

INTEGRATED DEVELOPMENT PLAN
2010-2011

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FOREWORD BY THE EXECUTIVE MAYOR



Councillor E Moilwa

FOREWORD BY THE SPEAKER



Motheo District Municipality remains committed in ensuring that the objectives of our locals are reached and the challenges are addressed. It is indeed an honor to work hand in hand with the communities and all the stake holders in our district Motheo in a language that we all understand. Integrated Development Plan will help us meet the vast and diverse needs of our people.

The strength of the district municipality depends to some great measure on the responsiveness and willingness of the local municipalities within area of jurisdiction. The participation of communities and stakeholders is intended at ensuring that we keep momentum; confident that there is no way we can fail their dreams. As we step into the new financial year, we pride ourselves knowing that we have given our best, spared nothing on the way for the sake of our communities and future generations.

This IDP will serve as a guideline and an instrument which will be used daily by the Councillors and municipal officials to change the lives of all the residents in the district, and we urge you all to continue to give your energies in our work to enable us to achieve our mission by 2011.

Councillors and Officials provided a stalwart support in grappling with complex and challenging issues, but always holding benefit to service delivery as a goal and improved community development as the ultimate objective.

Councillor J Erasmus

FOREWORD BY THE ACTING MUNICIPAL MANAGER



This Reviewed Integrated Development Plan illustrates various programmes, strategies, objectives and projects that will be carried out by our Council in the year 2010-2011.

Such programmes and projects were initiated and considered collectively by the elected members of the council across a wide range of political parties represented in the council, communities, staff and other interested parties as part of developing the IDP. In all cases, the projects originate from both community input and community consultation process.

The IDP enables the municipality to:

- Obtain access to development resources and outside investment;
- Provide clear and accountable leadership and development direction;
- Develop a cooperative relationship with its stakeholders and communities; and
- Monitor the performance of officials.

In the absence of an integrated planning, a municipality would act in an ad hoc, uniformed and uncoordinated manner which would inadvertently lead to duplication and wastage of limited resources. Furthermore, the lack of a municipal vision to provide a basis for development would result in other spheres of government imposing their development programs, which might not be priority for the municipal area.

We have been very fortunate to have received continued strong civic support from our communities. Without the freely given commitment of advice, expertise and time from our residents, the planning pattern of Council would have been significantly less.

Our staff component is therefore committed to ensuring that all hands are on deck to providing the best range and quality services that we can proud of as a district, albeit the limited financial constraints we are faced with.

Mr. W H Boshoff

ACKNOWLEDGEMENTS

EXECUTIVE MAYOR
Councillor E Moilwa

SPEAKER
Councillor J Erasmus

COUNCIL WHIP
Councillor P.Moeng

MOTHEO DISTRICT MUNICIPAL COUNCIL

Motheo Mayoral Committee Members

ACTING MUNICIPAL MANAGER

Mr. W H Boshoff

ACTING CHIEF OPERATING OFFICER

Mr. B L Mathae

STRATEGIC EXECUTIVE DIRECTORS

IDP & SSS MANAGERS

MDM GENERAL MANAGERS

IDP STEERING COMMITTEE

LOCAL MUNICIPALITIES

FREE STATE PROVINCIAL GOVERNMENT

MOTHEO IDP REPRESENTATIVE FORUM AND PARASTATALS



IDP STATUS

The First Edition of the Integrated Development Plan (IDP) of Motheo District Municipality for 2002 to 2007 was adopted by the Council and constituted, in its entirety, the IDP of this Municipality, as required in terms of the Municipal Systems Act, No 32 of 2000. Subsequently, any review that has ensued since the inception of the first edition has been premised on the objective

With the advent of the democratic local government elections of 2006, the new MDM council was faced with a challenge of developing a new Integrated Development Plan for the period 2007-2012 and the annual review thereof. In so doing, it had to shape its IDP road map by formulating and adopting a District IDP Framework primarily intended at guiding the design of both the form and content of IDPs in the three local municipalities constituting the district, heralding a systemic approach to IDP alignment within the district.

ROADMAP TOWARDS THE REVIEW OF THE 2010-2011 IDP

DATE	SECTION OF IDP	SUMMARY OF AMENDMENT EFFECTED
26.09.2009	IDP FRAMEWORK	Adoption
31.03.2010	Adoption of the Drafts	Draft IDP/ Budget
28.04.2010	Strategic Planning	IDP/Budget
19.05.2010	Consultative Forum-Naledi	IDP/Budget
20.05.2010	Consultative Forum-Mantsopa	IDP/Budget
22.05.2010	Consultative Forum-Mangaung	IDP/Budget

1. SUMMARY

Background

The Free State is made of five District Municipalities and they are Motheo, Lejweleputswa, Thabo Mofutsanyane, Northern Free State and Xhariep. (See figure 1 below)

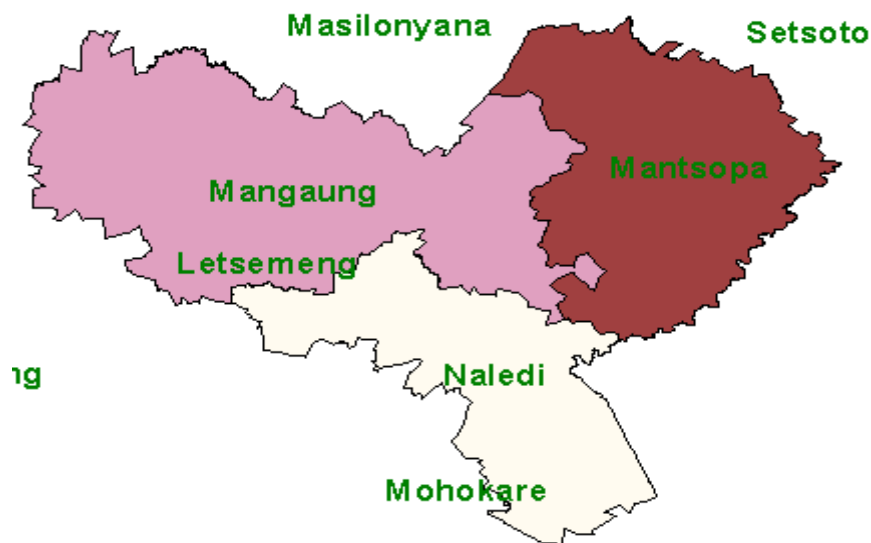


Figure 1: (Source: STATSSA) Location of Motheo District Municipality within the Free State Province

Motheo District Municipality Head Office is based in Bloemfontein, the capital of the Free State Province, as well as the judicial capital of South Africa. The Free State constitutes the central region of South Africa and is the third largest province in the country. It covers 10,6% of the country's surface area and is the second least densely populated area in the country although it is the third most urbanised province, with 71% of its population, living in urban settlements.

Motheo's area of jurisdiction comprises three Local Municipalities viz.; Mangaung, Mantsopa and Naledi. Of these Mangaung Local Municipality is the most densely populated. The district shares its borders with Xhariep District, Lejweleputswa District, and Thabo Mafutsanyane District as well as internationally with Lesotho. This beautiful district is composed of rivers, lakes, mountains, nature reserves and a rich rural agricultural base. Development in the district is characterised by vast inequalities and ranges from local municipalities with good services to very poorly serviced municipalities.

2. BACKGROUND TO THE IDP

2.1. Legislative Requirements

In terms of Chapter V of the Local Government: Municipal Systems Act, 2000 (No 32 of 2000), local government bodies are required to formulate and implement Integrated Development Plans (IDPs) for their respective areas of jurisdiction. These IDPs are meant to deal with all developmental and planning related issues for a period of five years. The main objective in formulating IDPs is:

“To guide implementation oriented planning which is strategic and consultative and is integrated, requiring holistic thinking across the conventional sectoral boundaries”.

Specifically, the IDP is to guide decisions in respect of the Municipal budget, improve spatial management, promote local economic development and at the same time ensure effective institutional transformation in a consultative and systematic manner with strategic interventions.

Section 34 of the Municipal Systems Act, No 32 of 2000, requires of each municipal council to review its IDP annually in accordance with the assessment of its performance measurement, or to the extent that changing circumstances so demand. The review is not designed to duplicate the existing Integrated Development Plan (IDP) but attempts to improve implementation and service delivering. It should also address and encapsulate comments received from the civic, public sector, the MEC of Local Government and Housing or any other comments that emanates as the process unfolds.

Furthermore, a consultative, strategic and implementation orientated approach is to be followed in preparing the IDP's review and must be done in accordance with Chapter 2 of the Local Government: Municipal Planning and Performance Management Regulations, 2001. The formulation is also to be done in accordance with the principles set out in the IDP guide pack, developed by a special task team within the department of Provincial and Local Government ("DPLG") with support from the German Technical Cooperation ("GTZ").

The council may amend its IDP in accordance with a prescribed process. This process needs to be documented and for this, the municipality adopted a process plan that set out in writing the planning, drafting, adoption and review of its IDP. It also indicated appropriate mechanisms, processes and procedures for consultation with interested and affected parties. A summary of the process adopted by the Motheo Council. (For more detail readers are advised to consult the Process Plan/IDP Framework for the IDP at the office of Motheo District Municipality in Bloemfontein).

Section 27 of the Municipal Systems Act, No 32 of 2000 requires of each district municipality to adopt a framework for integrated development planning in the area as a whole. This framework binds both district and local municipalities in the compilation and review of their IDPs and must at least:

- Identify the plans and planning requirements binding in terms of national and provincial legislation on the district and local municipalities, or any specific municipality;
- Identify the matters to be included in the IDPs of the district and local municipalities that require alignment;
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters and determine procedures for consultation between the district and local municipalities during the drafting of their respective IDPS and to effect essential amendment to the framework.

2.2 THE MDM IDP FRAMEWORK 2009/2010

1. Introduction

Section 84(1) (a) of the Local Government Municipal Structures Act of 1998 as amended, provides that a District Municipality is responsible for the Integrated Development Planning (IDP) for the district municipality as a whole including a framework for the IDP's for Local Municipalities within the area of the district municipality.

In accordance to the said Section 84 of the Municipal Structures Act and 27(1) of the Municipal Systems Act of 2000, the District Municipality must adopt a framework for integrated development planning that will inform the IDP's of:

☞ The District Municipality itself (Motheo) and

☞ All Local Municipalities *i.e.*

- Mangaung ;
- Mantsopa
- Naledi

The framework binds the district municipality and all local municipalities. The purpose of the plan, according to Section 27(2) of the Systems Act is the following:

- ☞ Identify the plans and planning requirements in terms of national and provincial legislation and policies;
- ☞ Identify matters that require alignment;
- ☞ Specify principles to be applied;
- ☞ Determine procedures for consultation between the district municipality and local municipalities;
- ☞ Determine procedures to effect all amendments to the framework; and
- ☞ Determine timeframes for all alignment matters.

2. Framework Programme with Time Frames

The district municipality will be responsible for ensuring smooth coordination of local municipal IDP's and their alignment with the district IDP through the use of workshops and bilateral discussions with affected sector departments or municipalities.

1.PRE-PLANNING PHASE	Alignment Activity	With whom
	a) Joint session with all LM's within the DM to agree on common approach to IDP Review i.t.o <ul style="list-style-type: none"> • 2010 IDP Engagement session outcomes • Conformity to COGTA new IDP format guide • Any other improvement measures • Municipal Turn around Strategy 2010-2011 	
Phase	Alignment Activity	With whom
1. Analysis	a) Collection of Sector departmental strategic plans incl. financial forecast for 2010/2011	All departments & all LM's co-ordinated by the DM.
2. Strategies	a) Presentation of Localized Strategy guidelines and joint decision-making	LM's and DM, Province and other relevant stakeholders
2. Projects	a) Technical inputs on projects & programme formulation.	DM and LM's PPMU and other sector depts. as well as SOEs
3. Integration	a) Sector alignment & Integration. b) Alignment of budget by LM's and the district)	All
4. Approval	All LM's approve their draft IDPs and Budget, and submit to the DM Extended DM IDP Steering Committee Meeting Approval of draft IDP and Budget by DM	LM & DM political heads as well as senior management, relevant stakeholders

3. ISSUES, MECHANISMS AND PROCEDURES FOR ALIGNMENT

Alignment is the instrument to synthesize and integrate the top-down and bottom-up planning process between different spheres of Government. The intergovernmental alignment is a critical component of the IDP in pursuing the developmental end of local governance. It is also important to align the Provincial priorities and strategies like the National Spatial Development Perspective (NSDP) and Provincial Growth and Development Strategy (PGDS) with the district strategies and sectoral programmes as framed by the IDP. The overarching purpose of intergovernmental planning is to contribute to the achievement of the common objectives and outcomes of the State with respect to economic growth and development by improving integration and alignment across the spheres of government. To this extent, all our developmental initiatives across the spheres of government should and must dovetail to the overall common objective of improving the quality of life of our citizens by providing value for money and sustainable service delivery.

The national, provincial and local government has undergone a process in ensuring integration and alignment in the areas of policy formulation, programme implementation and monitoring and evaluation, and the local government has constantly engaged with other spheres in the development of the IDP's and strategic programmes.

The review process of the IDP must borrow strongly from the key tenets of the ASGISA, the National Spatial Development Perspective, the Provincial Growth and Development Strategy, and other key policy plans. There are three main types of alignment required.

4. THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective is a national strategy guideline developed by the Policy Coordination and Advisory (PCAS) section of the Presidency. It seeks to reconfigure apartheid spatial relations and implement spatial priorities in ways that meet the stated goal of providing the basic services to all and alleviate poverty and inequality, and it also aims to focus government investment in areas to both infrastructure for economic development and capital for human growth investment.

5. THE PROVINCIAL GROWTH DEVELOPMENT STRATEGY

In terms of the proposals for ensuring greater harmonization and alignment in the development planning-endeavours of the three spheres and various sectors of government, PGDS's are to play a key role in giving effect to government's stated intention of modelling itself as a Developmental State. In order to play their crucial part in achieving the national objectives of growing the economy, reducing unemployment, eradicating poverty and ensuring greater social inclusion, PGDS's have to:

- Put forward strategies aimed at realizing the longer-term visions and goals of provinces, municipalities and the nation as a whole
- Express the short to medium term development priorities of provinces and the fifty-three shared areas of impact (47 districts and 6 metros), as well as strategies to achieve these.
- Along with District and Metropolitan IDPs, ensure greater alignment and harmonization of the actions of sub-national planning within the overarching framework provided by the NSDP.
- In particular, provide opportunities for engagement and agreement on the extent, origin, form and spatial location of "poverty/need" and "development potential" in each province.
- Through a rigorous analysis of the economic, social, demographic, spatial and environmental context, provide the basis for districts/metros and sectors in all three spheres of government and service providers to deliberate and reach a shared understanding and agreement on the nature, extent and spatial distribution of poverty/need and development potential (as defined in the NSDP) at district/metro level. This should in turn provide the basis for joint planning and infrastructure investment and development spending in a particular district/metro; and should inform the content of, provide guidance and enable coordination of national, provincial and local sector plans, annual departmental plans and budgets; and district and metro IDPs.
- Be developed, reviewed and continually updated by the Premier's Offices in each of the nine provinces, based on the provincial-wide agreements around poverty/need and development potential.

These broad intentions formed the base for the Provincial Growth and Development Strategies that were prepared by the Presidency in consultation with the DPLG and provinces and following on from Cabinet's adoption of the Harmonization and Alignment-proposals. It is on the back of these guidelines that the nine PGDS's were assessed. These guidelines emphasize the role of PGDS's as overarching frameworks for development in provinces to guide the provincial government as well as other spheres, sectors and role players that are relevant and contribute to the development of the province. It is further stated that a PGDS should reflect the approach and methodology of the NSDP and serve as a platform for province-wide agreement on the nature and spatial location of economic potential and need.

According to the guidelines a PGDS that reflects the NSDP is underpinned by a coherent provincial spatial perspective/framework as the critical instrument to understand major social, migratory, demographic, environmental and economic trends and systematically intervenes to ensure sustainability of government action. In short, PGDS are meant to identify the socio-economic potential in each province and the strategy as well as programme to guide development activity within the province by both public and private agents. A PGDS that is linked to the NSDP will thus:

- Provide direction for decisions on infrastructure investment and development spending;
- Assist role players to acknowledge that the area of need may not be the place where the need can be addressed;
- Ensure that fixed investment is focused in areas where greatest development potential and greatest need coincide; and
- Promote investment in people in areas with no or limited potential to expand their skills and provide them with more choice as to where they want to stay, i.e. they will not be confined to a particular place as a result of lack of skills.

Within this context, provincial growth and development strategies are meant to:

- Serve as the overarching framework for development in the province;
- Guide the provincial government as well as other spheres, sectors and role players that are responsible and contribute to development in the province;
- Set a long-term (ten year) vision and direction for development in the province; and
- Guide the district and metropolitan areas' development agendas and sectoral departments' local investment and development spending priorities.

The strategic thrusts of the District Growth and Development Strategies (DG&DS) are to:

- Foster partnerships among the various stakeholders (Business, Labour and (Communities) at the local government level.
- Identify specific intervention programmes and projects that would address the growth and development challenges of the area for immediate implementation, setting of quantifiable targets with reasonable timeframes, and the identification of possible sources of funds.
- Secure commitments from the social partners, including the sector departments, for their immediate and concrete contribution towards the execution of identified programmes and projects to address the development challenges of a District or Metropolitan area.
- To serve as a further consultative mechanism in the District and Metropolitan Municipality's process in developing credible and implementable Integrated Development Plans (IDPs) and Local Economic Development (LED) programs. Serve as a catalyst for ongoing engagement and collaboration amongst local role players towards achieving the nations 2014 targets.

In developing credible IDP the following stakeholders should play a role:

- Department of Provincial and Local Government (DPLG)
- Department of Premier (DoP)
- Department of Local Government and Housing (DLGH)
- Department of Land Affairs (DLA)
- Department of Water Affairs and Forestry (DWAF)

- Department of Environmental Affairs and Tourism (DEAT)
- Department of Trade and Industry (DTI)
- Department of Social Development (DoS)
- Department of Roads, Public Works and Transport
- Department of Agriculture (DoA)
- Department of Health (DoH)
- Department of Safety and Security
- Department of Communication
- Department of Education (DoE)
- Department of Mineral and Energy (DoME)
- Local Municipalities

Service Providers or State Owned Enterprises

Regional and national service providers or representatives of the following primary service providers must be engaged:

- Eskom
- CENTLEC
- Telkom
- Transnet
- Bloem Water
- MTN
- Vodacom
- Cell C
- SABC
- Land Bank
- Free State Development Co-operation
- SEDA
- DBSA
- ABSA
- FNB
- Other service providers relevant and important for the production of credible IDP

Communication Mechanism

The alignment procedure and mechanisms will necessitate that communication links are set up between the district and local municipalities, between districts and other stakeholders and role players as well as within the local municipal units. The following communication mechanisms have been identified:

- Fax and/or e-mail
- Telephone,
- Meeting and workshops, as well as individual consultation etc.

The District and local municipal offices will act as a communication link between various stakeholders.

Establishment of Structures

The role-players identified above constitute the forum for the district level events within the IDP process. The desirable outcome of each event will determine which department and service provider to be invited according to the needs of the municipalities.

District Management and Coordinating Forum

In order to ensure proper coordination and IDP progress among all local municipalities, the District Management Structure will comprise of:

- Four (4) municipal IDP Managers and
- Four Municipal Managers and provincial coordinator

This will provide a platform of discussion in the district with regard to the IDP process.

The four Clusters are part of the IDP process (According to the FSPGDS)

- Effective Governance and Administration ;
- Economic Growth, Development and Employment ;
- Social and Human Development; and
- Justice and Crime Prevention

To ensure smooth alignment in the Premier office will be involved throughout the district.

6. THE IDP STEERING COMMITTEE

It should constitute of the Municipal Manager who shall in principle assign daily management and coordination responsibilities of the IDP to the IDP Manager, the IDP steering Committee should constitute:

The Executive Mayor
The Mayor Committee
The Municipal Manager
Senior Managers
IDP Managers
Shared Services Support Manager
Public Participation Manager
Performance Manager

The Steering Committee is responsible for:

- The establishment of IDP representative forum
- Define the terms of reference and criteria for members of the IDP Representative Forum
- Provide terms of reference
- Consider comments on inputs from sub-committees, study teams and consultants, national and provincial sector departments
- Process, summaries and outputs
- Prepare, facilitate and documents meetings
- Establish sub-committees for specific activities which can include additional persons outside the Steering Committee

7. REPRESENTATIVE FORUM

It consists of:

Municipal Managers / IDP Manager
IDP Steering Committee
Ward members
Community Development Workers
Heads of Department / Senior Government Official
Stakeholders' representatives

WARD COMMITTEES

This is about community involvement in wards

Logistic arrangements

In order to ensure the smooth, effective and timeous completion of the process the following arrangements will be applied:

- All meetings and workshops will be held in various places in the district
- Timeous notices will be sent to all invited stakeholders ;
- The IDP Manager / Municipal Manager will be responsible for the sending of invitations and other arrangements of meetings and workshops
- Transport arrangements will have to be provided for civil society / participants or alternatively transport cost provided or transport cost paid;
- Food and refreshments will be provided in the meetings and workshops
- Advertisements will be placed in local newspapers to ensure the kick-off of the process and to invite final comments on the draft document; and
- The draft reviewed IDP document will be placed on newspapers for comments before final approval by council.

Binding plans and planning requirements at Provincial and National level

National legislation applicable to the functions of Local Government

National Legislation	Summary/Scope of Legislation
GENERAL MANAGEMENT	
Constitution of South Africa (Act 108 of 1996)	a) To introduce a new constitution for the Republic of South Africa and to provide matters incidental thereto.
Local Government: Municipal Systems Act, 2000 as amended To be read with: Local Government: Municipal Planning and Performance Management Regulations, 2001	a) To give effect to “developmental Local Government b) To set principles, mechanisms and processes to promote social and economic development of communities and to ensure access to affordable services for all. c) To set a framework for planning, performance management, resource mobilization and organizational change and community participation.
Local Government: Municipal Structures Act, 1998 as amended	a) To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities, the division of powers and functions between municipalities and appropriate Electoral systems. b) To regulate internal systems, structures and office-bearers.
Consumer Affairs (Unfair Business Practices) Act, 1996	a) To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers.
Local Government Cross-boundary Municipal Act, 2000	a) To authorize the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith.
Local Government: Municipal Demarcation Act, 1998	a) To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities.
Local Government: Municipal Electoral Act, 2000	a) To regulate municipal elections. b) To amend certain laws and to provide for matters connected therewith.
Organized Local Government, 1997	a) To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces.
Promotion of Local Government Affairs Act, 1983	a) To provide for the coordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be coordinated.
Local Government:	a) To provide for matters relating to municipalities in the interim phase, powers

Transition Act, 1993 (Repealed except Section 10G, i.e. Financial provisions)	and functions of municipalities and actions of councillors and officials.
Occupational Health & Safety Act, 1993	a) To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place.
Promotion of Access to Information Act, 2000	a) To control and regulate the right of all persons to information.
Promotion of Fair Administrative Justice Act, 2000	a) To give effect to the right to administrative act that is lawful, reasonable and procedurally fair in terms of the Constitution of the Republic of South Africa.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	a) To give effect to Section 9 to be read with Section 23(1) of Schedule 6 of the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment. b) To promote equality and to eliminate unfair discrimination and prevent and prohibit hate speech and to provide for matters connected therewith.
White Paper on Local Government, 1995 To be read with: A Policy Paper on Integrated Development Planning, 2000	a) Spells out the framework and programme in terms of which the existing local government system will be transformed. b) Establishes the basis for a system of local government which is centrally concerned with working with citizens and communities to find sustainable ways to meet their needs and improve the quality of their lives.
FINANCE	
Appropriation of Revenue Act, 2000	a) To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith.
Business Act, 1991	a) To repeal certain laws regarding the licensing of businesses. b) To provide for the licensing and operation of certain businesses, shop hours and related matters.
Debt Collection Act, 1998	a) To provide for controlled debt collection.
Income Tax Act, 1962	a) To provide for the payment of taxes on incomes of persons and taxes on donations.
Insolvency Act, 1936	a) To consolidate and amend the law relating to insolvent persons and their estates.
Local Authorities Capital Development Fund Ordinance, 1978 To be read with: Local Government Affairs Second Amendment Act, 1993	a) To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto.
Municipal Accountants Act, 1988	a) To provide for the establishment of a Board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession.
Municipal Consolidated Loans Fund Ordinance, 1952 To be read with: Local Government Affairs Second Amendment Act, 1993	a) To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier.
Local Government:	a) To regulate financial management in the local sphere of government to

Municipal Finance Management Act, 2003	require that all revenue, expenditure assets and liabilities of Municipalities and municipal entities are managed efficiently and effectively to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith.
Pension Benefits for Councillors of Local Authorities Act, 1987	a) To provide for pension benefits for councillors.
Public Finance Management Act, 1999	a) To regulate financial management in the national and provincial Governments and inter alia, provincial public entities.
Prescribed Rate of Interest Act, 1975	a) To prescribe and regulate the levying of interest from debtors.
Value Added Tax Act, 1991	a) To provide for the taxation in respect of the supply of goods and services.
Reporting by Public Entities Act, 1992	a) To provide for the reporting to parliament by public entities.
Local Government : property Rates Act, 2004	a) To regulate general property valuation.
ADMINISTRATION/CORPORATE AND LEGAL SERVICES	
Electoral Act, 1998	a) To manage and regulate elections on national, provincial and local government level.
Expropriation Act, 1975	a) To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto.
Housing Arrangements Act, 1993	a) To provide for the establishment of a national and regional housing boards and the abolition of certain existing boards.
Rental Housing Act, 1999	a) To define the responsibility of government in respect of rental housing.
Residential Landlord and Tenant Act, 1997	a) To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province
TOWN PLANNING AND SPATIAL DEVELOPMENT	
Provision of certain land for settlement, 1993	a) To provide for the designation of certain land and to regulate the Subdivision of such land and settlement of persons thereto.
Black Communities Development Act, 1984 (Annexure F)	a) To control the land use rights within the former black areas.
Development Facilitation Act, 1995 (Chapter 1)	a) To provide for IDP, reflecting current planning and to institutionalize development tribunals for evaluating applications.
Physical Planning Act, 1991	a) To provide guidelines for the drafting of urban development plans.
Subdivision of Agricultural Land Act, 1970	a) To control the subdivision of farm land and agricultural holdings.
Town and Regional Planners Act, 1984	a) To provide for the training and registration of Professional Town Planners
White Paper on Integrated Development Planning, 2000	
ENVIRONMENT	
Environmental Conservation Act, 1982	a) To provide for environmental impact assessments and exemption, noise control areas etc.
National Environmental Management Act, 1998	a) To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide matters connected thereto.
ENGINEERING/TECHNICAL SERVICES	
Advertising on Roads & Ribbon Development Act, 1940	a) To control advertising on national and regional roads.
Regulations on Advertisements on or Visible from National Roads, 1998	a) To control all advertising on national and regional roads.
National Building Regulations and Building	a) To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and

Standards Act, 1977	for the prescribing of building standards.
National Water Act, 1998	a) To provide for fundamental reform of the laws relating to water resources.
Water Services Act, 1997	a) To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans.
SAFETY AND SECURITY	
Criminal procedure Act, 1977	a) To consolidate and regulate procedure and evidence in criminal proceedings.
Disaster Management Act, 2003	a) To provide for an integrated, coordinated and common approach to disaster management by all spheres of government and related matters.
Fire Brigade Services Act, 1987	a) To provide for the rendering of fire brigade services and certain conditions to the rendering of services.
Gatherings and Demonstration Act, 1993	a) To control public gatherings and procession marches.
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
National Land Transport Transition Act, 2000 as amended	a) To Transform and to structure the Republic's land transport system. b) To give effect to the national policy concerning the first phases of the process. c) To achieve a smooth transition to the new system applicable nationally.
National Land Transport Interim Arrangements Act, 1998	a) To make arrangements relevant to transport planning and public road transport services.
Urban Transport Act, 1977, (as amended)	a) To promote planning and provision of adequate urban transport facilities.
National Road Traffic Act, 1996	a) To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers including fitness requirements and incidental matters.
Road Traffic Management Corporation Act, 1999	a) To provide in the public interest for coordinated and cooperative strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith.
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	a) To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions.
Regulations on Gatherings Act, 1993	a) To control public gatherings and procession of marches.
South African Police Services Act, 1995	a) To provide, inter alia, for a municipal (city) police.
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
Health Act, 1977	a) To provide for the promotion of health of the inhabitants of the Republic, for the rendering of health services, to define duties, powers and responsibilities of certain authorities which render such services and for the coordination of services.
National Policy for Health Act, 1990	a) To provide for control measures to promote health of the inhabitants of the republic and for matters of connected thereto.
HUMAN RESOURCES	
Employment Equity Act, 1998	a) To promote the constitutional rights of equality and the exercise of true democracy. b) To eliminate unfair discrimination in employment. c) To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population.
Basic Conditions of Employment Act, 1997	a) To give effect to the right to fair labour practice. b) To provide for the regulations of the basic condition of employment.
Compensation of Occupational Injuries and Diseases Act, 1993	a) To regulate the categories of persons entitled to compensate for occupational injuries and diseases, and to determine the degree of disabled employees.

Labour Relations Act, 1995 (As amended)	a) To regulate the organizational rights of trade unions, the right to strike and lock-outs. b) To promote and facilities collective bargaining and employee participation in decision making. c) To provide simple procedure for labour disputes.
Skills Development Act, 1998	a) To provide for the implementation of strategies to develop and improve the skills of the South Africa workshop, to provide for learnership, the regulation of employment services and the financing of skills development.
South African Qualifications Authority Act, 1999	a) To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof.
Unemployment Insurance Act, 1966	a) To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of employment.
ELECTRICITY	
Electricity Act, 1987	a) To provide for and regulate the supply of electricity and matters connected thereto.

8. Amendment of the Framework

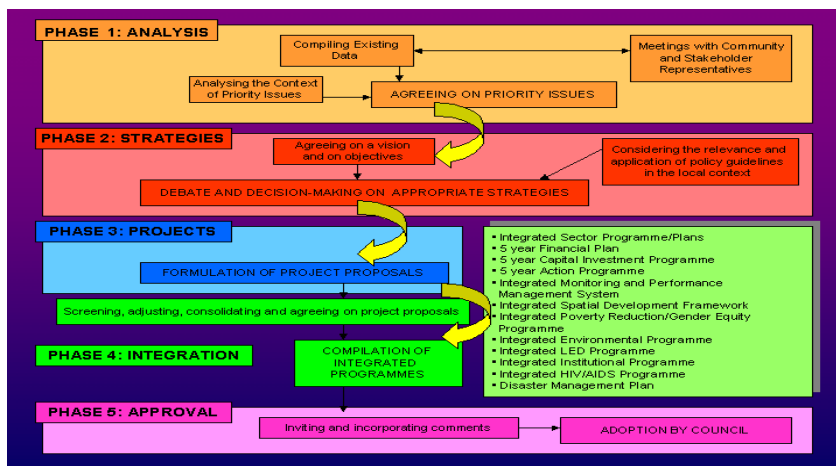
The framework for IDP is summary of Motheo District Municipality' action programme which focuses on district wide activities that need to be taken together in a coordinated way. Each municipality will be responsible for monitoring its own process plan and ensure that the framework is being followed as agreed.

It will furthermore be necessary to make provision to amend the framework, if and when the process envisaged is not practical or cannot in any way be adhered to. The council will finalize the decision for amendments. Prior to the council consideration of the decision, the representative forum will be given an opportunity to discuss the amendments.

9. Conclusion

The framework serves as a guide to local municipalities and the Motheo District Municipality for aligning their respective IDP processes with each other and with the plans and programmes of other organs of state. It will be submitted to the MEC Local Government and Housing with the final IDP document of the district.

The phases to be followed when reviewing the IDP



Self-assessment of the IDP

It is important that the people responsible for the implementation of the IDP assess the usefulness of the IDP to assist them with implementation. This process is usually also informed by the reports of the Performance Management System of the municipality.

After a thorough going assessment through quarterly reports, mid term budget and performance assessment reports and annual performance reports, and we further developed an implementation analysis for the purpose

of evaluating ourselves. MDM will once again develop programmes borne out of a systematic evaluation so as to take the review process to a much more informed level. This self-assessment will play a pivotal role in ensuring that the review phase addresses issues that remains high on the development al agenda of the institution.

Re-Analysis of the current situation

The re-analysis phase concentrates on the alignment and reconciliation of information pertaining to the current situation in each of the local municipality's IDP and that of the district and updating datasets in the IDP to reflect the latest situation. For purpose of sustainable intergovernmental planning it will be required of the review process was undertaken to some generic empirical analysis reflecting on the changing development matrix within the district.

The statistical information contained in the 2007-2012 IDP incorporates Census 2007 findings. These datasets provided will once again be reproduced in the second review to ease reference to the reader as it is self evident statistical data provided may not be relevant to the current situation for reference is cautiously made in terms of Stats SA 2007 findings, and the second review the reference will be directly from the Community Survey

2007, Statssa.

3. SITUATIONAL ANALYSIS

.1 Area of jurisdiction

Area of jurisdiction

The Motheo area of jurisdiction covers the central parts of the Free State. The District's management area comprises three local municipal areas and measures 13 950.18 km² as indicated in the table below:

Table 3.1.1: Composition and size of the District's area of jurisdiction

Local Municipality	Number of Farms	Area in Km ²
Mangaung	3 368 (*2886)	6 262.51 km ²
Naledi	1147 (*38)	3 412.08 km ²
Mantsopa	1 888	4 275.59 km ²
Total	6 403 (*2 924)	13 950.18 km²

Note: * - Unregistered properties

Source: Surveyor General Bloemfontein, 2001

Mangaung Local Municipality is the stronghold of Motheo, with a concentration of well-developed infrastructure and services, offering a wide range of amenities to the surrounding rural communities. Mantsopa Local Municipality, located to the east of Mangaung services a well-developed mixed agricultural area while Naledi Local Municipality, located to the south east of Mangaung services a livestock orientated farming community.

Motheo comprises a range of urban areas of different sizes of which Bloemfontein is the most prominent urban node. Botshabelo and Thaba Nchu are located to the west of Bloemfontein along the N8 route, approximately 60 kilometres 70 kilometres respectively. Botshabelo is a typical dormitory town created under Apartheid legislation to accommodate future urbanisation of the

Basotho people. Thaba Nchu is a traditional settlement with 37 rural villages surrounding it, and is home to the Barolong Tribe. These two urban areas are surrounded by communal farming practises better known as commonages these developments are further on the periphery of the enclave of extensive commercial farming practices.

The land surrounding the Botshabelo and Thaba Nchu is State land and land reform processes are underway to upgrade tenure in these areas. These areas collectively constitute the Mangaung Local Municipal area.

Tweespruit is a small rural town, approximately 35 kilometres east of Thaba Nchu and 55 kilometres from Ladybrand along the N8 route. Ladybrand is the most eastern urban area in Motheo and is located 18 kilometres from Maseru. It is also the most progressive town within Mantsopa. Excelsior and Hobhouse are two rural towns located respectively 35 kilometres north and 45 kilometres south of Tweespruit, along the R709 road. Thaba Patchoa is a rural village planned during the Apartheid era as a Coloured settlement and is located between Hobhouse and Tweespruit. All of these nodes are surrounded by commercial mixed agricultural farmland and constitutes the municipal area of Mantsopa.

Travelling along the R702 one reaches Dewetsdorp, which is approximately 71 kilometres south-east of Bloemfontein, and Wepener, another 35 kilometres south-east of Dewetsdorp. Wepener is the gateway to Mafeteng in Lesotho with the Van Rooyen Border Gate approximately 7 kilometres away from Wepener. Wepener is located not far from the Caledon Nature Reserve with the Welbedacht Dam. Approximately 29 kilometres south of Wepener is Van Stadensrus, a small rural town next to the Egmont dam. These rural towns serve the surrounding commercial farming community and constitute the municipal area of Naledi.

3.2 Demographic profile

Motheo has an estimated population of approximately 837 379 (STATS SA, 2007)

	Black	Coloured	Indian or Asian	White	Total
Naledi Local Municipality	23083	640	148	1574	25445
Mangaung Local Municipality	618408	32071	1257	101170	752906
Mantsopa Local Municipality	48211	6392	170	4255	59028
					837379

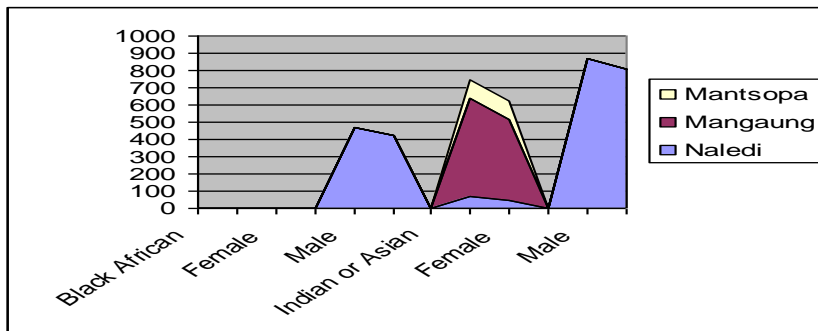
	Naledi Local Municipality	Mangaung Local Municipality	Mantsopa Local Municipality	Total
0 – 4	2651	66972	5986	75609
5 – 9	2638	69321	6855	78814
10 – 14	3053	67872	6114	77039
15 – 19	2833	81475	5650	89958
20 – 24	2257	80761	5263	88281
25 – 29	2035	62761	4920	69716
30 – 34	1748	57421	4312	63481
35 – 39	1363	55306	4347	61016
40 – 44	888	50765	2647	54300
45 – 49	1143	40004	2857	44004
50 – 54	884	34360	2900	38144
55 – 59	1020	27650	2386	31056
60 – 64	1030	18531	1124	20685
65 – 69	769	14424	1420	16613
70 – 74	449	10898	799	12146
75 – 79	329	5905	520	6754

80 – 84	150	4510	652	5312
85 +	205	3970	276	4451

837379

It is clear from the table above that the Black African population group dominates in the district. Mangaung accommodates 88% of the total population of the district whilst Mantsopa accommodates 8% and Naledi only 4% of the total population of Motheo.

Community Survey 2007: by municipality; population group and gender

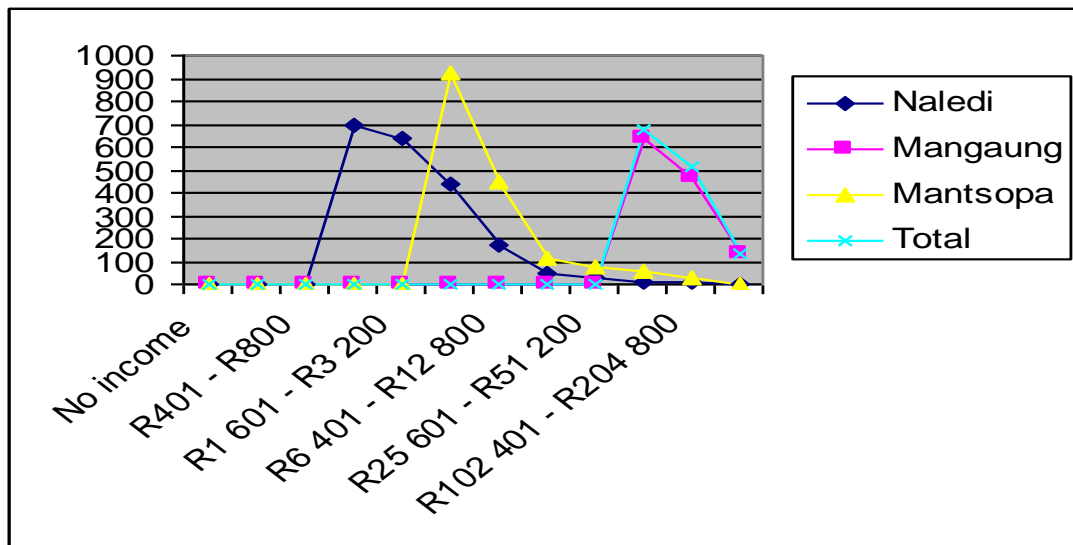


The latest statistics indicate that females outnumber their male counterparts in the district whilst the larger part of the population in the major urban areas is between 0 to 35 years of age. This is significant as female citizens should be given higher consideration in the development plans of the district whilst a lot more focus should be given to job creation and employment initiatives that targets the youth as this group is most vulnerable for unemployment.

3.3 Socio Economic profile

According to the figures in the table below, 24 % of the people are employed in the area, the remaining 76% need to be brought into the mainstream of the development and economy of the area.

With the estimated population of 837 379 only (26%) of the population is in formal employment. The balance of the population derives their livelihoods from the informal sector including pensions, disability grants as well as seasonal work. The challenge is to revisit the employment sector or job creation initiatives and endeavour to increase them by harnessing the local resources. 37.2 % of the population do not earn a monthly income. This poses a challenge to Motheo District Municipality to develop support programmes that will reduce the number of dependants significantly.



3.4 Other aspects of significance

There are a number of national roads transgressing the municipal area, of which the N1, N6 and N8 are the most prominent. A number of provincial, secondary and tertiary roads service the area while there is also a national airport at Bloemfontein as well as a small aircraft airport at Tempe, just west of Bloemfontein and a landing strip at Ladybrand. The regional airport at Thaba Nchu is no longer operational. The area is also well serviced with rail infrastructure which runs in a north-south, east-west and south-easterly direction, connecting the municipal area with the Western Cape, Gauteng, KwaZulu Natal and the Eastern Cape.

Several dams are located in the rural areas of Motheo of which the Krugerdrift dam, Tierpoort dam, Mockes dam, Rustfontein dam, Groothoek dam, Leeuriver dam, Welbedacht Dam and Egmont Dam are some of the more prominent water sources. The Modder River and Caledon River drain the area. There are also 5 nature conservation areas, Soetdoring Nature Reserve, just north of Bloemfontein, Krugersdrift Dam Nature reserve to the west of Bloemfontein, Rustfontein Dam Nature Reserve, next to Botshabelo, Maria Moroka Nature Reserve, next to Thaba Nchu and Caledon Nature Reserve, just south of Wepener.

3.5. Institutional Profile

3.5.1 Political component

The Motheo District Municipality is made up of a political component of 12 elected councillors and 28 appointed councillors. The Executive Mayor, Councillor Eva Moilwa, is the political head of the Motheo District Municipality. The Speaker is Councillor Erasmus and the Council Whip Councillor Moeng

MOTHEO DISTRICT MUNICIPALITY SECTION 80 COMMITTEES: CHAIRPERSONS AND MEMBERS

FINANCE & INTEGRATED DEVELOPMENT PLAN (IDP)	INFRASTRUCTURE	CORPORATE SERVICES, POLICY & GOVERNANCE	LED AND TOURISM
Chairperson: Clr JP van der Merwe	Chairperson: Clr XD Pongolo	Chairperson: Clr IB Ntlathi	Chairperson: Clr VS Rani
Members	Members	Members	Members
Clr SN Soebehle (ANC)	Clr AL Toba (ANC)	Clr GK Saohatse (ANC)	Clr LE Letlaka (ANC)
Clr LS Lebese (ANC)	Clr SN Soebehle (ANC)	Clr SM Visagie (ANC)	Clr SM Visagie (ANC)
Clr NB Dimbaza (ANC)	Clr MS Khutlane (ANC)	Clr AS Monnakgori (ANC)	Clr NB Dimbaza (ANC)
Clr LE Letlaka (ANC)	Clr MM Maele (ANC)	Clr MM Maele (ANC)	Clr GK Saohatse (ANC)
Clr JS Human (DA)	Clr WJD van Aswegen (DA)	Clr PJJ van Biljon (DA)	Clr ME Dennis (DA)
Clr QA De Bruyn (DA)	Clr JS Human (DA)	Clr JS Human (DA)	Clr QA De Bruyn (DA)
Clr MA Seeco (UCDP)	Clr TM Ramona (APC)	Clr GS Fouche (FF+)	Clr TM Ramona (APC)
SOCIAL DEVELOPMENT	HEALTH	RURAL DEVELOPMENT	DISASTER MANAGEMENT AND ENVIRONMENT
Chairperson: Clr EK Goliath	Chairperson: Clr LR July	Chairperson: Clr MC Molangoanyane	Chairperson: Clr MA Ncwada
Members	Members	Members	Members
Clr MS Khutlane (ANC)	Clr GM Thipanyane (ANC)	Clr LS Lebese (ANC)	Clr AS Monnakgori (ANC)
Clr AL Toba (ANC)	Clr AS Monnakgori (ANC)	Clr LE Letlaka (ANC)	Clr SN Soebehle (ANC)
Clr GM Thipanyane (ANC)	Clr GK Saohatse (ANC)	Clr M Malakane (ANC)	Clr MM Maele (ANC)
Clr M Malakane (ANC)	Clr NB Dimbaza (ANC)	Clr FS Chaine (ANC)	Clr SM Visagie (ANC)
Clr WJD van Aswegen (DA)	Clr PJ Scott (DA)	Clr PJ Scott (DA)	Clr ME Dennis (DA)
Clr PJ Scott (DA)	Clr ME Dennis (DA)	Clr QA De Bruyn (DA)	Clr PJJ van Biljon (DA)
Clr MA Oganne (UCDP)	Clr GS Fouche (FF+)	Clr MA Seeco (UCDP)	Clr PC Pelser (FF+)
SPECIAL PROGRAMMES			
Chairperson: Clr MJ Matsoetlane			
Members			
Clr M Malakane (ANC)			
Clr MS Khutlane (ANC)			
Clr GM Thipanyane (ANC)			
Clr FS Chaine (ANC)			
Clr PJJ van Biljon (DA)			
Clr WJD van Aswegen (DA)			
Clr M A Oganne (UCDP)			

Source: Motheo District Municipality, 2010

3.5.2 Administrative component

The Municipal Manager is the accounting officer of the Municipality. The departments making up the administration of the municipality are headed by Strategic Executive Directors directly accountable to the Municipal Manager.

The **Office of the Municipal Manager** is directly responsible for Performance Management, the Integrated Development Plan of the Municipality, Internal Audit, Shared Services Support and Political Support, Intergovernmental Relations and Risk and Security. The head in the Office of the Municipal Manager is the Chief Operating Officer co-ordinating all these divisions.

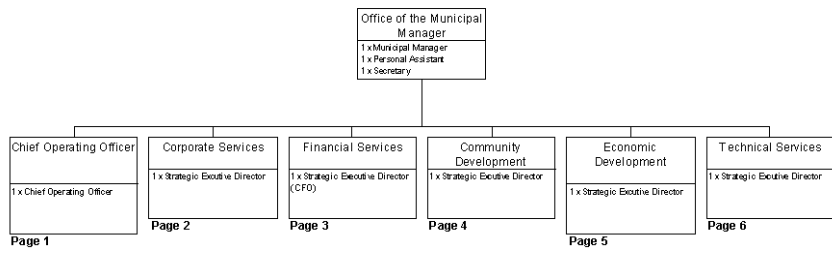
It also includes the special programmes focusing on the development of youth, children, aged, disabled and gender equity.

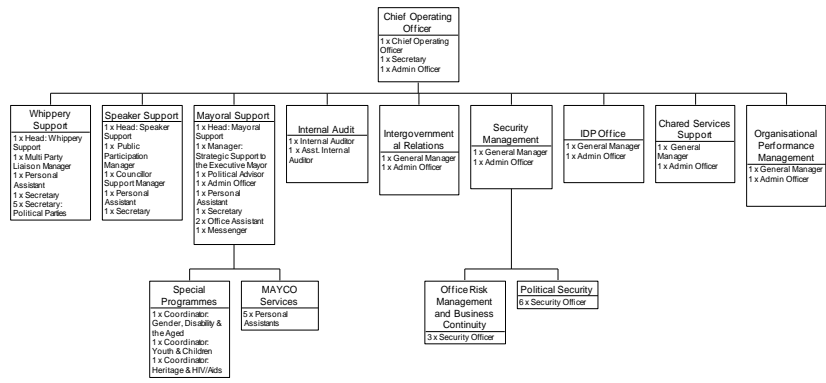
The core responsibilities of departments of Motheo District Municipality are structured to fulfil its mandate according to the following five main divisions in the Municipality: Corporate Services, Financial Services, Technical Services, Social Development Services and Economic Development and Planning.

Section 84 of the Local Government Municipal Structures Act 117 of 1998 outlines the functions and powers of a District Municipality and these include the following:

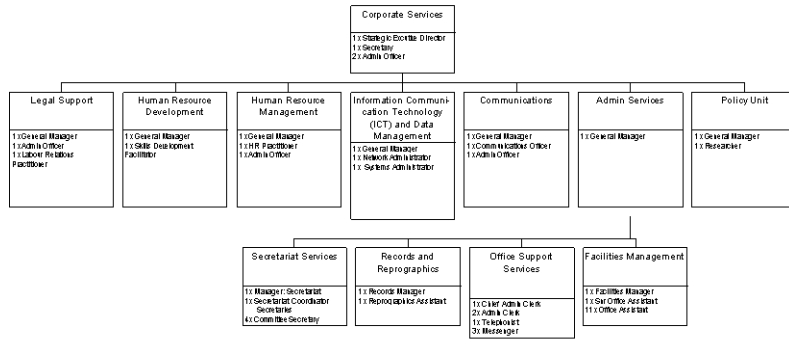
- Integrated development planning for the district municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the district municipality , taking into account the integrated development plans of those local municipalities
- Bulk supply of water that affects a significant proportion of municipalities in the district
- Bulk supply of electricity that affects a significant proportion of municipalities in the district
- Bulk sewage purification works and main sewage disposal that affects a significant proportion of municipalities in the district
- Solid waste disposal sites serving the area of the district municipality as a whole
- Municipal roads which form an integral part of a road transport system for the area of the District Municipality as a whole
- Regulation of passenger transport services
- Municipal airports serving the area of the district municipality as a whole
- Municipal health services serving the area of the district municipality as a whole
- Fire fighting services serving the area of the district municipality as a whole
- The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality's as a whole
- The establishment, conduct and control of cemeteries and crematoria serving the district the district as a whole
- Promotion of local tourism for the area of the district municipality
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality
- The receipt, allocation and, if applicable, the distribution of grants made district made to the district municipality
- The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

The diagram below reflects illustratively the basic structure of the Motheo District Municipality whilst readers are advised to consult the Institutional Plan annexure to the IDP for more detail per department:

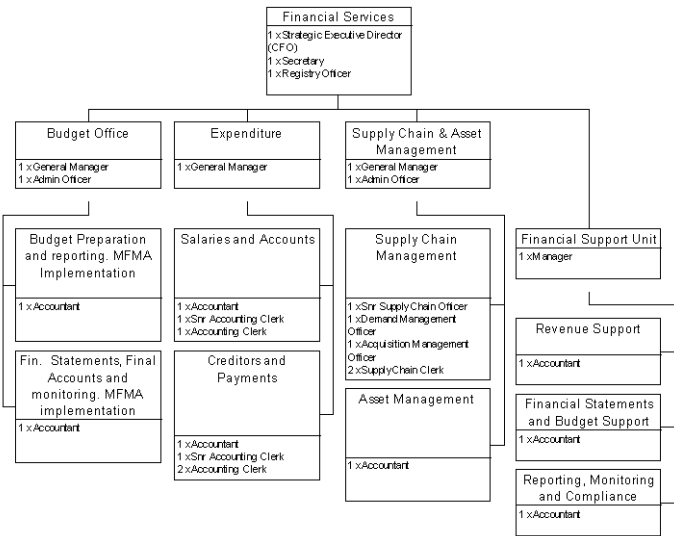




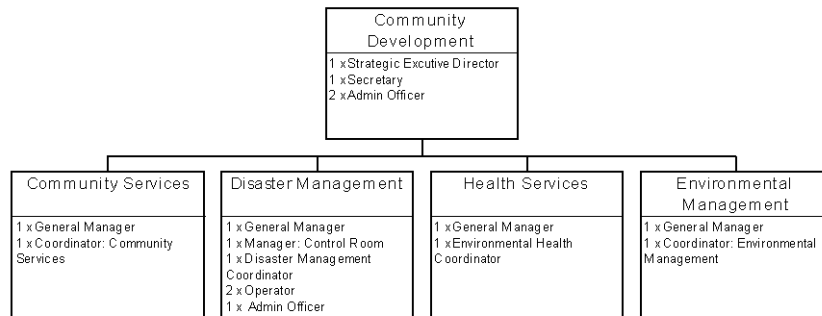
PROPOSED DRAFT ORGANISATIONAL STRUCTURE: MOTHEO DISTRICT MUNICIPALITY - CORPORATE SERVICES



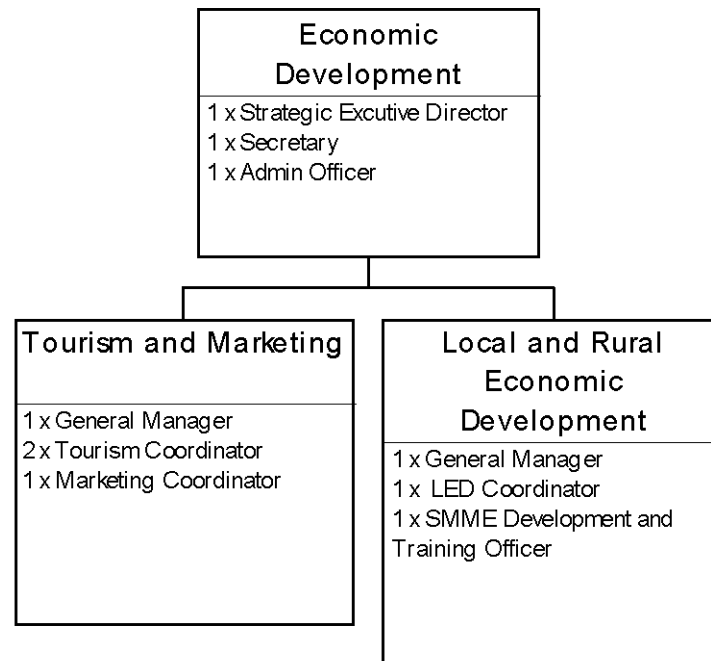
**PROPOSED DRAFT ORGANISATIONAL STRUCTURE: MOTHEO DISTRICT
MUNICIPALITY - FINANCIAL SERVICES**



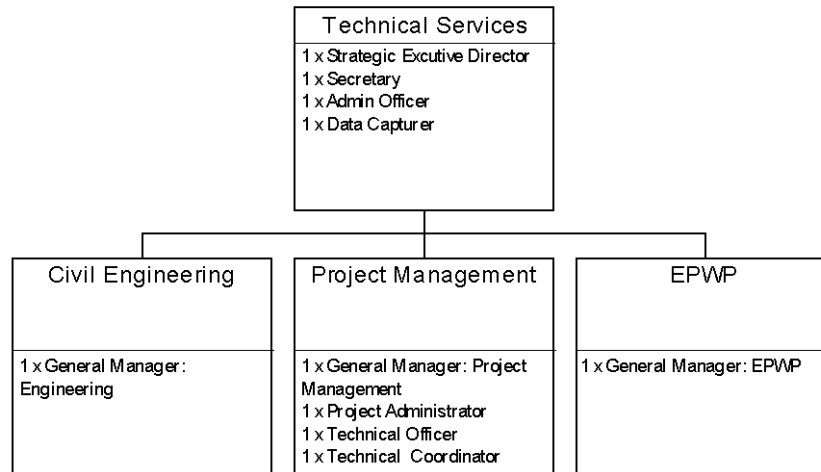
PROPOSED DRAFT ORGANISATIONAL STRUCTURE: MOTHEO DISTRICT
MUNICIPALITY - COMMUNITY DEVELOPMENT



**PROPOSED DRAFT ORGANISATIONAL
STRUCTURE: MOTHEO DISTRICT
MUNICIPALITY - ECONOMIC
DEVELOPMENT**



PROPOSED DRAFT ORGANISATIONAL STRUCTURE:
MOTHEO DISTRICT MUNICIPALITY - TECHNICAL
SERVICES



3.8 Alignment with Free State Growth and Development Strategy and National Spatial Development Perspective

3.8.1 THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective is a national strategy guideline developed by the Policy Coordination and Advisory (**PCAS**) section of the Presidency. It seeks to reconfigure apartheid spatial relations and implement spatial priorities in ways that meet the stated goal of providing the basic services to all and alleviate poverty and inequality, and it also aims to focus government investment in areas to both infrastructure for economic development and capital fro human growth investment.

a. The key objectives of the NSDP are to:

- provide a framework within which to discuss the future development of the national space economy by reflecting the localities of severe deprivation and need, of resource potential, of infrastructure endowment, and of current and potential economic activity by describing the key social, economic and natural resource trends and issues shaping the national geography
- act as a common reference point for national, provincial and local governments to analyze and debate the comparative development potentials of localities in the country by providing a coarse-grained national mapping of potential
- identify key areas of tension and/or priority in achieving positive spatial outcomes with government infrastructure investment and development spending
- provide national government's strategic response to the above for a given time frame.

The development of the **NSDP** is an ongoing process of elaboration, refinement and revision that takes into account the dynamic nature of the space economy and of settlement processes. There can be no once-off document but rather an evolving perspective that is linked to a system of continual spatial monitoring and amendment. It is proposed that although the **NSDP** represents a national spatial perspective, the process of dialogue about spatial priorities within and between spheres of government will ensure that the perspective will undergo an iterative process of review, refinement and elaboration. This process of review, refinement and elaboration will make full use of the resources of all agencies in all spheres of government to ensure that its understanding of spatial, environmental, social and economic trends enables it to define each locality's potential through a top-down, bottom-up process of dialogue whereby the interpretation of any one agency in any sphere will be tempered by the interpretation of others.

Although different spheres of government have different strategic objectives, and naturally differing scales of spatial perspective (that is, national, provincial and local), it is expected that the process of dialogue between spheres will over a few years help generate an informed consensus on the nation's spatial priorities. It is believed that such a dialogue about spatial priorities will inform, and be informed by, the broader national strategic and policy priorities.

The relationship between a national planning perspective such as the **NSDP**, provincial plans such as Provincial Growth and Development Strategies (**PGDS**) and IDPs should be determined in the context of a set of intergovernmental planning principles.

b. Such principles could include:

1. National development guidelines and principles should inform planning for development in all spheres.
2. Each sphere has its own distinct development tasks and related planning tasks corresponding to the scale of operations and the area of jurisdiction.

3. Integrated development planning by municipalities is a tool to integrate and co-ordinate implementation in terms of geographical space and time in that locality. They have to inform, and be informed by, the planning of other spheres of government, including sectoral/departmental planning of line agencies.
4. The necessary mutual alignment between national principles/guidelines, sectoral planning requirements (standards, provincial strategies) and local needs, conditions and resources, must be conducted in the spirit of co-operative governance whereby the plans of one sphere should support those in another. As argued below, this should not entail that all plans are in complete agreement, but that, at the very least, contradictory policies are not promoted, and that they align themselves around the national policy priorities established by Cabinet.

The **NSDP** is an indicative guideline that will encourage creative interaction and co-ordination between departments and spheres of government about the nation's spatial priorities. It will function as a basis for discussion and negotiation. The gist of these statements is that the **NSDP** will function not as a policy that prescribes expenditure choices, but an instrument for discussing spatial development priorities for South Africa within government. However, through dialogue it will impact on rationing choices in the Budget.

The **NSDP** is expected to guide discussions around policy and programme co-ordination with regard to infrastructure investment and development spending in all spheres of government. It is proposed that decisions regarding infrastructure and development spending made by national, provincial and local government be monitored through existing reporting mechanisms and that current inter-governmental forums be used to influence how future spending may be spatially aligned in accordance with **NSDP** principles. In this manner, the **NSDP** will act as an indicative guideline for spatial planning by the three spheres of government within the framework of co-operative governance. The **NSDP** acknowledges that the processes of developing **IDPs** by local government structures, which themselves cover the length and breadth of the country, is a critical element of spatial planning. The assessment of these **IDPs** and their synchronisation with national spatial development planning will be crucial to the realisation of **NSDP** objectives. Thus, at a broader strategic level in terms of the **NSDP** normative principles, and concretely in the unfolding of **PGDs** and **IDPs**, the perspective would find practical manifestation.

Consequently, the **NSDP** will function as;

- a first model of influence for, but not a component of, the **MTSF** that informs executive decision-making, but does not prescribe policy choices
- an instrument for dialogue within and between spheres of government that departments will comment on vis-à-vis their particular strategies
- a conceptual organizing tool for debating categories of development within all spheres of government

The institutional arrangements for the **NSDP** would be based on the above three functions. In addition, any arrangements should speak to government's commitment to 'integrated governance' and 'strengthening the centre of government'[2]. An appropriate mix of formal and informal processes should adequately provide some to these processes of dialogue while preserving the **NSDP's** flexibility as a national perspective on spatial development priorities.

Specific core processes that the **NSDP** would have to engage are the following:

- the preparation of the **NSDP** by The Presidency to inform Cabinet decision-making
- annual comments on the **NSDP** (comments on how their strategies are informed by the **NSDP** principles, their comments on the spatial narrative in Part 2, and their

maps) by departments to provide a platform for further dialogue on the relationship of departmental strategies and programmes to **NSDP**

- Dialogue between spheres, and between departments and institutions within spheres, which will be informed by **PGDS** and **IDPs** to ensure a top-down bottom-up process of planning for development.

The **NSDP** includes mechanisms for aligning spatial choices around government spending across all spheres of government by mapping development potential and formulating principles for targeting development and spending.

It is an important guiding strategy regarding spatial planning for development. In essence, it advocates a focus on areas with development potential and urges local authorities in localities of low development potential to demonstrate their comparative advantages in order to receive support from other spheres of government.

3.8.2 THE PROVINCIAL GROWTH DEVELOPMENT STRATEGY

In terms of the proposals for ensuring greater harmonization and alignment in the development planning-endeavours of the three spheres and various sectors of government, **PGDSs** are to play a key role in giving effect to government's stated intention of modelling itself as a Developmental State. In order to play their crucial part in achieving the national objectives of growing the economy, reducing unemployment, eradicating poverty and ensuring greater social inclusion, **PGDSs** have to:

- Put forward strategies aimed at realizing the longer-term visions and goals of provinces, municipalities and the nation as a whole
- Express the short to medium term development priorities of provinces and the fifty-three shared areas of impact (47 districts and 6 metros), as well as strategies to achieve these.
- Along with District and Metropolitan **IDPs**, ensure greater alignment and harmonization of the actions of sub-national planning within the overarching framework provided by the **NSDP**.
- In particular, provide opportunities for engagement and agreement on the extent, origin, form and spatial location of "poverty/need" and "development potential" in each province.
- Through a rigorous analysis of the economic, social, demographic, spatial and environmental context, provide the basis for districts/metros and sectors in all three spheres of government and service providers to deliberate and reach a shared understanding and agreement on the nature, extent and spatial distribution of poverty/need and development potential (as defined in the **NSDP**) at district/metro level. This should in turn provide the basis for joint planning and infrastructure investment and development spending in a particular district/metro; and should inform the content of, provide guidance and enable coordination of national, provincial and local sector plans, annual departmental plans and budgets; and district and metro **IDPs**.
- Be developed, reviewed and continually updated by the Premier's Offices in each of the nine provinces, based on the provincial-wide agreements around poverty/need and development potential.

These broad intentions formed the base for the **PGDS** Guidelines¹ that were prepared by the Presidency in consultation with the dplg and provinces and following on from Cabinet's adoption of the Harmonization and Alignment-proposals. It is on the back of these guidelines that the nine **PGDSs** were assessed. These guidelines emphasize the role of **PGDSs** as overarching frameworks for development in provinces to guide the provincial government as well as other spheres, sectors and role players that are relevant and contribute to the development of the province. It is further stated that a **PGDS** should reflect the approach and methodology of the **NSDP** and serve as a platform for province-wide agreement on the nature and spatial location of economic potential and need.

¹ See The Presidency and DPLG. (2005) *Provincial Growth and Development Guidelines*. Pretoria.

According to the guidelines a **PGDS** that reflects the **NSDP** is underpinned by a coherent provincial spatial perspective/framework as the critical instrument to understand major social, migratory, demographic, environmental and economic trends and systematically intervenes to ensure sustainability of government action. In short, **PGDS** are meant to identify the socio-economic potential in each province and the strategy as well as programme to guide development activity within the province by both public and private agents. A **PGDS** that is linked to the **NSDP** will thus:

- Provide direction for decisions on infrastructure investment and development spending;
- Assist role players to acknowledge that the area of need may not be the place where the need can be addressed;
- Ensure that fixed investment is focused in areas where greatest development potential and greatest need coincide; and
- Promote investment in people in areas with no or limited potential to expand their skills and provide them with more choice as to where they want to stay, i.e. they will not be confined to a particular place as a result of lack of skills.

Within this context, provincial growth and development strategies are meant to:

- Serve as the overarching framework for development in the province;
- Guide the provincial government as well as other spheres, sectors and role players that are responsible and contribute to development in the province;
- Set a long-term (ten year) vision and direction for development in the province; and
- Guide the district and metropolitan areas' development agendas and sectoral departments' local investment and development spending priorities.

3.8.3 DISTRICT GROWTH AND DEVELOPMENT STRATEGY

In his State of the Nation Address of February 2006, the President directed that District and Metropolitan Municipalities hold Growth and Development Summits (**GDSs**) in their areas of jurisdiction. The President made this pronouncement against the backdrop of the introduction of the Accelerated and Shared Growth Initiative of South Africa (**ASGISA**), which builds on the outcome of the National Growth and Development Summit. The National Spatial Development Perspective (**NSDP**) places emphasis on the quality of interventions and investment choices by calling for a rigorous analysis of the economic opportunities and potentials in each of the 52 district and metro municipal areas. This approach recognizes that municipalities, as the closest sphere of government to communities, have an important role to play in meeting national growth and development targets.

Growth and development planning processes can, however, not be undertaken in isolation from the Integrated Development Planning (**IDP**) process. It is therefore important to ensure that the envisaged District Growth and Development Summits (**DG&DSs**) inform the preparation and adoption of **IDPs** in the new five year cycle. At a National preparatory meeting for District Growth and Development Summits (**DG&DSs**) held in September 2006, attended by representatives of all Districts and key Provincial Departments, it was agreed that Districts should conduct these in such a way that it generates appropriate analysis and discussion about development options and provides a strategic perspective for growth and development that underpins the **IDP**. The annual review of **IDPs** should therefore reflect a district wide strategic growth and development perspective over the next 4-5 years.

The strategic thrusts of the DG&DSs are to:

- Foster partnerships among the various stakeholders (Business, Labour and Communities) at the local government level.
- Identify specific intervention programmes and projects that would address the growth and development challenges of the area for immediate implementation, setting of

- quantifiable targets with reasonable timeframes, and the identification of possible sources of funds.
- Secure commitments from the social partners, including the sector departments, for their immediate and concrete contribution towards the execution of identified programmes and projects to address the development challenges of a District or Metropolitan area.
 - Serve as a further consultative mechanism in the District and Metropolitan Municipality's process in developing credible and implementable Integrated Development Plans (*IDPs*) and Local Economic Development (*LED*) programs. Serve as a catalyst for ongoing engagement and collaboration amongst local role players towards achieving the nations 2014 targets.

The process of developing the Free State Growth and Development Strategy began in 2005. Although the preparation of PGDS is not a legislative requirement, the PGDS plays a vital role in ensuring effectiveness and coordinated delivery on the overall development objectives of our state. The PGDS should help in achieving alignment and laying the basis for sustainable development; ensuring that plans are economically productive and efficient, meet social needs and address equity issues; whilst building on, and taking advantage of, opportunities in the context of the constraints of the province's natural resources.

The focus of the current profile will be on the following development priorities:

1. Economic Growth, Sustainable Infrastructure Development and Employment
2. Justice and Crime Prevention
3. Social and Human Development
4. Efficient Governance and Administration

In the initial document of the FSGDS, basic development priorities were identified for the 5-year development cycle in the province. These priorities were set as guidelines for the District and Local Municipalities to identify their respective IDP priorities. In order to achieve alignment, it was necessary to measure IDP identified priorities against the priorities of the Free State Provincial Growth and Development Strategy.

Development Strategy and the alignment are represented as follows:

3.9 Alignment with Key Performance Areas

The Municipal Systems Act, 2000 provides in Section 38 for the preparation of a Municipal Performance Management System. Section 43 subsequently provides for regulations to determine general performance indicators. These regulations were promulgated (Local Government: Municipal Planning and Performance Regulation, 2001, R. 796 GN. 22605).

The identified IDP Priorities were measured against the general key performance indicators and are represented as follows:

ALIGNMENT OF THE FREE STATE GROWTH AND DEVELOPMENT STRATEGY WITH THE DISTRICT INTEGRATED DEVELOPMENT PLAN:

1. ECONOMIC DEVELOPMENT, EMPLOYMENT AND INVESTMENT:

FSGDS STRATEGY	FSGDS PROGRAMME	MDM STRATEGY	MDM PROGRAMME
Economic Development, Employment and Investment:		Enhance Local Economic Development	
Expanding the manufacturing sector in key sub-sectors	<ul style="list-style-type: none"> • Beneficiation of agricultural products <ul style="list-style-type: none"> - Bio-diesel - Cherries - Asparagus - Meat - Maize / Wheat - Potatoes • Beneficiation of petrochemicals • Beneficiation of mining products • Facilitate expansion of other manufacturing • High-value products as well as innovation and experimentation • Mass produced goods 	<p>To promote the creation of sustainable jobs in the district</p> <p>To strengthen poverty alleviation initiatives</p> <p>To create a conducive environment for partnerships among various stakeholders involved in local economic development in the district</p>	<ul style="list-style-type: none"> • Local Economic Development • Tourism Growth • Agriculture and Land Reform / Rural Development

Focusing on diversification in agricultural development	<ul style="list-style-type: none"> • Diversify agricultural products • Introduce high-value crops 		<ul style="list-style-type: none"> • Agro processing • Development of agri-villages • Commonage development & management
Focusing on diversification in agricultural development	<ul style="list-style-type: none"> • Improve tourism marketing and business support • Develop tourism support structures • Develop and increase tourism products • Promote all forms of tourism 	<p>To promote the creation of sustainable jobs in the district</p> <p>To strengthen partnerships with existing local tourism initiatives in the district</p> <p>To Develop tourism infrastructure in the district</p> <p>Increase PDI participation in commercial farming in the district</p>	<p>To optimise the utilization of land and improve nutrition</p> <p>Support agro-processing</p>

FSGDS STRATEGY	FSGDS PROGRAMME	MDM STRATEGY	MDM PROGRAMME
Develop and expand transport and distribution industry	<ul style="list-style-type: none"> • Develop transport distribution hubs 	<ul style="list-style-type: none"> • Develop an Integrated Public Transport Plan 	<p>To provide support on the implementation of identified and prioritized public transport Infrastructure</p> <p>Paving of main access roads</p>

			Tarring of gravel roads Resealing of streets
Facilitate and ensure enabling and economic infrastructure	<ul style="list-style-type: none"> Expand online learner technology Expand utilisation of iCAM Facilitate advanced ICT infrastructure Facilitate improved air transport access to the Free State Upgrade and maintain road infrastructure Supply bulk water and electricity infrastructure 	Ensure the provision of the bulk supply of water and electricity	
Emphasising SMME development	<ul style="list-style-type: none"> Facilitate and improve access to funding sources Provide formal and informal training for SMMEs Establish local business-support infrastructure Develop institutional capacity for SMME development Maintain central business-support infrastructure (including a business database) 	<p>Providing Technical Assistance to informal business</p> <p>Conduct feasibility studies for SMMEs</p> <p>Promote innovation in production</p>	<ul style="list-style-type: none"> Support informal business to prepare business plans for funding/loans Mobilize financial resources of existing institutions and cooperate social responsibility programmes Ensure SMMEs acquire more adequate and up to date technology e.g farming equipment
B3. Promoting human resource development (emphasis on human resource skills required regarding economic growth –	<ul style="list-style-type: none"> Implement learner ships Implement internships Formal and informal training agriculture, manufacturing and 	<p>Promote the Learnerships programme</p> <p>Develop a district LED strategy</p>	<p>Implement LGSETA Programme</p> <p>Implement JIPSA related programmes</p>

<p>Agriculture, Manufacturing, Tourism, and Transport and Distribution services</p>	<p>tourism (Support small-scale farmers)</p> <ul style="list-style-type: none"> • Support to beneficiaries of land redistribution and restitution programmes • Support farmers to Comprehensive Agriculture Support Programme • Non-formal training for farmers in agriculture management • Repositioning of the FET to support economic drivers 	<p>Develop a District Growth and Development Strategy</p> <p>Support and implement ASGISA related programmes</p> <p>Support local tourism initiatives</p> <p>Promote heritage and events tourism</p>	<p>Promote rural tourism</p> <p>Establish Amakhaya Homestead</p> <p>Develop N8 and R26 tourism corridor</p> <p>Implement a district tourism marketing strategy</p>
<p>Create conducive environment</p>	<ul style="list-style-type: none"> • Develop enabling strategies (e.g. LED strategies, investment promotion strategies) • Establish develop zones and corridors as well as urban development nodes • Facilitate completion of land restitution programme • Buy land for the establishment of PDI farmers • Transform government's property ownership (BBBEEE) • Secure land tenure rights in the Free State • Ensure designated funding and maintenance of government property • Upgrade and maintain all government buildings • 	<p>Conduct a State of the Environment Report (SoER) for the district</p> <p>Establish the MDM Development Agency</p> <p>Promote job retention and creation of sustainable jobs</p>	<p>Establish the investment portfolio</p> <p>Implement anchor projects</p> <p>Implement EPWP projects</p>

2. JUSTICE; CRIME PREVENTION AND SECURITY

FSGDS STRATEGY	FSGDS PROGRAMME	MDM STRATEGY	MDM PROGRAMME
JUSTICE; CRIME PREVENTION AND SECURITY		Secure a Safe and Secure Environment	
Facilitate an improved and effective integrated criminal justice system	<ul style="list-style-type: none"> • Coordination of an integrated criminal justice system • Victim empowerment • Service programmes for children in conflict with the law • Reduce time to finalize cases in court • Increase in cases to court • Develop and implement integrated crime prevention programmes 	Promote intergovernmental programmes on effective integrated criminal justice system	
Ensure and efficient and effective police service system the province	<ul style="list-style-type: none"> • Effective visible police service • Encourage community participation • Encourage community participation • Encourage community participation • Maintain rural safety • The combating of corruption in SAPS 	Promote Community Policing	Support the establishment of vibrant and effective Community Policing Forums
FSGDS STRATEGY	FSGDS PROGRAMME	MDM STRATEGY	MDM PROGRAMME
Establish an effective disaster prevention and response capacity fro disaster throughout the province	<ul style="list-style-type: none"> • The coordination of integrated disaster management services. • Minimize the impact of disasters • Implement integrated disaster management strategy 	<p>To Develop the Institutional Capacity within the Disaster Management field in the District</p> <p>To Develop the Disaster</p>	<p>Implement disaster management policies</p> <p>Implement an effective, Response, Recovery and rehabilitation Systems</p>

		<p>Management Structures in the District Area</p> <p>To Develop the Disaster Management Policies in the entire District Area</p> <p>To Develop the Risk Assessment Strategies</p> <p>To Develop the Risk Reduction Strategies in the District</p> <p>To Develop the effective Response, Recovery and Rehabilitation Systems</p>	
Improve traffic policing and road incident management in the province	<ul style="list-style-type: none"> • Implement road traffic regulations effectively • Implement effective emergency services • Provide effective emergency communication 	Promote local municipal traffic policing and incident management system	Support the vibrant and efficient operations of the local municipal traffic court
Implement Provincial Emergency Medical Services Plan	<ul style="list-style-type: none"> • Provide medical rescue, pre- and inter-hospital Emergency Medical Services 		
Ensure a safe and secure environment at all institutions	<ul style="list-style-type: none"> • Implement safety programmes at all institutions 	To Develop the Institutional Capacity within the Disaster Management field in the District	<p>Support the development of landfill management plan for sites in the districts</p> <p>Develop landfill management plan</p>

		<p>To Develop the Disaster Management Structures in the District Area</p> <p>To Develop the Disaster Management Policies in the entire District Area</p> <p>To Develop the Risk Assessment Strategies</p> <p>To Develop the Risk Reduction Strategies in the District</p> <p>To Develop the effective Response, Recovery and Rehabilitation Systems</p>	for landfills and transfer stations in MDM
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3. SOCIAL AND HUMAN DEVELOPMENT: STRATEGIES AND PROGRAMMES

FSGDS STRATEGY	FSGDS PROGRAMME	MDM STRATEGY	MDM PROGRAMME
HUMAN AND SOCIAL DEVELOPMENT:		<p>1. Investing in the Development of the People</p> <p>2. Providing and Facilitating Sustainable Infrastructure</p>	
Improving housing and basic services	<ul style="list-style-type: none"> • Provide Housing • Provide sanitation • Eradicate bucket system • Provide water 	<p>Coordinate housing needs in the district</p> <p>To provide support in eradicating</p>	<p>Develop a district housing sector plan</p> <p>implement water services</p>

	<ul style="list-style-type: none"> • Provide electricity • Provide cemeteries • Provide solid-waste disposal sites • Provide storm-water drainage 	<p>Sanitation backlogs</p> <p>To provide support in eradicating water backlogs</p> <p>Coordinate storm water management</p> <p>Provide support to initiatives intended at water conservation and water demand management</p> <p>To provide support in the eradication of the electricity supply backlogs</p>	<p>development plan</p> <p>Ensure provision of sufficient bulk water supply</p> <p>Provide support on construction and maintenance of storm water infrastructure</p> <p>Enhance the provision of free basic electricity and free basic alternative energy</p> <p>Electrification and Area lighting in Naledi and Mantsopa</p>
C2. Improving health-care services	<ul style="list-style-type: none"> • Provide health infrastructure • Upgrade health infrastructure • Implement and monitor comprehensive plan on care, treatment, and management of HIV and AIDS • Implement the national TB strategy • Improve the immunisation coverage of children • Implement HIV and AIDS prevention and support programme • Provide an integrated service to 	<p>Implement Municipal Health services mandate within the district</p> <p>Promote effective and efficient PHC services rendered in the district</p> <p>To reduce the prevalence of HIV/ AIDS in the district</p> <p>Implementation and establishment of occupational</p>	<p>Ensure the signing of Service level agreement</p> <p>Conduct need analysis in clinics(PHC)</p> <p>Conduct assessment on functionality of Health structures</p> <p>Ensure effective and functional</p>

	<p>people affected and infected by HIV and AIDS</p> <ul style="list-style-type: none"> • Implement integrated management of Childhood Illnesses Strategy • Expand free health services • Implement and monitor continuous quality improvement programme • Improve access to health care for people in rural areas 	<p>health, safety and wellness Programme for Motheo District Municipality employees</p> <p>To provide support in ensuring provision of sufficient bulk sewer outfall works</p>	<p>District Health Council.</p>
<p>C3. Improving education and educational services and skills</p>	<ul style="list-style-type: none"> • Implement adult literacy and numeracy programmes • Provide ABET in accordance with the ABET Act • Implement skills development programmes • Capacity building of clients incorporated in service delivery • Implement learnership programmes • Address critical gaps in identified areas (emphasis on mathematics, science, and technology) • Implement GETC • Implement FET Certificate • Implement ECD Programmes • Provide education infrastructure • Upgrade, rehabilitate, and renovate education infrastructure and facilities • Eliminate backlog in basic services in schools • Provide transport for farm schools 	<p>Capacity building and skills development</p> <p>Management of capacity building and skills development programmes</p> <p>Ensure Skills development workshops and courses</p> <p>Management of discretionary fund (LGSETA)</p>	<p>Approved work skills plan</p> <p>Implementation of bursary scheme</p> <p>Ensure Skills development workshops and courses</p>

	<ul style="list-style-type: none"> • Provide accommodation for learners from non-viable farm schools • Implement school nutrition programmes 		
Improving social-development services	<ul style="list-style-type: none"> • Increase to social assistance programme • Provide emergency food security to needy families and individuals • Provide pay-point facilities • Increase access to commonage • Implement community-development projects • Implement training programmes to support care and protection of the vulnerable • Provide early-childhood development services • Implement programmes targeting the unemployed and out-of-school youth • Promote social integration and empowerment of people with disabilities • Promote special programmes for the vulnerable in government • Implement the moral regeneration programmes for the community • Implement moral regeneration programmes within government • Implement income-generating projects for youth, women, and persons with disabilities 	<p>To effectively advocate and implement programmes aimed at advancing youth development</p> <p>Promote youth service programmes in the district</p> <p>Promote and implement programmes aimed at addressing gender issues within the District</p> <p>To raise awareness, offer support and implement programmes aimed at addressing the plight of people with disability</p> <p>To administer the Mayoral Administration Fund</p>	
C5. Improving cultural, sport, and recreational services	<ul style="list-style-type: none"> • Provide arts and culture centres 	To provide support on the implementation of a process of	Develop a District data base on sport skills.

	<ul style="list-style-type: none"> • Provide other government accommodation/ buildings • Provide library infrastructure • Provide sport facilities • Provide multi-purpose centres • Provide library and information services • Provide special services • Promote major cultural events • Provide museum and heritage services • Build capacity in visual and performing arts • Facilitate mass participation in sport and recreation activities • Render sport science, exercise rehabilitation, and sport development services 	<p>proper skills needs analysis within the district</p> <p>Assist and Develop Special Projects and Programs and Events relating to Arts, Culture, Heritage and Sporting</p> <p>Develop and support Poverty Alleviation Programs and Projects in LM's</p> <p>Assist in identifying the facilities backlog on Social Services in communities</p> <p>Coordinate and facilitate the improvement of safety on Community Social Services</p>	<p>Participate in Arts, Cultural and Heritage projects and events.</p>
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4. EFFECTIVE GOVERNANCE AND ADMINISTRATION

FSGDS STRATEGY	FSGDS PROGRAMME	MDM STRATEGY	MDM PROGRAMME
EFFECTIVE GOVERNANCE AND ADMINISTRATION		Good Municipal Governance	
E1. Improving integrated development planning and implementation	<ul style="list-style-type: none"> • Align and co-ordinate IDPs and FSGDS • Improve a cluster system across the two spheres of government in the province • Ensure effective implementation of intergovernmental relations 	<p>To provide support in developing the IDP process plan within the district</p> <p>To ensure full participation of relevant stakeholders within the district</p>	<p>Monitor the Implementation of the District IDP Framework</p> <p>Develop a schedule of IDP Representatives Forum.</p> <p>Develop the IDP Process Plan.</p>

	<ul style="list-style-type: none"> • Coordinate strategic programmes (EPWP, ISRDP, Project Consolidate. e Promote the involvement of traditional leadership) • Coordinate PPPs • Implement the National and Provincial Programme of Action • Implement Community Based Ward Planning through Ward Committees 	<p>To ensure that the district IDP is informed by all three local municipalities</p> <p>To promote and encourage alignment of the NSDP, PDGS and SDF in the district IDP</p>	<p>Provide professional guidance on the formulation of IDPs to Local Municipalities.</p> <p>Implement and Monitor the MDM Public Participation Strategy.</p> <p>Ensure the Implementation of the IGR Policy.</p> <p>Ensure the functioning of the District IGR Forum.</p>
<p>E2. Ensuring effective communication with stakeholders and clients</p>	<ul style="list-style-type: none"> • Improve interaction between government and the people • Implement one-stop government services • Implement e-governance • Create BBBEE opportunities for women, youth, and people with disabilities • Review procurement system 	<p>Implementation of communication policy Effectively showcasing MDM</p> <p>Implementation of the Customer Care Policy</p> <p>Update Media Strategy</p> <p>Facilitate the implementation of Language Policy</p> <p>To establish an effective Council Support system in Motheo District Municipality</p>	<p>Develop a centralized communication and information system.</p> <p>Embark on community/media road shows.</p> <p>Facilitate workshops on customer care.</p> <p>Implement MDM Public Participation Strategy</p>

		<p>To ensure effective management of the political environment at Motheo District Municipality To provide Support and Assistance for Councillors to participate and deliberate on council matters</p> <p>To Support Councillors to perform their constituency work</p> <p>To facilitate interaction among Councillors within Motheo District Municipality</p> <p>To facilitate the process of capacity building of the Councillors</p>	
<p>E4. Ensuring effective Human Resource Development and Management</p>	<ul style="list-style-type: none"> • Implement integrated human-resource development strategy • Implement employment equity plan • Implement retention strategy • Implement employee assistance programme • Coordinate bursaries and Learner Support Programme 	<p>Capacity building and skills development</p> <p>Promotion of employee wellness/assistance programme</p> <p>Management of Labour Relations</p> <p>To enhance political, administrative and labour relations and improve motivation of the workforce</p>	<p>Conduct MDM skills Audit.</p> <p>Conduct Training Needs Assessment.</p> <p>Implement Employee Performance Appraisal.</p> <p>Implement Employee Performance Plans</p>

		<p>To promote performance management systems To promote HR support to LM's</p> <p>Ensure institutional compliance to relative legislation</p>	
E5. Ensuring improvement in financial management	<ul style="list-style-type: none"> • Improve and coordinate revenue measures and mechanisms • Strengthen financial management capacity in departments • Implement credit control systems 	<p>Institutional Financial Plan Municipal Finance Management Act</p>	<p>Implement the MFMA Implement MDM Financial Plan</p>
E6. Promoting integrity in government	<ul style="list-style-type: none"> • Implement anti-corruption and fraud strategy • Promote ethical behaviour (Code of Conduct) in government 	<p>Implement and Monitor Code of Conduct of both the Staff and Elected Political Office Bearers</p>	
E7. Establishing proper management information and records management systems	<ul style="list-style-type: none"> • Improve record management services in departments • Secure information within departments • 	<p>To provide secretarial services</p> <p>To provide effective Document Management System</p> <p>To provide Auxiliary Services to the Institution</p>	<p>Implement Record Management Policy Provide Total quality management of document reproduction</p>
E8. Improve asset management	<ul style="list-style-type: none"> • Improve control over assets and resources 	<p>Institutional Financial Plan</p>	
E9. Building government's capacity in critical areas	<ul style="list-style-type: none"> • Improve financial management capacity • Improve strategic-planning training 	<p>Municipal Finance Management Act.</p>	<p>Implement a toll free hotline. Conduct community perception</p>

	<ul style="list-style-type: none"> monitoring and evaluation capacity • Develop information technology skills • Enhance Batho Pele skills • Provide capacity-building programme for all staff 	<p>Establish customer care line.</p> <p>Manage Capacity Building and Skills Development Programmes.</p> <p>Career Pathing</p>	<p>surveys.</p> <p>Implement Electronic Information System.</p> <p>Implement Work Skills Plan.</p> <p>Implement Bursary Scheme Policy.</p>
E10. Ensuring a healthy environment through integrated environmental management	<ul style="list-style-type: none"> • Implement integrated environmental management • Coordinate integrated environmental management 	<p>To provide effective institutional Framework and Legislation</p> <p>To provide support in sustainable resource use and impact management</p> <p>To provide support in developing a holistic and integrated planning platform</p> <p>To establish mechanisms for participation and partnerships in environmental governance</p> <p>To provide empowerment and environmental education in the district</p> <p>To develop mechanisms for information on environmental management</p>	<p>Develop MDM Integrated Environmental Policy.</p> <p>Improve MDM Integrated Environmental Plan.</p> <p>Implement MDM Air Quality Plan/ Monitoring.</p> <p>Develop Strategy on the Management of Open spaces</p> <p>Implement Environmental Awareness Campaigns.</p> <p>Establish a District Environmental Education Centre</p> <p>Investigate efforts to develop and implement a district environmental education center</p>
E11. Monitoring, evaluating and reviewing FSGDS	<ul style="list-style-type: none"> • Implement FSGDS Monitoring and Evaluation • 	<p>To ensure that the performance of the municipality is monitored</p>	<p>Implement Service Delivery Plan.</p> <p>Compile quarterly organizational</p>

		<p>To ensure that service delivery implementation plan is developed for the whole municipality</p> <p>To ensure that quarterly organizational reports are compiled</p> <p>To ensure annual performance organizational improvement plan is compiled</p>	<p>performance reports.</p> <p>Compile Mid-Term Budget and Performance Assessment Reports.</p> <p>Compile Annual Performance Improvement Plan.</p>
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The aim is to align the local municipality needs with those of Motheo and the Free State Growth and Development Strategies.

3.10 This will enable a co-ordinated approach in service delivery whilst ensuring that the priority needs of the people are addressed. The following are the priority issues from the local municipalities as aligned with those of the Free State and Motheo:

3. Motheo District Development Priorities in relation to FSGDS

FREE STATE GROWTH AND DEVELOPMENT STRATEGY	MOTHEO	MANGAUNG	NALEDI	MANTSOPA
1. Economic Growth, Sustainable Infrastructure Development and Employment	1. Water and Sanitation	1. Infrastructure (Shelter, Recreational facilities, basic infrastructural services)	1. Local Economic Development and Agriculture	1. Water and Sanitation
2. Justice and Crime Prevention	2. Public	2. Ensuring a safe	2. Infrastructure	Local Economic

	Transport, Roads & Storm water	and secure Mangaung	(Housing, Streets and storm water, sanitation, Water, Waste management, Cemeteries & electricity)	Development
3.Social and human development	3. Economic and Rural Development		3. Health and Welfare (Education and Training, sport & Recreation)	
4.Efficient Governance and Administration	4. Clean & Healthy Environment	4. Improve access to Education	4. Safety and Security	HIV/AIDS
	5. Special programmes (HIV/AIDS, Youth, Gender, Disability, Cemeteries & Heritage)	Institutional Development	5. Democracy and Governance	6. Sports Arts and Culture
	6. Protection & Disaster Management	Community Involvement and Communication		Health and Social Development
	7. Sports, Arts, Culture & Recreation	Financial viability		
	8. Housing & Electricity			

4. STRATEGIC PLAN

The Strategic Plan comprises of the Vision, Mission, Values, Objectives and Strategies of the municipality. These form the basis for all development planning and decision making within the district. The following revised vision; mission and values were adopted by the district to guide development within the region:

4.1 Vision

By 2011, Motheo District Municipality shall have maintained and improved the quality of life of all the citizens of our community by providing, supporting and coordinating resources that enhance and contribute to socio economic development

4.2 Mission

Motheo District Municipality strives to become – a leading district municipality consistently seeking to achieve the integrated, sustainable and equitable social and economic development of its area

4.3 Values

- Transparency
- Accountability
- Responsive
- Partnership
- Equity
- Respect

4.4 Development priorities

The Motheo IDP is informed by the IDP's of the three Local municipalities. In order to achieve these, Motheo undertook extensive consultation of all relevant stakeholders, in order to determine the development priorities of the district.

Motheo District Development Priorities

Priority 1	1. Water and Sanitation
Priority 2	2. Public Transport, Roads and Storm water
Priority 3	3. Economic and Rural Development
Priority 4	4. Clean and Healthy Environment
Priority 5	5.Special Programmes (HIV/AIDS, Children, Youth, Aged, Gender, Disability, Cemeteries and Heritage)
Priority 6	6. Protection and Disaster Management
Priority 7	7. Sports, Arts, Culture and Recreation
Priority 8	8. Housing and Electricity
Priority 9	9. Good Governance

PROJECTS AND PROGRAMMES

CORPORATE SERVICES

Human Resource Development

Objective: To promote institutional excellence that is responding to role players' needs

Strategies:

- HRD 2.1 Capacity building and skills development
- HRD 2.2 Promotion of employee wellness/assistance programme
- HRD 2.3 Management of Labour Relations

Strategy: HRD 2.1 Capacity building and skills development

Projects	Mun Perf Indicator	Baseline	Targets	F/Y10/11
Conduct Research/situational analysis	Report on training needs assessment	Approved work skills plan	All employees assessed	
Career pathing	Records of profiles as per Database	Database of profiles	All employees profiled	
Implementation of bursary scheme	Report indicating number of employees registered	Bursary application as per policy	Bursary issued to successful applicants	
Management of capacity building and skills development programmes	Reports on training conducted	Report on number of people trained	Integrated management of training	
Collate information on MDM/LM's skills auditing	Report on information collation	Approved work skills plan	Skills audit conducted for MDM and LM's	
Management of discretionary fund (LGSETA)	Compliance report	Work Skills Plan report	Discretionary fund successfully applied	
Ensure Skills development workshops and courses	Develop a programme on workshops and courses	2 workshops / courses	Workshops and courses conducted	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y10/11
Promote internship and experiential training programmes	Identification of internal interns required by the directorates	Draft policy on management of the programmes to bring in relevant interns and experiential trainees to the institution	Reports on identified interns and/or experiential trainees excluding the interns that are brought by the National Treasury	

Strategy: HRD 2.2 Promotion of employee wellness/assistance programme

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Employee wellness plan	Promote employees wellness	Wellness Policy	Implement Employee Wellness Plan	
Sports Club activities	Provide support to MDM Sports Club activities	Sports Club	Support structures representing different sporting codes	
Initiate and implement policies on Employee Assistance Programme / Occupational Health Safety	Submission of policy to Council	Draft policy developed	Implementation of approved Employee Assistance Programme / Occupational Health & Safety policy	
Develop an EAP / OHS programme	Submission of programme to relevant structures	Draft programme developed	Implementation of Employee Assistance / Occupational Health & Safety programme	

Strategy: HRD 2.3 Management of Labour Relations

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Facilitate Labour relations awareness	Report on awareness workshops conducted	Programme on awareness workshops	Promote compliant workforce on labour relations	
Management of disputes	Report on disputes listed	Dispute procedures established	Report on dispute resolutions	
Establish and launch the District Skills Development Forum (DSDF)	Minutes/ Reports of the Meetings held by the Forum	Quarterly meetings	Report on the establishment and launching of the Forum (DSDF)	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Convene LLF meetings in compliance with the organizational rights agreement	Convene regular sittings of the LLF	Regular meetings to be scheduled	As per scheduled meetings per annum	
Implementation of the Employment Equity plan on HRD issues	Report on Skills Development, Labour Related issues	Continuous management of EEP on HRD	Report on skills development, labour relations issues	

AS 1 Administrative Support

Objective: To promote institutional excellence that is responding to role players' needs

Strategies:

- AS 1.1 To provide secretarial services
- AS 1.2 To provide effective Document Management System
- AS 1.3 To provide Support Services to the Institution
- AS 1.4 To ensure effective maintenance of MDM buildings

Strategy: AS 1.1 To provide secretarial Services

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
To ensure that Scheduled Section 80, Mayco, Council and Special meetings take place.	Number of meetings held per schedule	As per scheduled by the office of the COO	To ensure meetings are held in compliance with legislation. To ensure meetings take place in accordance with adopted schedule	
Compilation of concise Agendas and minutes	Concise agendas and accurate minutes compiled as per schedule	Concise agendas and accurate minutes compiled according to prescribed format	To ensure that concise agendas and accurate minutes are in accordance with prescribed formats	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Distribution of Agendas and minutes	Acknowledgement of receipt	Distribution of agendas and minutes within 48 hours before meeting	To ensure that agendas and minutes are delivered to the Councillors within 48 hours.	
Ensure distribution of all resolutions	Acknowledgement of receipt	Circulation and record keeping of all resolutions	All resolutions effectively and timesously distributed	

Strategy: AS 1.2. Provide effective Document Management System

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
To implement Record Management Policy	Keep records of all hard copy documentation	To ensure that the filing system is in place and all documents of the institution are filed	Document Management system implemented according to Records Management Policy	

Strategy: AS 1.3 To provide Support Services to the Institution

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
To provide clean office environment	Daily checklist monitored	Monthly reports on required cleaning standards	To ensure a clean office environment	
To provide total quality management of document reproduction	<ul style="list-style-type: none"> To ensure maintained equipment Record keeping of all incoming/outgoing documentation 	<ul style="list-style-type: none"> Monthly maintenance reports Documentation distribution reports 	Total quality management of document reproduction	
To provide driver/messenger services	<ul style="list-style-type: none"> Perform duties as per job descriptions Logbook of official km's travelled 	Provide proof of official duties in accordance with Fleet Management Policy	Provision of driver/messenger services and comply with Fleet Management Policy	
Provide general support Services	Facilitate and record procurement procedures	Procurement of groceries, stationery, kitchenware and appliances	General support Services and Support offered to the institution	

Strategy: AS 1.4 Ensure effective maintenance of MDM buildings

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Develop maintenance plans for MDM buildings and vehicles including eventualities to ensure responsiveness	Submission of maintenance plans for approval	Submission of draft maintenance plans	Approved maintenance plans	
Implement maintenance plans for MDM buildings, vehicles and eventualities to ensure responsiveness	Quarterly reports on maintenance in compliance with maintenance plan	Monitor maintenance routines and record	MDM buildings and vehicles maintained	
General maintenance, repairs and removals of movable property	Quarterly reports on maintenance in compliance with maintenance plan	Monitor maintenance routines and record	MDM movable and immovable property maintained	

CS 3 Human Resource Management

Objective: To promote institutional excellence that is responding to role players' needs

Strategies:

- **HRM 3.1** To enhance political, administrative and labour relations and improve motivation of the workforce
- **HRM 3.2** To promote performance management systems
- **HRM 3.3** To promote HR support to LM's
- **HRM 3.4** Ensure institutional compliance to relative legislation

Strategy: HRM 3.1 Promote Employee performance management systems

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Develop clear roles and responsibilities for the staff	Job Descriptions to be in place	Submission of Job Descriptions to the Evaluation Committee	Roles and responsibilities identified as per approved organogram	
Implementation of the EPAS – Management of Performance Management	<ul style="list-style-type: none"> Performance plans to have clear key performance indicators that are SMART Establishment of the Performance Evaluation Committee Co-ordination of the submission of the performance plans by directorates 	<ul style="list-style-type: none"> Familiarising employees Determine schedule and responsibilities of committee Facilitating the compilation all the performance plans 	Functional EPAS	
Procure EPAS software	Facilitate that the software is procured by 2 nd quarter	Manual System available	Implementation of the EPAS utilising the software	
Procure E-Leave system	Facilitate the procurement of the E-leave system	Manual System available	Administration of leave utilising the software	
Develop HR Plan	Draft strategy to be submitted to Section 80 and Council	Available HR strategy draft	Implementation of the adopted HR strategy	

Strategy: HRM 3.2 To promote HR support to LM's

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Conduct HR needs analysis	Needs analysis report	Questionnaires developed and interviews conducted	Three Local Municipalities	
Convene LLF meetings in compliance with the organizational rights agreement	Convene regular sittings of the LLF	Regular meetings to be scheduled	As per scheduled meetings per annum	

Strategy: HRM 3.4 Ensure institutional compliance to relative legislation

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Implementation of conditions of service	Create employee awareness campaign in respect of conditions of service	MDM and Local Municipalities informed	At least two Conditions of service awareness campaigns conducted	
Implementation of the Employment Equity plan on HRM issues	Report on recruitment, promotions, termination of service	Advice on the issues of EEP on HRM	Report on EEP on HRM	

CS 4 Communications

Objective: Promote institutional excellence that is responding to role players' needs

Strategies:

- CS 4.1 Implementation of communication policy
- CS 4.2 Effectively showcasing MDM
- CS 4.3 Implementation of the Customer Care Policy
- CS 4.4 Implementation Media Strategy
- CS 4.5 Facilitate the implementation of Language Policy
- CS 4.6 Institutional Events Management

Strategy: CS 4.1 Implement communication policy

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Management of the District	Progress reports on the	Action Plan	Proper management of the DCF	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Communicators Forum	functionality of the District Communication Forum			
Maintain and enhance communication (Investigate all alternatives)	Achieve maximum marketing through information brochures and other medium of communications	Publication and management of newsletter	Quarterly update report	
Maintain and enhance website	Quarterly update report	Update with available information	Website populated with latest information	

Strategy: CS 4.2 Implementation of the Media Strategy

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Embark on media and community road shows	Report on projects launched	Management of the programme on media and community road shows	Projects showcased to communities	
District community media awards	Report on MDM's visibility in the media	Develop guidelines for the district community media awards	Improved relations and partnerships with the media	

Strategy: CS 4.3 Implementation of the Customer Care Policy

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Manage the implementation of community perception surveys report on matters relating to Communication	Quarterly update report	Action plan (Develop a customer care tool-kit)	Improved customer satisfaction	
Monitoring of customer care line	Compilation of the information from Toll free hot line	Monitoring	Continuous monitoring and evaluation	

Strategy: CS 4.4 Facilitate the implementation of Language Policy

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Translation and interpretation services for council meetings	Assurance to provide the institution with translation and interpretation facilities	Continuous assurance of the provision of the facilities	To satisfy legislative requirement on language, and promote diversity across the language barrier	

Strategy: CS 4.5 effectively showcasing MDM

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Enhance corporate branding	Approved corporate branding strategy	Action plan	Enhanced corporate branding	
Place promotional advertisements in both national and international media and the printing of tourism marketing material such as brochures and memorabilia	Copies of adverts placed, brochures printed and memorabilia bought	MDM is currently doing well in marketing itself both inside and outside of South African borders	Five adverts placed in each financial year, all the routes have brochures at all times	
Maintain Signage for Motheo District Municipality	Visible and well-placed signage for Motheo District Municipality	Signage of Motheo District Municipality at small scale	Visibility of well-placed signage for Motheo District Municipality	

Strategy: CS 4.6 Institutional Events Management

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Implementation and Management of events management policy	Develop an implementation Plan	Events Management Policy	Monitor progress on implementation of the policy	

ICT 5 Information Communications Technology

Objective: To promote institutional excellence that is responding to role players' needs

Strategies:

- ICT 5.1 Establishment of Information Systems
- ICT 5.2 Performing of Infrastructure Upgrades and Initiatives
- ICT 5.3 Ensure effective Software License Management
- ICT 5.4 Update Policies
- ICT 5.5 ICT Support

Strategy: ICT 5.1 Establishment of Information Systems

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Procure and Implement EDRMS	Information System installed on Server	Product identified	Digital Information System populated with information	
Populate GIS as need arise	Report with available fields	GIS structure & data-base established	Growing District GIS populated with spatial data	

Strategy: ICT 5.2 Performing of Infrastructure Upgrades and Initiatives

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Upgrade ICT equipment and infrastructure –Naledi, Mantsopa	Upgrading of current peer to peer network to client / server based network	Peer to peer network	90% of the total number of computers connected to the client / server based network	
Maintain network infrastructure in Naledi, Mantsopa	All ICT related equipment connected to central network	30% of the total number of computers are currently connected	90% of the total number of computers connected	

Strategy: ICT 5.3 Ensure effective Software License Management

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Obtain and update Microsoft CAL's (Client Access Licenses) for Motheo, Naledi & Mantsopa)	Obtain and update Microsoft CAL's (Client Access Licenses)	150 Licences	All Users licensed	
Obtain and update Microsoft office Select Licenses for Motheo	Obtain and update Microsoft Office Select Licenses	<ul style="list-style-type: none"> • 35 outstanding for Motheo licenses • 20 licences – Naledi • 50 licenses- Mantsopa 	All Computer licensed	
Obtain and update Antivirus Licenses for Motheo, Naledi & Mantsopa	Obtain and update Annual Antivirus Licenses	<ul style="list-style-type: none"> • 150 licenses- Motheo • 25 licences- Naledi 	All Computer licensed	
Obtain and update Licenses for other software utilized by the unit for support purposes	Obtain and update Licenses for other software utilized by the unit for support purposes	System Aid Annual	All Computer licensed	
Obtain additional Meeting Recording Licenses	Obtain additional Meeting Recording Licenses	1 Licenses	2 Additional License	

Strategy: ICT 5.4 Update Policies

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Technology Usage Policy updated with latest trends	Technology Usage Policy updated with latest trends	Technology Usage Policy	Technology Usage Policy updated with latest trends	
ICT Disaster Prevention & Recovery Policy updated with latest trends	ICT Disaster Prevention & Recovery Policy updated with latest trends	ICT DPR Policy	ICT Disaster Prevention & Recovery Policy updated with latest trends	

Strategy: ICT 5.5 ICT Support

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Maintain 2-hour turnaround time on support calls	Maintain 2-hour turnaround time on support calls	Monthly call report	80% of support calls logged and attended to	
Procure equipment to ensure effective support service to end users	Procure equipment to ensure effective support service to end users	None	effective support service to end users provided	

CS 6 Legal Services

Objective: To promote institutional excellence that is responding to role players' needs

Strategies:

- **LS 6.1** To coordinate and provide legal support to Local Municipalities
- **LS 6.2** To provide legal services for the institution

Strategy: LS 6.1 To coordinate and provide legal support to Local Municipalities

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Management of Motheo district legal forum	Identification of the relevant stakeholders	3 LM'S and 1 District		
Resourcing of the publication Library with material	Functioning of the public library	Continuous resourcing of the public library		

Strategy: LS 6.2 Provide legal services for the institution

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Provision of legal advice and assistance	<ul style="list-style-type: none"> Develop, manage and review contracts Manage litigation processes Provision of legal opinions and advices 	<ul style="list-style-type: none"> Number of contracts as required As and when required As and when required 	Institutional compliance with law Institutional interests protected Institutional interests protected	

CS 7 Policy & Research

Objective: Promote institutional excellence that is responding to role players' needs

Strategies:

- PR 7.1 To provide support services to the institution in the development of policies to ensure the standardisation of internal and external procedures as well as the compliance with legislation
- PR 7.2 To conduct research to ensure that policies are adequately informed by legislation and stakeholders needs and challenges
- PR 7.3 To identify relevant support services to local municipalities

Strategy: PR 7.1 To provide support services to the institution in the development of policies to ensure the standardisation of internal and external procedures as well as the compliance with legislation

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Determine the policies that need to be developed	Identify relevant policies that needs to be developed by the institutions	Conduct interviews and provide letter requesting relevant information from stakeholders	Prepare Institutional analysis report	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Formulation of the identified policies to ensure an effective administration	<p>Circulate draft policies to stakeholders</p> <p>Assess inputs from the stakeholders</p> <p>Submit draft policies to relevant council structures for consideration</p>	At least five draft policies formulated	Approval by Council	
Promoting and lobbying funding from National and International Donors	Liaise with national and international funding bodies	None	Ensure long term funding from National and International donors institutions	

Strategy: PR 7.2 To conduct research to ensure that policies are adequately informed by legislation and stakeholders needs and challenges

Projects	Mun Perf Indicator	Baseline	Targets	F/Y10/11
Verification of information contained in policies to ensure that policies comply with relevant legislation	<ul style="list-style-type: none"> Comparing the information in draft policy documents with relevant legislation and benchmark documents Submit to Council 	At least five draft policies formulated	Approval by Council	

Strategy: PR 7.3 To identify relevant support services to local municipalities

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
To identify policy development needs with	<ul style="list-style-type: none"> Consult with relevant LM's 	None	Consideration of a consolidated report by the	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
LM's	<ul style="list-style-type: none"> Prepare a report on each municipality 		Municipal Manager	

INFRASTRUCTURE SERVICES

WS 1 Sanitation - Naledi

Objective: To ensure that adequate support is provided in all local municipalities in eradicating water and sanitation backlogs through the provision of sustainable and acceptable level of service in the district.

Strategies:

- **WS 1.1** To provide support in eradicating Sanitation backlogs
- **WS 1.2** To provide support in ensuring provision of sufficient bulk sewer outfall works
- **WS 1.3** To provide support in eradicating water backlogs
- **WS 1.4** Ensure provision of sufficient of bulk water supply
- **WS 1.5** To provide support to initiatives intended at water conservation and water demand management
- **WS 1.6** To support the implementation of water services development plan

Strategy: WS 1.1 To provide support in eradicating Sanitation backlogs

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Installation of sewer network (V Stadensrus –113 households)	Number of connections made	113	113 sites to be connected	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Upgrading of Water Purification Plant-Van Stadensrus	Purification Plant upgraded	One Purification Plant	One Purification Plant Upgraded	

Strategy: WS 1.2 To provide support in ensuring provision of sufficient bulk sewer outfall works

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Upgrade oxidation ponds – Vanstadensrus	To manage efficiently bulk sewer outfall works in Vanstadensrus	One Plant of oxidation ponds	One Plant of oxidation ponds upgraded	
Upgrade oxidation Ponds – Wepener	To manage efficiently bulk sewer outfall works in Wepener	One Plant of oxidation ponds	One Plant of oxidation ponds upgraded	

Strategy: WS 1.4 Ensure provision of sufficient bulk water supply

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Construction of 1.6 ml reservoir -Wepener	Under Construction	Under Construction	Complete	
Van Stadensrus –Bulk water supply –	Bulk Water Supply Lines	1252 Main Lines	1252 Main Lines	

SANITATION: MANTSOPA

Objective: To ensure that adequate support is provided in all local municipalities in eradicating water and sanitation backlogs through the provision of sustainable and acceptable level of service in the district.

Strategies:

- **WS 2.1** To provide support in eradicating Sanitation backlogs
- **WS 2.2** To provide support in ensuring provision of sufficient bulk sewer outfall works
- **WS 2.3** To provide support in eradicating water backlogs
- **WS 2.4** Ensure provision of sufficient bulk water supply
- **WS 2.5** To provide support to initiatives intended at water conservation and water demand management
- **WS 2.6** To support the implementation of water services development plan

Strategy: WS 1.1 To provide support in eradicating Sanitation backlogs

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Platberg Waterborne sewerage and toilets	Eradicate sanitation backlogs Platberg	Bucket	Waterborne sewerage	
Hobhouse Bucket Eradication	Construct 15km sewer outfall line to treatment works (1 st phase) Installation of flushing system in 250 toilet structures	3km of 1 st phase is complete. Out of 1280 toilet structures, 1213 were constructed,	12 km to be constructed. Phase 2 flushing points installation Installation of flushing	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		67 vacant sites	system in 250 toilet structures	
Tweespruit Bucket Eradication	Installation of flushing system in 463 toilet structures	1353 buckets to be eradicated. 1245 toilet structures constructed without flushing system	Installation of flushing system in 463 toilet structures out of 1245 structures already constructed	
Construction of toilet structures in Ladybrand Ward 3	Under Construction	Under Construction	Complete	

Strategy: **WS 1.2 Provide support in ensuring provision of sufficient bulk sewer outfall works**

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Sewer Lines and pump station (Platberg) – Ladybrand	Erect a pump station	One	A new pump station erected	

EL 1 Electricity - Mantsopa

Objective: Enhance the provision of free basic electricity and free basic alternative energy

Strategies:

- **EL 2.1** To provide support in the eradication of the electricity supply backlogs

Strategy: *EL 2.1 Provide support in the eradication of the electricity supply backlogs*

PTRSW 5 Roads - Mangaung

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Paving of Roads Botshabelo Cemetery	Upgrading of internal roads within the cemetery	None	Pave all internal access roads	
Paving Roads Thaba-Nchu Cemetery	Upgrading of internal roads within the cemetery	None	Pave all internal access roads	
Upgrading of Roads: Botshabelo RD	Improve road infrastructure	None	Resuscitate the tarred road	
Upgrading of Roads: Thaba-Nchu RD	Improve road infrastructure	None	Resuscitate the tarred road	

EXTENDED PUBLIC WORKS PROGRAMME

Objective: Streamline and manage community based projects through the framework of Extended Public Works Programme

EPWP 1 Strategies:

- EPWP 1 Promote Labour Intensive Methods of Construction on Community Based Projects
- EPWP 2 Maximise Labour Intensive methods in construction in order to promote job creation opportunities for local labour
- EPWP 3 Ensure capacity building through Life Skills Training and practical knowledge Infusion for SMMEs and local labour

EPWP 1: Promote Labour Intensive Methods of Construction on Community Based Projects

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Coordination of the scheduled project plans	Interaction with relevant departments per scheduled project plans.	Legislative role to co-ordinate some processes by the District Municipality	Reports on management of the co-ordinated scheduled activities	
Assessment of EPWP to provide support	Conduct a need	Legislative role	Report on support	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	assessment	by the District Municipality to support	provided on EPWP	
MDM Contractor Training Programme	Build capacity for emerging contractors in partnership with SEDA	None	Accredited Training on NQF Level 2	

SOCIAL DEVELOPMENT

HEALTH

HS 1 Health Services

Objective: To ensure the clean and healthy environment for inhabitants of Motheo District Municipality.

To implement DHS mandate as envisaged in the legislation
 Ensure occupational health and safety at workplace

Strategies:

- HS 1.1 Implement Municipal Health services mandate within the district
- HS 1.2 Ensure effective and efficient PHC services rendered in the district

- HS 1.3 Support occupational health, safety and wellness Programme for Motheo District Municipality employees
- HS 1.4 Support and ensure provision on environmental health programmes

HS 1.1 Implement Municipal Health services mandate within the district

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Monitor / Implement Municipal Health Services	Ensure the provision of the environmental health services	Three service level agreement concluded for 2009/10 financial year	<ul style="list-style-type: none"> • Three service level agreement to be concluded for 2010/11 • Submission of quarterly reports by LM's to the district • Consolidate / Develop the district report 	
Ensure effective and functional District Health Council	Number of programmes and projects undertaken	Annual Report available	<ul style="list-style-type: none"> • Implement DHC schedule to promote District Health Priorities • Functional and sustainable health structures • Prioritize and implement rural health programmes • Conduct Educational Sessions/Health campaigns • Nutrition / Healthy 	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
			lifestyle <ul style="list-style-type: none"> • Coordinate / implement the district health plan 	
Review the District Health Plan	Develop district strategies	Provincial Plan	<ul style="list-style-type: none"> • Develop public participation process plan • Submit the draft district health plan • Co-ordinate / implement the district health plan 	

Occupational Health

HS 1.3 **Support occupational health, safety and wellness Programme for Motheo District Municipality employees**

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Submit inputs towards the establishment of OHS committee and participate in the committee	Number of programmes supported	None	Submit Inputs towards the establishment of the OHS committee	

Environmental Management

EM 1 Environmental Management

Objective: To have a beautiful, clean, green and healthy environment in Motheo District Municipality that will serve as a foundation for sustainable development: economic; environmental and social development so as to enhance the quality of life through protection of natural resources for the benefit of current and prospective generations

Strategies:

- EM 1.1 To provide effective institutional Framework and Legislation
- EM 1.2 To provide support in sustainable resource use and impact management
- EM 1.3 To provide support in developing a holistic and integrated planning platform
- EM 1.4 To establish mechanisms for participation and partnerships in environmental governance
- EM 1.5 To develop and provide mechanisms for empowerment and environmental education in the district

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Coordinate Environmental Awareness Campaigns in the District	Number of educational programmes and celebration days	Three awareness campaigns and celebrations conducted	Awareness programme conducted in the three locals focusing on climate change and celebration days per LM	
Implement an Emissions Licensing Function for MDM	Compile an Air Quality Emissions Inventory and a Dispersion Model for MDM	Baseline study on Air Quality Management in MDM	Compile a database of all industries in the district Purchase a software that will calculate amount of emissions produced	
Sustain an Environmental Management	Number of	One District	One meeting per	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Forum	meetings held	Forum	quarter	
Support Municipalities in ensuring the implementation of greening and cleaning projects	All LM's capacitated for the preparation of the competition	Guidelines developed	Business plans submitted by LM's	
Develop IEMP for Mantsopa	Number of plans developed	None	An IEMP developed and approved	
Develop IEMP for Naledi	Number of plans developed		An IEMP developed and approved	
Implement composting / greening and recycling projects	Institutional buy-in in to a composting programme	Completed a feasibility study report	<ul style="list-style-type: none"> Acquire relevant resources for the implementation of the programme 	

Community Development

SR 1 Sports & Recreation

Objective: Enhance people skills and self-reliance in Sports, Arts, Culture, Heritage and Poverty Alleviation

Strategies:

- SR 1.1 To provide support on the implementation of a process of proper skills needs analysis within the district
- SR 1.2 Assist and Develop Special Projects and Programs and Events relating to Arts, Culture, Heritage and Sporting
- SR 1.3 Develop and support Poverty Alleviation Programs and Projects in LM's
- SR 1.4 Assist in identifying the facilities backlog on Social Services in communities

• SR 1.5 Coordinate and facilitate the improvement of safety on Community Social Services

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Assist with capacity building program on legislation and life skills	Number of capacity building awareness and life skills programme	One capacity building workshop in Mantsopa LM held	One capacity building per Local Municipalities in partnership with SAFA and DSC <ul style="list-style-type: none"> • Development and Training of Sport Club Administrator and Sport Code Coaches in Locals • Support and capacitate the emerging artist 	
One capacity building per Local Municipalities in partnership with SAFA and DSC <ul style="list-style-type: none"> • Development and Training of Sport Club Administrator and Sport Code Coaches in Locals • Support and capacitate the emerging artist 	Number of programmes, projects and events in each LM's	Four sport programmes in the MDM held	<ul style="list-style-type: none"> • Support at least one event per local municipality; • Indigenous games in all locals • Stage Hub Sport Festival • Talent search • Support 2010 FIFA World Cup • District OR Tambo Games 	
Participate in Arts and Culture	Number of programmes, projects and events	Two sustainable Arts and	Support the ff events in the LM's <ul style="list-style-type: none"> • Mangaung – 	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	in each LM's	culture events	MACUFE <ul style="list-style-type: none"> • Mantsopa – Pelican • Annual Cultural Festival in Naledi • 	
Support LM's with poverty alleviation programs	Development of a new poverty alleviation per LM's	One project supported (Boipithlelo project) in Mangaung	Support three poverty alleviation projects in the district <ul style="list-style-type: none"> • Implement phase two of brick-making project in Botshabelo • Implement phase two in Thaba-Patchoa Vegetable Gardens and Chicken Hatchery • Support Poverty Alleviation project in Naledi 	
Implement community social upliftment programs	Coordinated projects intended to uplift social status of communities	None	Support provided to at least 11 wards in the district	

PUBLIC SAFETY AND DISASTER MANAGEMENT

DM 1 Disaster Management

Objective: To implement disaster management mandate and effectively mitigate potential disasters

Strategies:

- **DM 1.1** To Develop the Institutional Capacity within the Disaster Management field in the District
- **DM 1.2** To Develop the Disaster Management Structures in the District Area
- **DM 1.3** To Develop the Disaster Management Policies in the entire District Area
- **DM 1.4** To Develop the Risk Assessment Strategies
- **DM 1.5** To Develop the Risk Reduction Strategies in the District
- **DM 1.6** To Develop the effective Response, Recovery and Rehabilitation Systems

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Support for safety and security, crime prevention in partnership with Department of Transport, Roads and Police	Co-ordinate community safety and security and crime prevention programmes	None	<ul style="list-style-type: none"> • Partnership with the Provincial Department of Transport, Roads and Police in the implementation of crime prevention projects in the district through; • Arrive alive campaign • Crime prevention initiatives 	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
			<ul style="list-style-type: none"> • Conduct Risk Assessment analysis • 	
Support LM's to sustain Disaster Management Forum	Number of meetings held	Three LM's Disaster Management Forum established	One meeting per quarter	
Improve the control rooms for Mantsopa and Naledi	Number of control rooms improved in LM's	One control room fully functional	By enhancing communication network through; procurement of two-way radio system and repairing the repeater system in MLM	
High Sites rental payments	Annual payment of Licences	Two frequency licences maintained	Fully operational radio network system	
Conduct awareness campaigns in the district	Number of awareness programmes developed and capacitating volunteers	<ul style="list-style-type: none"> • 168 volunteers trained • Five awareness campaigns conducted 	<p>One awareness programme per quarter</p> <ul style="list-style-type: none"> • Conduct simulation exercises • ISDR Celebration • Household Fire Awareness • Disaster Management at Schools – Jimmy the Monkey 	
Ensure proper management of the disaster relief fund	Management of the Fund as and when required	None	Management of the Fund as and when required	

ECONOMIC DEVELOPMENT

LED 1 Local Economic Development

Objective: Facilitating sustainable economic growth evidenced by reduced poverty levels, reduced unemployment levels and increased percentage contribution to the gross domestic product of the Republic of South Africa

Strategies:

- LED 1.1 To promote the creation of sustainable jobs in the district
- LED 1.2 To strengthen poverty alleviation initiatives
- LED 1.3 To create a conducive environment for partnerships among various stakeholders involved in local economic development in the district

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Support and establishment of cooperatives	Establishment of different forms of cooperatives informed by economic opportunities in their respective wards.	Data base	3 cooperatives	
Training and mentoring of SMME's to encourage self employment	Training SMME's in Basic Business Skills and to capacitate SMME's in managing their small businesses.	none	3 in each LM	
<i>Tshepanang Milling</i>	<i>Involved in the production</i>			

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
<i>(Mantsopa/Hobhouse</i>	<i>of maize and flour</i>			
<i>Charcoal Project (Mantsopa/Excelsior)</i>	<i>Involved in the production and manufacturing Charcoal</i>			
<i>Calphamius Trading and Projects. (Mangaung/Botshabelo</i>	<i>Involved in the manufacturing of coffins, specialising in Caskets</i>			
Supporting women initiatives towards creation of jobs	To provide support to various initiatives of women enterprises aimed at ensuring that women participate in the main stream of economy.	Women initiatives are not separated from others	To support 5 functional and sustainable initiatives by women	
LED/ Business support and capacity building programmes	Support mainly existing projects/businesses and fairly support existing ones.	Ensure viability and sustainability of supported projects for purposes of economic growth.	At least 5 existing projects be supported. At least 2 projects that have the potential be supported	
Maintain and Support operations of district economic forum	Ensure creation of a conducive platform and environment for stakeholders to engage in implementing strategies and programmes of economic development	Effectively promote collective partnership of public, business and non-governmental sectors to advance economic growth in the region.	At least one meeting of all stakeholders (Economic Forum) to sit in a semester	

LAND REFORM AND RURAL DEVELOPMENT

RD 1 Rural Development

Objective: To facilitate economic development and focus investment in agricultural sector

Strategies:

- **RD 1.1 To improve the livestock held by PDI's for commercial purposes**
- **RD 1.2 To optimize the utilization of land and improve nutrition**
- **RD 1.3 To contribute to post settlement for new farmers**

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Development of eight farms in Vanstadensrus (Naledi)	For further infrastructural development and the implementation of various projects ranging from Poultry, feedlot, Game Reserve, Hydroponics.	None	Eight farms	
Commonage Development and management	Establish Commonage Management Structures	200	To reach 200 targeted number by 20010/11	
Establishment of Goat Dairy Farm in Naledi	Project focused on production of milk and importantly mohair to create Cinery with the project of 600 women in Thaba Nchu.	None	One Dairy goat	
Weaving and Beading (Mangaung/Thabanchu Trusts)	Training of 600 Rural Women in Weaving and Beading., and the	None	600 hundred women assisted	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	implementation of the project			

TOURISM DEVELOPMENT

TM 1 : Tourism & Marketing

Objective: Realizing the full potential of tourism as one of the key drivers of the economy of the district and the province of the Free State as a whole

Strategies:

- **TM 1.1 To promote the creation of sustainable jobs in the district**
- **TM 1.2 To strengthen partnerships with existing local tourism initiatives in the district**
- **TM 1.3 To Develop tourism infrastructure in the district**

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Attending National and International Exhibitions (Tourism and Marketing Promotions)	Promotion of Motheo district tourism through attendance of local and international shows	Marketing strategy	At least attend 3 domestic shows and one international show	
Support all establishments to receive grading	To support establishments to receive appropriate star grading	About 150 establishment in the district assisted to receive star grading	Half of the establishments supported to receive appropriate star rating	
Create and Support Information Centre and Maphikela township Route	Develop tourism products as part of focused tourism routes in rural	One information centre	One information centre	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Information Centre	areas. Archiving the historical background of the struggle of the people.			
Support and coordinate DEAT poverty Relief Projects	To provide support to funded DEAT poverty relief projects in the District	Provide after-care discretionary support to funded DEAT projects to function properly.	At least 3 projects supported	

OFFICE OF THE MUNICIPAL MANAGER

INTEGRATED DEVELOPMENT PLAN (IDP)

IDP 1 Integrated Development Planning

Objective: To ensure the development of the credible Integrated Development Plan within the district

Strategies:

- IDP 1.1 To provide support in developing the IDP process plan within the district
- IDP 1.2 To ensure fully participation of relevant stakeholders within the district
- IDP 1.3 To ensure that the district IDP is informed by all three local municipalities
- IDP 1.4 To ensure alignment of the NSDP, PDGS and SDF in the district IDP

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Develop the IDP district framework	Submission to Council	Consult LM's IDP Managers	Ensure the implementation of the approved the District IDP Framework	
Promote a system of community consultation through the IDP representative forum	Develop a Schedule of IDP Reps Forum meetings	Implement the process plan	Ensure broad consultation through the Representative Forum	
Convene the IDP Steering Committee	Submit the IDP Framework	IDP Framework	IDP Steering Committee Meetings Convened	
Ensure the alignment of the LM's IDP with the district IDP	<ul style="list-style-type: none"> Participate in LM's IDP Representative Forums Participate in LM's IDP Steering Committees 	Local IDP Process Plans	Ensure integrated planning in the district	
Develop the IDP	Submission to council	Consult LM's IDP Managers	Roll-out the approved Plan	
Provide professional guidance to LM's	Participate in the local IDP formulation processes	Local IDP process Plans	Ensure alignment and credibility of the IDP	
Promote intergovernmental planning and Alignment	Maximise planning to achieve the objectives of the IDP and FSGDS	District IDP Forum	Achieve integrated planning within a framework of cooperative governance	

INTERGOVERNMENTAL RELATIONS (IGR)

IGR 1 Intergovernmental & International Relations

Objective: To promote effective District-wide intergovernmental and international relations

Strategies:

- IGR 1.1 To implement and maintain IGR policy/strategy f/work methods or Motheo District Municipality
- IGR 1.2 To provide continuous support and coordinate the functioning of the District IGR Forum
- IGR 1.3 To render international intergovernmental relations functions for Motheo District Municipality
- IGR 1.4 To promote and enhance relations between MDM and other government institutions /organizations or bodies SA and internationally

Strategy: IGR 1.1 To implement and maintain IGR policy/strategy f/work methods or Motheo District Municipality

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Monitor and maintain policy implementation	Submit reports	Quarterly reports	4 Reports received	

Strategy: IGR 1.2 To provide continuous support and coordinate the functioning of the District IGR Forum

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Provide secretariat support to the IGR Forum	Develop a programme on IGR meetings Submission of reports	Developed IGR Programme	Functional IGR Forum Reports received	
To provide technical advise and co-ordination of DIF meetings and chair	Develop DIF annual programmes (meetings)	DIF programme developed and distributed	Technical advice and coordination provided as per programme	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
technical support committee meetings				
Draft IGR agreements for MDM with other institutions or bodies	Submit to Council for approval	None	Successful of the implementation of the IGR agreements	

Strategy: IGR 1.3 To render international intergovernmental relations functions for Motheo District Municipality

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
To ensure visas for councillors and officials of MDM are arranged for international trips.	Consult with the foreign affairs department Number of international trips	Three LM's & District	Number of Visas provided	
To ensure arrangements for foreign missions to SA visiting MDM are done.	Confirmed itineraries for inbound and outbound mission	Number of itineraries confirmed.	Foreign missions received	
To compile and submit report to MDM, DPLG and Dept of Foreign Affairs	Number of Reports submitted	None	Reports submitted	

Strategy: IGR 1.4 To promote and enhance relations between MDM and other government institutions /organizations or bodies SA and internationally

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Cooperative agreements	Draft agreements submitted to section 80 committee and council for approval.	None	As when such agreements are in place	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Liaise and participate in SALGA IGR Forum	Meetings and inputs made.	Reports submitted.	Effective Participation in SALGA	
Perform head of protocol function for visiting missions to MDM	Itinerary received for in-bound mission	Number of visiting missions delegation	Visiting/delegations	
Submit draft policy and work method section 80, council for approved	Policy develop and approved	Implement and maintain policy	MDM and other stakeholders	
Monitor and evaluate official donor assistance in LM's policy implementation	Submit reports	None	Provide oversight role on capital funding received by LM's from international missions	
Develop database of agreements	Promote transparency and accountability on all agreements signed	None	Complete	
Investigate, enhance and maintain international relations	Manage international relations matters affecting MDM	IGR Policy	Promote efficiency in international matters affecting MDM	

PMS 1 Organizational Performance Management System

Objective: To ensure operational Organizational Performance Management System

Strategies:

- **PMS 1.1 To ensure that the performance of the municipality is monitored**
- **PMS 1.2 To ensure that service delivery implementation plan is developed for the whole municipality**
- **PMS 1.3 To ensure that quarterly organizational reports are compiled**
- **PMS 1.4 To ensure annual performance organizational improvement plan is compiled**

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
PMS: annual report	Submission of annual performance report	Mid Report	Implementation of annual organizational Performance plan	
PMS: PMS review	To ensure alignment of the key performance areas of the IDP	Reviewed PMS document	Review of the current PMS Policy	
PMS: Purchase PMS Software	Implement operational organizational performance management system	mid-term report and annual report	Quarterly, Mid-term and Annual report	

A 1 Internal Audit

Objective: To provide MDM council and management with objective assessments about the design and operation of management practices, control systems, and information, in keeping with modern comptrollership principles and thereby contributing to the municipality's continuous management improvement program and accountability for results

Strategies:

- IA 1.1 To ensure internal policy compliance
- IA 1.2 To ensure regulatory policy compliance
- IA 1.3 To promote relevant training and development
- IA 1.4 To ensure effective efficient and risk free internal control systems process improvement

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Internal policy compliance	Monitor compliance;	Review of compliance with	Focus on exceptions to policies and	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	Create comparability across business unit	municipality's policies and procedures	recommend preventive measures; Review of the effectiveness and efficiency of internal controls related to policies	

Strategy: IA 1.2 To ensure regulatory policy compliance

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Regulatory policy compliance	Control business risk posed by non-compliance; Manage regulatory relationships	Review compliance with rule, laws and other relevant legislative requirements	Focus on regulatory compliance; Recommend ways to improve compliance with existing requirements and monitor new requirements;	

Strategy: IA 1.3 To promote relevant training and development

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Training and development	Steady stream of talent that knows the municipality and can move into management; problem-solving team to assist internal management	Review of business issues with need to acquaint personnel with municipal operations, culture, and issues	Focus on business analytics; Quality of training received by personnel	

Strategy: IA 1.4 To ensure effective efficient and risk free internal control systems

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Review of the MDM Risk Assessment profile	Maintain effective, efficient and transparent system of financial and risk management and internal controls.	Evaluate internal controls and monitor efficiency and effectiveness of operations	Report on how to improve operations; Value for customers	

CS 8 Risk and Security Management

Objective: To promote institutional excellence that is responding to role players' needs

Strategies:

- CS 8.1 To coordinate and provide safety and security support to Local Municipalities
- CS 8.2 To provide safety and security services for the institution
- CS 8.3 To promote minimum security standards
- CS 8.4 Internalize security services

Strategy: CS 8.1 To coordinate and provide safety and security support to Local Municipalities

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Conduct situational analysis on the support required	Consultation with relevant stakeholders Formulation of report Submission to the Municipal Manager	None	Consolidated report submitted to the Municipal Manager	09/10
Facilitate the	Consultation with	Needs Analysis Report	Enhance the	09/10

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
development of the Security Policies in LM's	relevant stakeholders		implementation of the Security Policies in LM's	

Strategy: CS 8.2 To provide safety and security services for the institution

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Implementation of security policy	<ul style="list-style-type: none"> Identify relevant provisions for implementation Develop a programme for implementation 	Making policy available to the unit	Promotion of the security within the institution in terms of the policy	
Initiate security awareness campaigns	<ul style="list-style-type: none"> Number of campaigns held Identification of targeted areas Consultation with relevant stakeholders Formulation of report 	At least 1 campaign per year	Security awareness effected	
Put in place a security standards	<ul style="list-style-type: none"> Identify the security equipments needed and need for physical security Identify the area for installation Budget for security needs 	None	Security standards met	

Strategy: CS 8.3 To promote maximum security standards

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Initiate Control measures	Provision of appropriate Security control measures	Specific Security control measures in specified areas	Report with an indication needs assessment	

Strategy: CS 8.4 Internalize security services

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Corporatization of the Security Services	Cooperatize Security Services Initiate for MDM'S Own security services	Revise the Organogram	Organogram revised and adopted	

Strategy: HS 1.3 Implementation and establishment of occupational health, safety and wellness Programme for Motheo District Municipality employees

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Develop Occupational Health Policy	<ul style="list-style-type: none"> To assist with development of occupational health and safety policy and wellness programme. Do need analysis in collaboration with co –operation with cooperate services 	<ul style="list-style-type: none"> None Launching of OHS committee and wellness programme 	Promote implementation of the OHS Policy	
Promote Occupational	<ul style="list-style-type: none"> Health assessment conducted. 	2 assessments	Ensure wellbeing of	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Health Act in the Workplace		conducted	employee.	

Shared Services Support

Objective: Promote integrated planning through a shared service support within a framework of cooperative governance and Integrated planning, prioritization and resource allocation.

Strategies

- **SSS1.** Entrench IDP as a planning tool in the district
- **SSS2.** Provide IDP management
- **SSS3.** Promote cross-cutting planning
- **SSS4.** Improve Shared Services Support efficiency across the district

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Facilitate the establishment of a district IDP Steering Committee, IDP Forum	To provide support in developing the IDP process plan within the district	IDP Framework	Encourage participation of all stakeholders	
Facilitate alignment and annual review of departmental sector plans	Ensure integrated planning	Departmental programmes Review	Good Cooperative Governance	
Facilitate the alignment of credible IDP's	Achieve seamless	IDP engagements	Ensure credibility of all	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
with PGDS and NSDP	integrated planning		the IDPs in the District	
Facilitate in the formulation and/or review of SDF	Promote synergy between the IDP and land Use management	Draft 2007-2008 SDF	Annually review the SDF	
Promote provincial-municipal as well as inter-sectoral cooperation in prioritization, resource allocation and implementation	Promote inter-governmental planning, prioritisation, resource allocation and implementation	Five Year Local Government Strategic Agenda	Achieve objectives of the FSGDS and MDM IDP	
Encourage cross-municipal benefits	Interact with LMS	Shared Service Support	Promote the use of best practice experiences	
Encourage monitoring, evaluation and review of development programmes	Receive reports on progress on projects	IDP Implementation analysis on priorities	Measure progress on implementation	
Use IDP nerve centre (IDPNC) as a key tool supporting intergovernmental planning	Provide professional guidance on the formulation of district IDP/ SDF	IDP Nerve Centre	Provide support to IDP Managers in the District	

OFFICE OF THE COUNCIL WHIP:

WHIPPERY SUPPORT

OBJECTIVE: To promote multi-party democracy and achieve good municipal governance through an effective whippery oversight role.

STRATEGIES:

- WS 1.1 to create and maintain a stable political environment at Motheo District Municipality (MDM);
- WS 1.2 to create mechanisms for political parties' caucuses at MDM to deliberate on business of Council and its committees;
- WS 1.3 to facilitate the mainstreaming of constituency issues into the broader municipal affairs;
- WS 1.4 to promote the sharing of information and experiences within the District and beyond;
- WS 1.5 to strengthen the capacity and oversight role of the whippery.

WS1.1 To create and maintain a stable political environment at MDM

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Management of the political environment	Develop a programme of the Triumvirate (Council Whip/ Executive Council /Speaker	Triumvirate programme completed and adopted.	a stable political environment at MDM	
Provide support to the Multiparty whippery	- Develop a programme of activities - Number of meetings of the whippery structure	complete and adopted programmes by MDM political parties	programmes successfully implemented as scheduled	
Management of party offices	MDM party offices identify their needs	completed needs analysis submitted	parties' offices carrying their administrative and political functions well	

WS1.2 To create mechanisms for political parties' caucuses at MDM to Deliberate on the business of Council and its committees.

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Provide support to party caucuses	- Develop a programme of activities - Number of meetings of the caucuses.	MDM political parties' caucuses completed and adopt their programmes	meetings held successfully as per the programme	
Coordination of study groups and clusters	- Develop a programme of activities - Number of meetings of study groups and clusters	a programme completed and adopted	meetings held as per the programme	

WS1.3 To facilitate the mainstreaming of constituency issues into the broader municipal affairs

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Support for strategic planning and main-streaming	MDM political parties to submit their respective programmes	MDM political parties' programme completed and adopted	programme implemented successfully	

WS 1.4 To promote the sharing of information and experiences on

governance issues within the District and beyond.

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Coordinate Whippery District Forum	- Develop a programme - Number of meetings of the Forum	a programme completed and adopted.	programme implemented successfully	
Establish best practices through interactive visit	- Develop a programme - Number of visits	A programme completed and adopted	successful benchmarking exercise	

WS1.5 To strengthen the capacity and oversight role of the whippery.

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Organise and facilitate participation in strategic events	- Develop a programme - Number of events, organized and attended	adoption of a complete programme	successful organization of and participation in events	

OFFICE OF THE SPEAKER:

Public Participation Support

PP Public Participation

Objective: To promote; support and strengthen participatory democracy throughout Motheo District, and ensure intergovernmental relations

Strategies

- **PP1.** To support Local municipalities through public participation in the district
- **PP2.** To promote relationship between public participation forums
- **PP3.** To facilitate and coordinate capacity building programmes for ward committees in the district

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Coordinate and support all public participation activities in MDM	Develop public participation programme on projects	3 forums planned	One per quarter in order to ensure participation by all stakeholders	
Facilitate district ward committee summit	Develop a programme for the summit	One summit per annum	Improve working relations amongst ward committees and councillors	
Capacity building for ward committees	Develop a programme on capacity building	3 Local Municipalities	To enable ward committee members perform their functions	
Ensure and manage rotational system on council sittings	Develop a rotational programme for council meetings	At least six council meetings per annum	Good municipal governance	

COUNCIL SUPPORT

Objective: To ensure that Councillors perform their legislative functions, provide political leadership and oversight role on good governance

Strategies:

- OSS 1.1 To establish an effective Council Support system in Motheo District Municipality
- OSS 1.2 To ensure effective management of the political environment at Motheo District Municipality
- OSS 1.3 To provide Support and Assistance for Councillors to participate and deliberate on council matters
- OSS 1.4 To Support Councillors to perform their constituency work
- OSS 1.5 To facilitate interaction among Councillors within Motheo District Municipality
- OSS 1.6 To facilitate the process of capacity building of the Councillors

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Capacity building for Councillors	Develop a training programme	3 trainings per annum	Enable councillors to perform their legislative functions	
Ensure and manage rotational system of District Speakers' Forum	Development of a programme	4 District Speakers' Forums	Promote Intergovernmental Relations	
Support of oversight committees	Identify all committees to re-constituted	4 committees	Promotion of good municipal governance	
Performance Management- Councillors and Ward Committees				
Ensure Effective District Triumvirate	Improvement of political and Administrative Management	4 quarterly meetings	Promote and sustain good governance	
Councillors evaluation Lekgotla	Promote the principle of accountable governance	None	One district based Lekgotla	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
District Councillor Summit	Promote oversight role of councillors	None	One district based Councillor Summit	

OFFICE OF THE EXECUTIVE MAYOR:

Special Programs (HIV/ Aids, Youth, Disability, Aged Gender & Children and Cemeteries)

HIV/ AIDS

Objective: Reduce the prevalence of HIV/ AIDS; promote youth development; support programmes for people with disabilities; and promote child and gender programmes

Strategies:

- SP 1.1 To reduce the prevalence of HIV/ AIDS in the district
- SP 1.2 To effectively advocate and implement programmes aimed at advancing youth development
- SP 1.3 Promote youth service programmes in the district
- SP 1.4 Promote and implement programmes aimed at addressing gender issues within the District
- SP 1.5 To raise awareness, offer support and implement programmes aimed at addressing the plight of people with disability
- SP 1.6 To administer the Mayoral Administration Fund

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Campaign: HIV/AIDS education and communication – MDM ie 10 Schools per LM in the district to be identified and maintained	Identify and adopt 10 Schools per LM for a campaign on HIV/AIDS	10 schools per LM	<ul style="list-style-type: none"> • Naledi – 2 schools in Wepener, 2 in Vanstadensrus, 3 in Dewetsdorp & 3 Farm Schools • Mantsopa- 3 Schools Hobhouse, 2 in Tweespruit, 3 Ladybrand, 2 Excelsior • Mangaung- 5 Informal Settlement Schools, 3 in Thaba Nchu & 2 in Botshabelo 	<ul style="list-style-type: none"> • Naledi – • Mantsopa- • Mangaung-
Support the District Aids Council's programmes	Support Programmes, Campaigns and Workshops of the Council	Three LM's	Identified activities in the district	
Support Nutritional Programmes	Identify 6 project in 3LM	2 Projects per LM	<ul style="list-style-type: none"> • Naledi – Wepener & Vanstadensrus • Mantsopa- Ladybrand & Excelsior • Mangaung- Botshabelo 	<ul style="list-style-type: none"> • Naledi- • Mantsopa- • Mangaung-
Support and participate in the National Calendar of Events	4 campaigns as per Calendar	National Calendar of Events on HIV/AIDS	4 campaigns as per Calendar	
Early Christmas Celebration for children living with HIV/AIDS	Identify 3 project per local Municipal	1 per Local Municipality	Identify 3 project per local Municipal dealing	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	dealing with children		with children	
Identify and support one Community based Homecare Organisation per LM	Provide support and care to HIV positive children	1 per local municipality	3 Home-Based Care Giver Organisations to HIV/AIDS	
Identify and support one Aids Orphan organisation per LM	Provide support and care to HIV positive children	1 per local municipality	Assistance to Organisation providing care to HIV/AIDS orphans	

Youth

Objective: Promote youth development and youth service programmes in the district

Strategies:

- SP 1.1 To effectively advocate and implement programmes aimed at advancing youth development
- SP 1.2 Promote youth service programmes in the district

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Support Moral Regenerations Programmes	Submit and develop a clear program for the whole financial year integrated to local municipalities	Implement the program as agreed amongst municipalities	• 3 Programmes in each LM	<ul style="list-style-type: none"> • Naledi – • Mantsopa- • Mangaung-
Capacity Building program to youth	Re established,	Implementation	Three established youth	• Naledi –

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
structures in the district	more informed and sustainable youth structures in the district	of programs forwarded to the district by youth organization	organization in the district	<ul style="list-style-type: none"> • Mantsopa- • Mangaung-
Support Youth Activities	Develop a campaign that would focus young people to all activities and projects aimed at youth month	Clarified program on roles and responsibilities of all structures participating	3 LM'S	
Support and participate in the National Calendar of Events on the youth	Formalise the support that the municipality must provide to government and all youth development stakeholders	Support the national youth day event	One activity in the district	

Disability

Objective: Promote, support and implement programmes aimed at advancing the plight and welfare of people living with disabilities

Strategies:

- SP 1.1 To raise awareness, offer support and implement programmes aimed at addressing the plight of people with disability

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Celebrations of "Month of the Disabled"	Provide support to	Provide and	District wide event	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	people living disabilities	distribute wheelchairs to identified beneficiaries		
Support recreation and sports for the disabled	Encourage recreation and sports for the disabled	Provide and Distribute recreational equipments to identified beneficiaries	District based	

GENDER

Objective: Promote gender transformation and integrated development programmes in the district

Strategies:

- SP 1.1 To effectively advocate and implement programmes aimed at advancing gender transformation
- SP 1.2 Promote and implement programmes aimed at addressing gender issues within the District

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Support initiatives for women –Job creation and economic empowerment	Support initiatives for job creation	Support initiatives for job creation	Young women in MDM	
Celebration of Women’s Month	Celebrate “women’s month” in the form of dissemination of	Organise a district awards activity in recognition of	MDM	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	information, either through workshops or seminars by involving other relevant government departments	best female achievers on community work		
Exercise equipment for the aged	Identify type of Exercise equipments to provided to Old Aged Institutions	Old Age Institutions in the District	One per LM	
Support the needy old aged	Support Organizations that Provides care to the needy aged	Identify and support 1 aged care giver's organization per LM's	1 organization per LM's	

MAYOR'S ADMINISTRATION POVERTY RELIEF FUND

Objective: Implement strategic interventions aimed at alleviating the burden of poverty

Strategy:

- SP 1.1 To effectively administer the Mayoral Administration Fund

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Poverty alleviation	Provide support to	• Naledi - Van	• Distribution of food	• Naledi.

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	needy and destitute households	Stadensrus & Wepener <ul style="list-style-type: none"> • Mantsopa- Thaba Patchoa & Excelsior • Mangaung- Thaba Nchu, Botshabelo 	parcels	<ul style="list-style-type: none"> • Mantsopa- • Mangaung-
Social relief of distress	Provide support to needy and destitute households	<ul style="list-style-type: none"> • Naledi - Van Stadensrus • Mantsopa- Hobhouse, Tweespruit • Mangaung- Thaba Nchu, Botshabelo 	<ul style="list-style-type: none"> • Distribution of blankets 	<ul style="list-style-type: none"> • Naledi – • Mantsopa- Hobhouse: Tweespruit: • Mangaung- Thaba Nchu & Botshabelo
Immediate relief to households affected by unemployment and HIV/AIDS Pandemic	Alleviate the impact of unemployment and HIV/AIDS pandemic	<ul style="list-style-type: none"> • Naledi – Farms around Dewetsdorp • Mantsopa- Hobhouse, Tweespruit • Mangaung- Heidedal, Phase 6, Thaba Nchu & Botshabelo 	<ul style="list-style-type: none"> • Distribution of school uniforms to deserving learners from destitute households 	<ul style="list-style-type: none"> • Naledi – • Mantsopa- • Mangaung-
Ladies sports tournament	Promote participation of ladies in extramural activities	One District Tournament	Arrange one Ladies sports tournament	
Campaign on “No Violence against Aged/	Promote and	Campaign	Women, children and	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
women/ men and children by visiting old age homes”	support a culture of respect and tolerance against women, children and the aged	against violence to women, children and aged	the aged	

FINANCIAL SERVICES: ADMINISTRATION

FS 1 Sound Financial Administration

Objective: To secure effective financial administration

Strategies:

- FS 1.1 Management
- FS 1.2 Procurement Unit
- FS 1.3 Budget Office
- FS 1.5 Expenditure and payments
- FS 1.6 Data Management

Strategy: FS 1.1 Management

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
These services extend to include all the management	<input type="checkbox"/> To ensure the completion of the 2008/2009 annual budget	Monthly financial report	By 10 th working day of the following month	
		Quarterly financial report	September	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
<p>functions of the Financial Services Department. Includes the functions of personnel management and training and implementation of the mandate of the Motheo District Municipality. But do not take the function of the accounting officer, which resides within the jurisdiction of the Municipal Manager. National and Provincial government legislation is adhered to and a constant communication line is kept.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> To effectively respond to audit reports <input type="checkbox"/> To ensure adherence to the approved budget <input type="checkbox"/> Development of a movable asset maintenance plan <input type="checkbox"/> Promote co-ordination of department activities and work programmes <input type="checkbox"/> Financial Control <input type="checkbox"/> To maximize the utilization of resources allocated to the department. <input type="checkbox"/> To improve the productivity of employees assigned to the department <input type="checkbox"/> To comply with the prescribed reporting and accountability requirements 		2010 December 2010 March 2010 July 2010	
		Report on the MFMA Implementation	September 2010 December 2010 March 2010 June 2010	
		Report on Staff Benefits	September 2010 December 2010 March 2010 June 2010	
		Report on banking withdrawals	September 2010 December 2010 March 2010 June 2010	
		Adjustment budget	November 2010-06-05 May 2009 (If needed)	
		Report on the Supply Chain Management Regulations	Monthly	
		Report on Bidding Processes	Submit report after sitting of Adjudication Committee	
		Monthly financial report to the Executive Mayor	By 10 th working day of the following month	
		Budget Time Table	By August 2010	
		Table Draft Budget to	By 17 April	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Council	2010	
		Facilitate Budget consultation process with Senior Management	Dates determined by approved Budget Time Table	
		Facilitate Budget consultation process with Budget/Finance Committee	Dates determined by approved Budget Time Table	
		Assist the consultation process regarding IDP and Budget consolidation with Budget /Finance Committee	Dates determined by approved Budget Time Table	
		Prepare annual Draftbudget for approval by council before end May	By 31 May 2010	
		Submission of Draft and final approved Budget and all documents required by the MFMA and National Treasury to Provincial Treasury	By 25 May 2010	
		Approving all submissions and requisitions for goods and services of all directorates for budget, policy and financial control.	Daily by 16H00	
		Weekly meeting with the	Weekly (As	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Municipal Manager on all Financial aspects of the municipality	scheduled by MM)	
		Weekly meeting with the management team of the Finance Directorate	Weekly (Mondays)	
		Monthly meeting with all personnel of the Finance Directorate	Monthly (First Friday of each month)	
		Monthly meeting with the Executive mayor on all Financial aspects of the municipality	(First Tuesday of month – accompanying the MM)	
		Submission of Annual Financial Statements as per required standards to the Auditor General for audit.	By 31 August 2010	
		Coordinating and finalization of all audit queries by the Auditor General	By November 2010	
		Submission of Auditor General's report to Council. Accompanied by own report to Council	At the next ordinary meeting of council following the receipt of the A/G report	
		Attending all CFO Forums. Preparation of inputs and submission of required reports	Provincial CFO Forum, District CFO Forum and Salga CFO meeting as scheduled	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Preparation and submission of special reports required by Finance Committee, Mayco, Executive Mayor and council	Preparation if items for next meeting following the instruction.	

Strategy: FS 1.2 Procurement Unit

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Procurement as detailed in the MFMA	These services extend to include the management of all purchases and sell of goods and services occurring in the Motheo District Municipality. Includes the function of procurement process and asset management. And taken into account the responsibility of Tender Procedures which lies in the three Bid	Verify that quotations or tenders are attached to orders (daily)	Daily Basis	
		Examine and authorize orders (daily)	Daily basis	
		Monitor follow up on outstanding orders	Monthly and at end of financial year 30 June 2010	
		Verify advertisements to invite prospective service providers to be listed on the MDM	Annual – before 30 June 2010	
		Ensure that new	Update of database on	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	Committees (Tender Committee) and the accounting officer, i.e. Municipal Manager. National and Provincial government circulars are adhered to.	creditor files are created on the financial system when the info of an approved prospective service providers is received in order to effect payment and keep history of creditor transactions	a daily basis with verifying of orders	
		Check that creditor master file is updated with new information regarding existing creditors when received.	Update of database on a daily basis with verifying of orders	
		Ensure that copy of the creditors master file is supplied to various departments to ensure quotations and procurement is done form the file	Data base must be done by 1 July 2010	
		Attend the adjudication committee meetings to ensure: transparency and clarities as an advisor	Quarterly meeting as per BID Committee Schedule and legislation	
		Inform the Mayor, Auditor-General,	Weekly by 10 th working day of every	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Provincial/National treasury about any deviations from the recommendations of the evaluation committee	quarter September 2010 December 2010 March 2010 June 2010	
		Attend bid committee meetings and compilation of the submission to the Accounting Officer as an Adjudicator for approval	Quarterly meeting as per BID Committee Schedule and legislation	
		Ensure that bids are evaluated in terms of PPPFA 5 of 2000 and according to specifications	Before the Bid Evaluation Committee meeting scheduled	
		Calculate depreciation and revaluation of Immovable assets	BY 30 June 2010	
		Supply information to insurance broker for yearly review of premiums with regard to fixed assets and inventory	BY 30 th May 2010	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Ensure that all purchased assets are entered on the asset register	Daily – when new assets are procured	
		Approve transfer of Assets from one department to another	As required by directorates	
		Provide Training	Assist with the skills audit and identify officials for training by HR Section	
		Provide guidance on the condition of service and LRA	When necessary	
		Deal with grievances and job related problems	When necessary	

Strategy: FS 1.3 Budget Office

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Establishment and running of a Budget Office as prescribed by the MFMA	These services extend to include the adherence to the MFMA regarding budget procedures and financial	Compile multi-year budgets as a financial plan for the next year by: Planning of budget process	Budget Time Table by 30 August 2010, Draft budget by 30 April 2010 and budget for approval by 31 June 2010	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
	statements. Includes the function of producing the annual budget as per the budget time table, the monitoring and reporting as required by the MFMA. Includes the compilation of the Annual Financial Statement according to standards required by legislation. I.e., IMFO, GAMAP and adherence to the MFMA and Auditor General's Act	Inform departments of all relevant information needed to comply with National Treasury requirements and assist where needed	As per Budget Time table	
		Collect all information from departments and verify for correctness	As per Budget Time table	
		Oversee capturing of data for correctness and completeness	By 15 April 2010 to capture data	
		Prepare draft budget	By 30 April 2010	
		Compile budget reports	Monthly by 10 th of following month	
		Submit reports to National and Provincial Treasury	Monthly by 10 th of following month	
		Draft budget report and speech for approval of budget by: Collect, prepare, summarise all information	By 15 May 2010	
		Write report in accordance with National Treasury guidelines	By 15 June 2010	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		and requirements and MFMA requirements		
		Consult with Chief Financial Officer for completeness and accuracy	By 1 st May 2010	
		Prepare documentation for external printers	By 10 June 2010	
		Supervise printing process	By 23 June 2010	
		Report to National Treasury to comply with the MFMA and DORA: Collect relevant information	By 30 June 2010	
		Complete reporting Formats	By June 2010	
		Scrutinise for accuracy and completeness	By June 2010	
		Submit to National Treasury	By June 2010	
		Report in terms of DORA Act to comply with legislation: Gather all relevant information	As required per DoRA Act 2008	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Complete reporting formats	By June 2010	
		Present to CFO and Municipal Manager	By 10 July 2010	
		Forward to National Treasury	BY 15 July 2010	
		Report to Provincial Administration to comply with legislation: Gather information in respect of expenditure, revenue, capital debtors, investments, creditors and bank balances	As required by forum meetings and other relevant meetings scheduled by departments	
		Compile financial report	Assist the CFO on the Quarterly Report to Council September 2010 December 2010 March 2010 June 2010	
		Forward to Provincial Administration	By 10 th working day of following month	
		Submit copy of report to CFO and submit to Council	By 10 th working day of following month By the 30 th day of the following month	
		Complete and submit	Quarterly by 3 rd	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		quarterly and yearly financial statistics to Statistics South Africa	week after end of: September 2010 December 2010 March 2010 June 2010 Annual by October 2010	
		Develop, coordinate & Supervise personnel to promote productivity, to achieve the goals of the division and to prevent conflict in the division by: Planning activities e.g. deadlines and target dates	Daily basis	
		Organise activities	Weekly Section meeting with officials in section	
		Delegate functions	On-going	
		Attend interviews of candidates for the division	When vacancies are identifies to be filled	
		Ensure that adequate training is provided for subordinates	Assist with the skills audit and identify officials for training by HR Section	
		Supervise and motivate personnel	On-going	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Take control of activities within the division	On-going	
		Attend meetings	When required	
		Assist in resolving of internal disputes	When required	
		Provide financial direction and advice to management on projects and programs of interest to the municipality to ensure compliance to the budgetary processes and procedures by: Guide management in terms of requirements of legislation	As required	

Strategy: FS 1.4 Data Management

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
Fully operational SAMRAS DB4	These services extend to include	Register users on Linux and DB4 system	When new users are identified by CFO	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
financial system at all times.	the management of the Integrated Financial system used by the Motheo District Municipality. The System currently used as an integrated system, which includes the RSC Levy System is the SAMRAS <i>upon request</i> DB4 System. Support is rendered to other LM's in the region using the same system. The section of the municipality has a mandate to: Deliver a data management support to all sections of the Financial Services Department	and set up facility for passwords on both servers, as well as on Collaborator and VIP systems.	and Section Managers	
		Set up menus and user profiles for each end-user on DB4 according to their job Descriptions.	When new menus for users are identified by CFO and Section Managers	
		Set up printers on Linux and DB4.	When new printers are installed in collaboration with ICT Section.	
		Install and update software provided by supplier of DB4.	When Roll Out are received from the Service Provider	
		Writing Shell-scripts to do various functions when necessary.	When requested and reports must be generated	
		Make daily backups of the DB4 System and Collaborator.	Daily routine – Keep Back-up reports	
		Check the correctness of the backup reports and test the correctness of the Back-up data itself.	Restore back-up tapes on a monthly basis	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Store reports and backup tapes in a safe place.	After back-ups have been done on a daily basis	
		Monitor disk space on server to manage over / under utilization of space and to ensure fastness of server.	On-going basis	
		Do whatever is needed to get the system going after a power failure or any other system failure.	After all power failures	
		Provide hardware and software support to users, restore back-ups.	When requested by users.	
		Use easy-query to extract reports on all modules of DB4.	When reports are needed by CFO and/or other users.	
		Interact with suppliers of software regarding program errors and new upgrades.	When errors occur.	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		Budget for new hardware, maintenance of hardware, upgrades of software and consumables.	Annually when budget is drafted.	
		Monitor stock levels of consumables, get quotations for consumables, submit supplier with order, get tax invoice from supplier.	On a monthly basis.	
		Monitor servicing of hardware and arrange for maintenance	When necessary.	
		Attend presentations on new systems/software, support provider with installation, and users after installation.	When new systems are procured.	
		Provide support to Mantsopa and Naledi Local municipalities on IT related issues	Ongoing	

Strategy: FS 1.5 General Manager: Expenditure

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
All MDM payments done and maintenance of creditors ledger	These services extend to include the management of all expenditure occurred in the Motheo District Municipality. Includes the function of salaries and allowances payments, creditor payments. National and Provincial government circulars are adhered to	Monitor expenditure with regard to payment of salaries and creditors	Daily and salaries inputs received by 15 th of month	
		Verify reconciliations and reports regarding the payroll system, creditors system and votes system	Monthly after month end within first week of the following month	
		Submit reports to the CFO regarding the payroll system, creditors system and votes system	As needed by the CFO to compile legislative reports to council	
		Monitor cash flow and recommend a course of action to the CFO	Weekly cash requirements done by cash flow analysis	
		Compile payroll statistics for submission to Stats-SA	Quarterly basis September 2010 December 2010 March 2010 June 2010	
		Compile monthly VAT returns and submit to SARS	Monthly on the 25 th of the following month	
		Inform the CFO of training needs of staff	After Skills audit has been done and	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		members and applicable training courses	officials identified and submitted to HR for training	
		Schedule, monitor and approve leave of subordinates	As required	
		Effect performance appraisals of subordinates	Annual as required by the Municipal Manager and PMS Manager's schedule	
		Compile draft salary budget and submit to Budget office	December 2010	
		Perform month end and year end procedures on the financial system with regard to the votes system, payroll system and creditors system	For 30 June 2010 by 31 July 2011	
		Supply budget office with reconciliations of Debtor, Creditor, Bank and expenditure votes for audit file	For 30 June 2010 by 31 July 2010	
		Assist Auditor General during annual audit to comply to the terms of engagement by providing explanations,	From 1 st September 2010 to 30 April 2011	

Projects	Mun Perf Indicator	Baseline	Targets	F/Y 10/11
		supporting documentation, and answers on informal queries to the CFO and Municipal manager		
		Monitor council policies to ensure compliance with policies	Daily basis	
		Determine access of subordinates to the various modules on the financial system	In consultation with the CFO and Systems Administrator when required	
		Verify accuracy, completeness and validity of transactions by means of integrity reports received from accountants and take corrective measures where necessary.	Daily basis to control effectiveness of Expenditure Section	

FS . 2. Sound Financial Management

Objective: To secure effective financial administration

Strategies:

Comply with the MFMA

Strategy: FS 2.1 Comply with the MFMA

Projects	Mun Perf Indicator	Baseline	Targets	Source of funding	F/Y 10/11
Credit Control – Procurement Process	30 Days payment of creditors	Continuous follow-up of outstanding creditors	Payment of creditors 30 days after receipt of invoice	Internal	
		Payment of creditors as per council policy			
		Issue of orders before any further processing is done			
New/Amended policies	All policies as required by legislation and financial control	Amended policy for Credit Control (Procurement)	Development of policies before conversion to GAMAP	Internal	
		Amended policy for Debt Collection			
		Other policies identified			

FS 3 Sound Financial Management

Objective: To secure effective financial administration

Strategies:

FS 3.1 Improving Financial Management Skills

Strategy: FS 3.1 Improving Financial Management Skills

Projects	Mun Perf Indicator	Baseline	Targets	Source of funding	F/Y 10/11
Improving financial management skills	To enhance knowledge of staff members through training	To comply to all municipal financial standards	Skills Audit done in the Directorate and identification of officials for training by the HR Section	Finance Management Grant and MSIG	Admin Budget
		To have a trained staff establishment in financial systems			
		To comply fully to the MFMA Act			
		To comply to the GAMAP Statements			
		General computer skills			

According to the Municipal Systems Act, no 32 of 2000 (43) (1), The Minister, after consultation with the MECs for local government and organized local government representing local government nationally, may, by regulation prescribe general key performance indicators that are appropriate and that can be applied to local government generally; and when necessary, review and adjust those general key performance indicators

General Key Performance Indicators can:

- Assist the municipality to allocate resources to a broader strategic priorities of government in their programmes
- Create uniformity among family municipalities when setting the indicators during the IDP processes
- Assist to measure the performance of the municipality in a fair manner

In terms of section 10 of the Local Government Municipal Planning and Performance Management Regulations, 2001:

The following are the general key performance indicators:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal
- The percentage of households earning less than R1100 per month with access to basic free services
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan
- The number of jobs created through the municipality's local economic development initiatives including capital projects
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved equity plan
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan and
- Financial viability as expressed by the ratios in the gazette

The IDP 2010/11 review is to a considerable degree based on the following pertinent plans, strategies and policies. Such plans are available in the MDM website as part of the relevant programmes supporting the 2010/11, whilst others are currently undergoing a review and others are at the development stage.

5. SUPPORTING PLANS

POLICIES/ PLANS/STRATEGIES AVAILABLE	CURRENT STATUS
Local Economic Development Strategy	Under Review
Integrated HIV/AIDS	In Place
Integrated Poverty Reduction / Gender Equity programme	In Place
Youth Development Policy	In Place
Integrated Waste Management Plan	Under Review
Integrated Environmental Management policy	Under Review
Skills Development Plan	In Place
Public Participation Strategy	In Place
Integrated Rural Development Strategy	Under Review
Spatial Development Framework	Under Review
Integrated Transport Plan	In Place
Water Service Development Plan	Under Review
Air Quality Management Plan	In Place
Performance Management Plan	Under Review

Employment Equity Plan	In Place
Gender Policy	In Place
IGR policy	In Place
Customer care policy	In Place
Language policy	In Place
Financial Plan	In Place