAF/LDM		Not budgeted
Paving and regraveling of all main access roads in all five towns.	R20m		MIG/DWAF/LDM		Not budgeted
Upgrading of community halls in three towns.	R3.5m		LDM		Not budgeted
Upgrading of stormwater channels in Winburg/Makeketla.	R3m		LDM		Not budgeted

TOKOLOGO LOCAL MUNICIPALITY

DEPARTMENT	PROJECT	SPATIAL FOCUS	COST	FUNDING SOURCE
LOCAL ECONOMIC DEVELOPMENT	Game farms	Boshof and Hertzogville	-	-
	Salt Lakes	Dealesville and Boshof	-	-
	Piggery	Dealesville and Boshof	-	-
	Thusano Vegetables Project	Hertzogville	-	-
	Itireleng Vegetables Project	-	-	-
	Furniture Manufacturing Project	Boshof	-	-
	Cleaning Service	Boshof	-	-
	Car wash	Boshof, Dealesville and Hertzogville	-	-
	Poultry	Boshof, Dealesville and Hertzogville	-	-

SOCIAL DEVELOPMENT	Erection of crèche structures	Boshof (3) Dealesville (1) and Hertzogville (2)	-	-
	TECHNICAL			
	Stormwater drainage	Tshwaragang ext 3	-	-
	Upgrading of streets.	FS 182	-	-
	Upgrading of sports facilities.	FS 182	-	-
	Electrification of new settlements.	FS 182	-	-
	Rehabilitation of waste disposal sites.	FS 182	-	-
	Cleaning campaign	FS 182	-	-

CHAPTER 7

INTEGRATION AND APPROVAL

DRAFT

INTEGRATION

Integration will be complete on the basis that all required projects of other sectors in the district will be incorporate in the final document. No sector has this far been able to submit their projects for the 2009/10 financial year.

Although we had projects that were prioritized by other sectors for the 2008/8 financial year, those were not communicated to the district in terms of progress achieved and whether or not some such projects have been implemented as multi-year projects.

APPROVAL

This document gets approved as a draft for further discussion among stakeholders and as a basis for compliance with submission dates to legislated parties before the end of the 31 March 2009. The following institutions are required to receive the document fourteen days after council has approved the draft document:

- The provincial treasury
- Local Government and Housing
- Office of the Premier
- The community and stakeholders who may want to make further inputs.

CHAPTER 8

ANNEXURES

The following documents will be annexed to the main document:

- Human Resources Policy
- Employment Equity Framework
- Spatial Development Framework
- Performance Management Policy
- Disaster Management Framework And Plan(Draft 2006/7)
- Risk Management Framework and Plan (Draft 2006/7)

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