



DRAFT

**INTEGRATED DEVELOPMENT
PLAN (IDP)**

2015/2016

THIRD REVIEW

ECONOMIC POWERBASE AND MUNICIPALITY OF EXCELLENCE

MARCH 2015

Table of Contents

<u>LIST OF ABBREVIATIONS</u>	6
<u>LIST OF FIGURES</u>	8
<u>LIST OF TABLES</u>	9
<u>FOREWORD BY THE EXECUTIVE MAYOR</u>	11
<u>FOREWORD BY THE MUNICIPAL MANAGER</u>	12
<u>EXECUTIVE SUMMARY</u>	15
<u>CHAPTER 1: INTRODUCTION AND BACKGROUND</u>	17
<u>1.1 INTRODUCTION</u>	17
<u>1.2 SPATIAL RATIONALE</u>	18
<u>1.3 DEMOGRAPHIC PROFILE</u>	21
<u>1.4 LEGISLATIVE CONTEXT</u>	25
<u>1.5 INTER-GOVERNMENTAL PLANNING</u>	28
<u>1.6 MLM POWERS AND FUNCTIONS</u>	30
<u>1.7 OVERVIEW OF IDP PROCESS</u>	31
<u>1.7.1 Introduction and IDP Phases</u>	31
<u>1.7.2 Institutional arrangements</u>	33
<u>1.7.3 Time schedule</u>	36
<u>1.8 COMMUNITY PARTICIPATION</u>	38
<u>1.8.1 Ward Profile: Ward 1</u>	39
<u>1.8.2 Ward Profile:Ward 2</u>	43
<u>1.8.3 Ward Profile : Ward 7</u>	45
<u>1.8.4 Ward Profile : Ward 5</u>	49
<u>1.8.5 Ward Profile : Ward 3</u>	55
<u>1.8.6 Ward Profile : Ward 4</u>	58
<u>1.8.7 Ward Profile : Ward 20</u>	60
<u>1.8.8 Ward Profile : Ward 8</u>	64
<u>1.8.9 Ward Profile : Ward 9</u>	68
<u>1.8.10 Ward Profile : Ward 10</u>	72
<u>1.8.11 Ward Profile : Ward 11</u>	75
<u>1.8.12 Ward Profile : Ward 12</u>	79
<u>1.8.13 Ward Profile : Ward 6</u>	82
<u>1.8.14 Ward Profile : Ward 21</u>	86
<u>1.8.15 Ward Profile : Ward 13</u>	89
<u>1.8.16 Ward Profile : Ward 14</u>	93
<u>1.8.17 Ward Profile : Ward 18</u>	95

1.8.18	Ward Profile : Ward 15	99
1.8.19	Ward Profile : Ward 16	101
<u>2.1</u>	<u>INFORMATION FROM CENSUS 2011</u>	114
SUMMARY OF METSIMAHOLO LM TO BASIC SERVICES:		
	WATER.....	118
SUMMARY OF METSIMAHOLO LM TO BASIC SERVICES:		
	SANITATION.....	121
SUMMARY OF METSIMAHOLO LM TO BASIC SERVICES:		
	ELECTRICITY.....	124
SUMMARY OF METSIMAHOLO LM TO BASIC SERVICES: WASTE MANAGEMENT.....		
		124
SUMMARY OF METSIMAHOLO LM TO BASIC SERVICES: HOUSING.....		
		127
SUMMARY OF METSIMAHOLO LM TO BASIC SERVICES: WASTE MANAGEMENT		
		128
<u>KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</u>		131
	<u>IDP Priority 1 Water</u>	131
	<u>IDP Priority 2: Sanitation</u>	132
	<u>IDP Priority 3: Electricity and Energy</u>	133
	IDP Priority 4: Roads and Storm Water.....	134
	IDP Priority 5: Housing	135
	IDP Priority 6: Waste Management	136
<u>KPA 2: LOCAL ECONOMIC DEVELOPMENT</u>		137
	<u>IDP Priority 7: Local Economic Development</u>	
	137	
<u>KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION</u>		139
	<u>IDP Priority 8: Sport and Recreation</u>	139
	<u>IDP Priority 9: Public Safety</u>	140
	<u>IDP Priority 10: Cemeteries</u>	141
	<u>IDP Priority 11: Health Services</u>	142
	<u>IDP Priority 12: Education</u>	143
<u>KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE</u>		144
	<u>Governance Structures</u>	144
	<u>Management and operational systems</u>	144
<u>KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</u>		145
<u>KPA 6: FINANCIAL VIABILITY AND MANAGEMENT</u>		146
<u>CHAPTER 3: DEVELOPMENT OBJECTIVES AND STRATEGIE</u>		147

3.1	<u>INTRODUCTION</u>	147
3.2	<u>POLICY AND LEGISLATIVE CONTEXT</u>	148
3.2.1	<u>Green Paper on National Strategic Planning 2009</u>	148
3.2.2	<u>National Development Plan (Vision for 2030)</u>	149
3.2.3	<u>The New Growth Path</u>	165
3.2.4	<u>Medium Term Strategic Framework (MTSF)</u>	167
3.2.5	<u>Outcome 9: A Responsive, Accountable, Effective and Efficient Local Government</u>	172
3.2.6	<u>National Spatial Development Perspective (NSDP)</u>	175
3.2.7	<u>Free State Vision 2030</u>	176
3.2.8	<u>Local Government Turnaround Strategy (LGTAS)</u>	179
3.2.9	<u>Spatial Land Use Management (SPLUMA)</u>	181
3.2.10	<u>Back to Basics</u>	184
3.3	<u>METSIMAHOLO LOCAL MUNICIPALITY</u>	188
3.3.1	<u>Introduction</u>	188
3.3.2	<u>Vision Statement</u>	189
3.3.3	<u>Mission Statement</u>	189
3.3.4	<u>Values Statement</u>	189
3.3.5	<u>Clusters and Municipal Functions</u>	190
3.3.6	<u>Municipal Development Strategies</u>	1900
3.3.7	<u>5-Year Cluster Strategic Plans</u>	191
	<u>Economic and Infrastructure Development Cluster</u>	192
	<u>Social Protection and Community Development Cluster</u>	205
	<u>Governance and Administration Cluster</u>	215
	<u>CHAPTER 4: SECTOR PLANS</u>	242
4.1	<u>Hierarchy of Sector Plans</u>	240
4.2	<u>Status Quo of MLM Sector Plans</u>	2424
4.3	<u>High Level Overview of MLM Sector Plans</u>	247
4.3.1	<u>Spatial Development Framework (SDF)</u>	248
4.3.2	<u>Local Economic Development Strategy</u>	263
4.3.3	<u>Housing Sector Plan</u>	301
4.3.4	<u>Integrated Waste Management Plan</u>	315
4.3.4	<u>Disaster Risk Management Plan</u>	327
	<u>CHAPTER 5: FINANCIAL STRATEGY AND PLAN</u>	341
5.1	<u>INTRODUCTION</u>	341
	<u>Revenue and Expenditure Framework</u>	343

<u>5.3</u>	<u>FINANCIAL PLAN</u>	356
5.3.1	<u>Operating Revenue Framework</u>	356
5.3.2	<u>Operating Expenditure Framework</u>	363
5.3.3	<u>Capital Expenditure Framework</u>	367
5.3.4	<u>MLM Capital Projects</u>	372
5.3.5	<u>FS Province - Capital Projects</u>	374
<u>CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM</u>.....		416
6.1	<u>INTRODUCTION</u>	416
6.2	<u>BACKGROUND</u>	416
6.3	<u>OVERVIEW OF PERFORMANCE MANAGEMENT IN THE MUNICIPALITY</u>	418
6.3.1	<u>Policy Framework</u>	418
6.3.2	<u>Approach to Performance Management</u>	419
6.3.3	<u>Planning, Monitoring, Reporting and Review of Performance Management</u>	423
6.4	<u>CONCLUSION</u>	429
<u>CHAPTER 7: ANNUAL OPERATIONAL PLAN (SDBIP)</u>.....		430
7.1	<u>Introduction</u>	430
7.2	<u>Definition: Service Delivery and Budget Implementation</u>	430
7.3	<u>The SDBIP Concept</u>	430
7.4	<u>SDBIP Monitoring, Reporting and Revision</u>	430
7.5	<u>Monthly Revenue and Expenditure Projections</u>	430
7.6	<u>Budgeted Monthly Capital Expenditure (municipal vote)</u>	430
7.7	<u>Quarterly Service Delivery targets:</u>	430
	<u>Economic and Infrastructure Development Cluster; Social Protection and Community Development Cluster; Governance and Administration Cluster</u>	
<u>ANNEXURES</u>.....		431
<u>ANNEXURE A: BACK TO BASICS MUNICIPAL LEVEL TEMPLATE</u>.....		432
<u>ANNEXURE B: IDP ASSESSMENT OUTCOME....</u>.....		442
	<u>EVALUATION FRAMEWORK FOR REVISED IDP</u>	

LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
AQMP	Air Quality Management Plan
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
BSC	Balanced Scorecard
CDW	Community Development Workers
CFO	Chief Financial Officer
CIDB	Construction Industry Development Board
COGTA	Department of Cooperative Governance and Traditional Affairs
CPF	Community Policing Forums
CPIX	Consumer Price Index
CWP	Community Works Programme
DBSA	Development Bank of South Africa
DEDP	Director: Economic Development and Planning
DPLG	Department of Provincial and Local Government
DME	Department of Mineral and Energy
DoRA	Division of Revenue Act
DRM	Disaster Risk Management
DODCS	Director: Organisational Development and Corporate Services
DoRA	Division of Revenue Act
DRMP	Disaster Risk Management Plan
DSS	Director: Social Services
DTIS	Director: Technical and Infrastructural Services
DWA	Department of Water Affairs
EAP	Economically Active Population
EIA	Environmental Impact Assessment
EID	Economic and Infrastructure Development Cluster
EM	Executive Mayor
EPWP	Expanded Public Works Programme
ESKOM	Electricity Supply Commission
FMG	Financial Management Grant
GAC	Governance and Administration Cluster
GIS	Geographical Information Systems
GRAP	Generally Recognised Accounting Practices
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRDS	Human Resources Development Strategy
ICT	Information Communication and Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan
KPA	Key Performance Areas
KPI	Key Performance Indicators
LED	Local Economic Development
LGSETA	Local Government Sector Education and Training Authority
LGTAS	Local Government Turnaround Strategy
LSM	Living Standard Measure
MAYCO	Mayoral Committee
MEC	Member of the Executive Council

MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MIIF	Municipal Infrastructure Investment Framework
MLM	Metsimaholo Local Municipality
MMC	Member of the Mayoral Committee
MoU	Memorandum of Understanding
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MTAS	Municipal Turnaround Strategy
MTBC	Medium Term Budget Committee
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
NEMA	National Environmental Management Act
NERSA	National Electricity Regulator of South Africa
NKPI	National Key Performance Indicators
NSDP	National Spatial Development Perspective
NT	National Treasury
OD	Organisational Development
OHSA	Occupational Health and Safety Act
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PI F	Premier's Inter-governmental Forum
PM	Performance Management
PMS	Performance Management System
PPP	Public Private Partnership
PT	Public Transport
PWD	People Living With Disability
RDP	Reconstruction and Development Programme
RED	Regional Electricity Distributor
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAPS	South African Police Service
SARS	South African Revenue Service
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SETA	Sector Education and Training Authority
SGB	School Governing Body
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprise
SPCD	Social Protection and Community Development Cluster
UIF	Unemployment Insurance Fund
WWTW	Waste Water Treatment Works
WTW	Water Treatment Works

LIST OF FIGURES

Figure 1: Map of South African Provinces	18
Figure 2: Metsimaholo Municipal Area	18
Figure 3: Population and Households	21
Figure 4: Population by Age and Gender	22
Figure 5: Racial Distribution of Population	22
Figure 6: IDP Phases	33
Figure 7 Ward 1 Detailed Map	40
Figure 8 Ward 2 Detailed Map	44
Figure 9 Ward 7 Detailed Map	46
Figure 10 Ward 5 Detailed Map	50
Figure 11 Ward 3 Detailed Map	56
Figure 12 Ward 4 Detailed Map	57
Figure 13 Ward 20 Detailed Map	61
Figure 14 Ward 8 Detailed Map	65
Figure 15 Ward 9 Detailed Map	69
Figure 16 Ward 10 Detailed Map	73
Figure 17 Ward 11 Detailed Map	76
Figure 18 Ward 12 Detailed Map	80
Figure 19 Ward 6 Detailed Map	83
Figure 20 Ward 21 Detailed Map	87
Figure 21 Ward 13 Detailed Map	90
Figure 22 Ward 14 Detailed Map	94
Figure 23 Ward 18 Detailed Map	97
Figure 24 Ward 15 Detailed Map	100
Figure 25 Ward 16 Detailed Map	102
Figure 26 Ward 17 Detailed Map	104
Figure 27 Ward 19 Detailed Map	108
Figure 28 Situational Analysis	112
Figure 29 Metsimaholo Local Municipality (MLM) Map	113
Figure 30 MLM Population	115
Figure 31 MLM Population Growth Trends (2001-2011)	115
Figure 32 MLM Population, Households and Size	116
Figure 33 Access to Water	118
Figure 34 Access to Sanitation	121
Figure 35 Access to Electricity	124
Figure 36 Access to Refuse Removal	125
Figure 37 Type of Dwelling	127
Figure 38 Government Policy Priorities and Outcomes (MTSF)	168
Figure 39 Free State Vision 2030 and Pillars	176
Figure 40 Sasolburg Area Map	249
Figure 41 Vaalpark Area Map	250
Figure 42 Zamdela Area Map	251
Figure 43 Deneyville and Refenggotso Area Map	252
Figure 44 Oranjeville and Metsimaholo Area Map	253
Figure 45 2013/14 SDF Proposals	260
Figure 46 Municipal Wide Planning	261
Figure 47 Free State Province Map	265
Figure 48 District Economic Performance (1996-2006)	268
Figure 49 District Economic Performance (2008-2012)	269
Figure 50 Source of Capital Revenue for 2015/16	369
Figure 51 Functions of a Performance Management System	418
Figure 52 Municipal Scorecard	420
Figure 53 Performance Management System Cycle	422

LIST OF TABLES

Table 1: Characteristics of major municipal areas	20
Table 2: Annual Personal Income.....	23
Table 3: Labour force	24
Table 4: Poverty indicators	24
Table 5: HIV and AIDS prevalence.....	24
Table 6: Functional literacy.....	25
Table 7: Spatial statistics.....	25
Table 8: MLM functions and powers.....	30
Table 9: IDP institutional arrangements.....	32
Table 10: IDP, Budget and PMS Time schedule	35
Table : IDP Consultative Meetings (2014)	38
Table 12: Ward 1 Access to Facilities and Community Services.....	41
Table 13 : Ward 1 Community Needs	42
Table 14 : Ward 2 Access to Facilities and Community Services.....	45
Table 15: Ward 7 Access to Facilities and Community Services	47
Table 16: Ward 2 & 7 Community Needs	48
Table 17: Ward 5 Access to Facilities and Community Services	51
Table 18: Ward 5 (Deneysville) Community Needs	52
Table 19: Ward 5 (Metsimaholo) Community Needs	53
Table 20: Ward 5 (Oranjeville) Community Needs	54
Table 21: Ward 3 Access to to Facilities and Community Services	57
Table 22: Ward 4 Access to Facilities and Community Services	60
Table 23: Ward 20 Access to Facilities and Community Services	62
Table 24: Ward 3, 4 & 20 Community Needs	63
Table 25: Ward 8 Access to Facilities and Community Services	66
Table 26: Ward 8 Community Needs	68
Table 27: Ward 9 Access to Facilities and Community Services	70
Table 28 : Ward 9 Community Needs	71
Table 29: Ward 10 Access to Facilities and Community Services	74
Table 30 : Ward 10 Community Needs	75
Table 31: Ward 11 Access to Facilities and Community Services.....	77
Table 32: Ward 11 Community Needs	78
Table 33: Ward 12 Access to Facilities and Community Services.....	81
Table 34: Ward 12 Community Needs	82
Table 35: Ward 6 Access to Facilities and Community Services	84
Table 36: Ward 6 Community Needs	85
Table 37: Ward 21 Access to Facilities and Community Services	88
Table 38: Ward 21 Community Needs	89
Table 39: Ward 13 Access to Facilities and Community Services	91
Table 40: Ward 13 Community Needs	92
Table 41: Ward 14 Access to Facilities and Community Services	95
Table 42: Ward 18 Access to Facilities and Community Services.....	98
Table 43: Ward 14 and 18 community Needs.....	99
Table 44: Ward 15 Access to Facilities and Community Services	101
Table 45:Ward 16 Access to Facilities and Community Services.....	103
Table 46: Ward 17 Access to Facilities and Community Services	105
Table 47: Ward 15, 16 & 17 Community Needs.....	106
Table 48: Ward 19 Access to Facilities and Community Services	109
Table 49: Ward 19 Community Needs	110
Table 50: MLM Population, Households size	115
Table 51: MLM Population, Households size per Ward.....	116

LIST OF TABLES

Table 52: Number of registered voters per Ward.....	117
Table 53: Overview of Key Statistics within Municipality	117
Table 54: Municipal scorecard for Blue Drop	119
Table 55: Distribution of households having access to toilet facilities per Ward	122
Table 56: Municipal score for Green Dop	122
Table 57: Municipal score for Gree Drop per town	122
Table 58: Access to Energy or Fuel per Ward	124
Table 59: Access to Refuse Removal per Ward	126
Table 60: Type of Dwelling per Ward	128
Table 61: Population age 15 and 64 by Employment status per Ward	137
Table 62: NDP: Key Priority Areas and Proposals	150
Table 63: Linking Outcome 9 with MTSF	169
Table 64: Linking outputs with Outcome 9	172
Table 65: Free State 2030 Targets	176
Table 66: Principles of Spatial Land Use Management (SPLUMA)	181
Table 67: Linking Municipal Performance with Back to Basics Approach	184
Table 68: Cluster and Municipal Functions	189
Table 69: Municipal Strategic Priorities	190
Table 70: EID Cluster- 5 Years Strategic Plan	191
Table 71: SPCD Cluster- 5 Years Strategic Plan	204
Table 72: Governance Cluster- 5 Years Strategic Plan	214
Table 73: Hierarchy of Sector Plans	242
Table 74: Sectoral Integration Process	242
Table 75: Status quo of MLM Sector Plans	243
Table 76: Factors influencing Economic Development and Growth	254
Table 77: Summary of current Housing trends : Sasolburg/Zamdela urban area	256
Table 78: Summary of Housing trends: Deneysville/Refenggotso urban area	257
Table 79: Assessment of Advantages and Disadvantages of MLM Economy	270
Table 80: Structure of South African Economy	273
Table 81: Formal Sector Employment by Industry: Free State 2008-201009	273
Table 82: GDP and Employment contribution by Sector: Free State 2008 2012	274
Table 83: Waste generated in Municipal area	319
Table 84: List of Hazards Identified	332
Table 85: Risk Analysis	334
Table 86: Consolidated Overview of 2015/16 MTREF	342
Table 87: Consolidated Revenue and Expenditure Framework	354
Table 88: MTERF Revenue by Source	355
Table 89: Operating Grants and Tarrifs	356
Table 90: 2015/16 MTREF- Average Tarrif Increase	358
Table 91: Proposed 2015/16 Property Rates	359
Table 92: Households Bills	360
Table 93: Summary of Operating Expenditure by Standard Classification.....	362
Table 94: Operational Repairs and Maintanance	365
Table 95: 2015/16 Medium Term Capital Budget per Vote	366
Table 96: 2015/15 MTERF Capital Funding Sources	368
Table 97: MLM Summary of Capital Projects : 2015/16	374
Table 98: Free State Province Summary Projects 2015/16	414
Table 99: PMS Reporting Requirement	424

FOREWORD BY THE EXECUTIVE MAYOR



To be inserted on the final document

Cllr. B T MAHLAKU
Executive Mayor

FOREWORD BY THE MUNICIPAL MANAGER



The Integrated Development Plan (IDP) of Metsimaholo Local Municipality which was adopted in 2012 by the Council elected in 2011 has been and continues to be the strategic document guiding the Municipality in meeting its policy objectives.

The IDP is a plan outlining all the activities to be undertaken by the Municipality for that particular year of review, in this instance the financial year of review is the 2015/16 financial year. The activities identified in the revised IDP for the 2015/16 financial year reflects the needs of the community of Metsimaholo as captured through the public participation processes which were followed. The revised 2015/16 IDP will be implemented within the financial and administrative capacity of the Municipality.

The preamble to the Constitution of the republic of South Africa states that “*the quality of life of all citizens must be improved and the potential of each person must be freed*”. The IDP facilitates the achievement of this expectation. It should be noted that the successful implementation of the IDP is dependent upon the revenue collected from the payment of services provided by the Municipality, it is against this background that the Municipality wishes to encourage the community of Metsimaholo to assist the Municipality to drastically improve service delivery by paying for municipal services.

According to Constitution of the Republic of South Africa, a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and promote the social and economic development of the community. In its penultimate year of review, the 2015/16 Integrated Development Plan seeks to give more impetus to this policy objective. The revised 2015/16 IDP is also aligned to the Back to Basics programme whose aim is to improve the functioning of municipalities to better serve communities by getting the basics right.

The revised integrated development plan for the 2014/15 financial year under review focused on the following:

- Strengthening performance management and monitoring systems,
- Strengthening the principles of strategic planning processes
- Ensuring a systematic process for addressing community needs
- Alignment with national and provincial issues of importance ; and

- Financial planning and economic development (long term and medium term) resulting in a budget submission

The above focus areas have been implemented to a large extent and remain priorities areas to be improved upon. The National Development Plan, the Free State Vision 2030 and other strategic documents are just but some of the documents which informs the revised 2015/16 IDP for Metsimaholo Local Municipality.

Metsimaholo Local Municipality, through sustained efforts, improved on its performance and managed to obtain an unqualified audit opinion from the auditor general with matters of emphasis for the 2013/14 year under review which is an improvement from the previous year's qualified opinion. The Municipality has committed itself to continue to work hard in order to clear all these matters of emphasis in order to obtain a much better audit opinion.

The recent strike, likewise negatively affected service delivery, the municipality however still managed to where possible provide the necessary services to the community. Metsimaholo takes this opportunity to thank the community of Metsimaholo for its support during this period. The municipality will continue to make service delivery its highest priority and will put all efforts in place to ensure that service delivery is never compromised in that way again.

The institution wishes to first and foremost thank the Community of Metsimaholo and all stakeholders for their participation in the drafting of the revised 2015/16 IDP. The municipality also thanks the Executive Mayor, the Mayoral Committee, and Council as a whole for the commitment shown.

S M MOLALA

Municipal Manager



Cllr TL Soetsang
(Chief Whip)



Cllr BT Mahlaku
(Executive Mayor)



Cllr SZ Matena
(Speaker)

MAYORAL COMMITTEE



Cllr TK Mabasa
MMC Comm. IDP, Services
Audit, ICT &Risk



Cllr SI Shongwe
MMC Corporate Services



Cllr LS Semonyo
MMC Finance



NJ Kubheka
MMC Technical



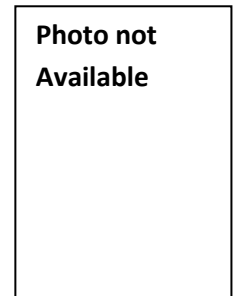
Cllr MW Khonto
MMC Public Safety
Security, Disaster
and Emergency .



Cllr NK Radebe
MMC Special Programmes
Sports, Recreation, Arts & Culture



Cllr R J Mabefu
MMC LED, Tourism. Agriculture
Urban Planning & Housing



Cllr KJ Makhoba
MMC Social Services,
Cleansing, Parks &
Graves.

EXECUTIVE SUMMARY

The Council of the Metsimaholo Local Municipality (MLM) adopted a five-year Integrated Development Plan (IDP) covering the period 2012/13 to 2016/17 in May 2012. The 2014/15 IDP therefore represents the second annual review of the adopted five-year IDP.

Integrated development planning and the product of this process, the IDP is a constitutional and legal process required of municipalities. Planning in general and the IDP in particular, is a critically important management tool to help transformation, growth and development at local government level. It is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development,

The contents of the second review have been aligned to the Revised IDP Framework for Municipalities outside Metros and Secondary Cities, issued by the Department of Cooperative Governance and Traditional Affairs (CoGTA) in June 2012. It further includes the data from Census 2011 and revised service delivery targets for 2014/15, where appropriate (to be updated).

The following is a summary of the contents of the 2015/16 IDP consisting of seven chapters:

Chapter 1 (*Introduction and Background*) includes the spatial development rationale, demographic profile, a national context to the IDP process, outlines the key pieces of legislation impacting on municipal integrated development planning, reflects on the important elements of inter-governmental planning, highlights the MLM powers and functions, and provides a brief overview of the process that was followed in developing the revised IDP including the community participation component.

Chapter 2 (*Status Quo Analysis*) deals with the service delivery results of the 2011 Census and includes a detailed assessment of the critical service identified for the municipality according to the Local Government Key Performance Areas (KPAs).

Chapter 3 (*Development Objectives and Strategies*) reflects on the national and provincial policy priorities such as the National Development Plan (Vision 2030), the New Growth Path and the Free State PGDS. It includes the Vision, Mission and Value statements of the municipality, municipal development strategies and the detailed Five-Year Cluster strategic plans which were aligned to the national and provincial strategic priorities and outcomes.

Chapter 4 (*Sector Plans*) provides a status report and high-level overview of the available sector plans of the municipality as outlined in the Revised CoGTA Framework.

Chapter 5 (*Financial Strategy and Plan*) is mainly based on the 2013/14 Draft Medium Term Revenue and Expenditure Framework (MTREF) of the municipality and outlines the municipality's financial strategy, revenue and expenditure framework for the next three years, proposed tariff increases, capital funding requirements and allocations. This chapter therefore includes a detailed breakdown of the capital projects planned by the municipality for the next three financial years to address outstanding community needs and service delivery targets.

Chapter 6 (*Performance Management System*) outlines the salient features of the Revised Institutional Performance Management Framework which was approved by Council at the end of April 2012. The chapter reflects on the legislative framework for local government performance management, the municipal scorecard approach to performance management, the elements of a performance management cycle and performance reporting and review requirements.

Chapter 7 (*2015/16 Annual Performance Plan-SDBIP*) details the components of the SDBIP as required by the MFMA and National Treasury Circulars. It outlines the monthly revenue and expenditure projections, quarterly service delivery targets and capital works plan for the 2015/16 financial year.

The IDP is the master plan for the municipality which provides a coherent, integrated and sound framework for the development of the municipal area. It is envisaged that the 2015/16 IDP will continue to ensure improved coordination of the development programmes of the municipality and other spheres of government to ensure a better quality of life for all the people living in this area and provide a sound basis for building better communities.

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

The contents of the second review have been aligned to the Revised IDP Framework for Municipalities outside Metros and Secondary Cities, issued by the Department of Cooperative Governance and Traditional Affairs (CoGTA) in June 2012. Extensive work was undertaken during the compilation of the five-year plan to ensure the following:

- Alignment with political, national and provincial priorities;
- Deepening the analysis and target-setting principles of strategic planning processes;
- Institutionalising a systematic process for addressing community needs; and
- Further strengthening performance management and monitoring systems.

One of the key objectives was to ensure that there is effective alignment between national and provincial priorities, policies and strategies and the Municipality's response to these requirements.

This chapter reflects on the spatial rationale, demographic profile, key pieces of legislation impacting on municipal integrated development planning, reflects on the important elements of inter-governmental planning, highlights the MLM powers and functions, and provides a brief overview of the process that was followed in developing the revised IDP including the community participation component

For the municipality, improved service delivery outcomes is directly related to the responsiveness of its departments to various service delivery and community challenges within the context of the effective and efficient management of resources.

1.2 SPATIAL RATIONALE

South Africa has a representative form of democratic government. The management and governance of South Africa is based on a three-sphere system of government, namely national, provincial and local spheres of government.

The Constitution of the Republic of South Africa, 1996 stipulates that the local sphere of government consists of municipalities which were established for the whole of the territory of South Africa – the so-called wall-to-wall municipalities. The Constitution and the Local Government: Municipal Structures Act, 1998 established a system of categories and types of municipalities.

Accordingly three categories of municipalities were identified. Category A municipalities are metropolitan municipalities that have exclusive municipal executive and legislative authority in its area. Category B municipalities are local municipalities which share municipal executive and legislative authority in its area with a Category C (District) municipality within whose area it falls.

The Metsimaholo Local Municipality came into existence after the elections that took place on 5 December 2000. It is a Category B municipality and is one of the local municipalities in the Free State Province.

The area of jurisdiction of the Metsimaholo Local Municipality is situated in the northern part of the Fezile Dabi District Municipality Region. The former Sasolburg, Deneysville and Oranjeville Transitional Local Councils and a section of the Vaal Dam Transitional Rural Council are included in the Metsimaholo Region. The largest urban unit is Sasolburg followed by Deneysville and Oranjeville. A number of small villages, in the vicinity of Sasolburg, also form part of the Metsimaholo Region. These villages are privately managed. The legal status of these villages is that of a single erf and mining related companies administer the majority.



FIGURE 1: MAP OF SOUTH AFRICAN PROVINCES

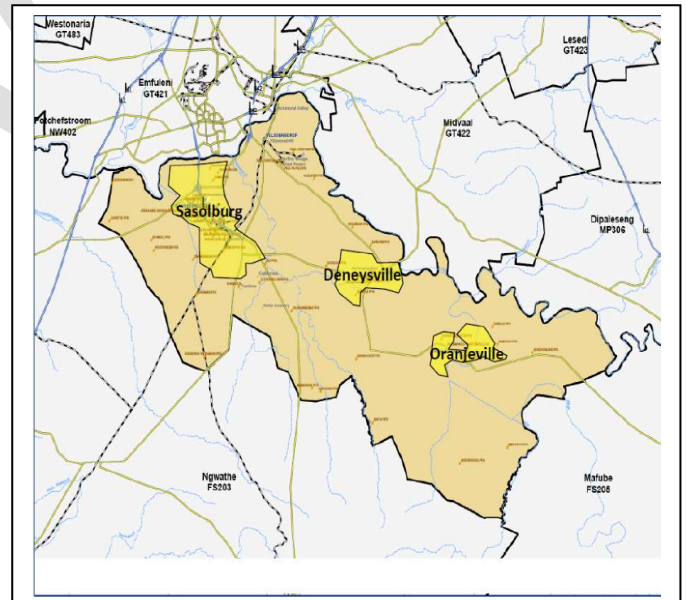


FIGURE 2: METSIMAHOLO MUNICIPAL AREA

The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector. Regarding the population distribution the area is largely urbanized (91% urban and 9% rural). This tendency is directly related to the strong industrial and manufacturing character of the region. It subsequently explains the continuous urban growth experienced in Zamdela.

Sasolburg is located in the heart of worldly renowned coalfields. This modern and predominantly industrial town is further located in close proximity (20km) to the nationally well-known industrial areas of Vereeniging/Vanderbijlpark. The Sasolburg / Zamdela urban area is 340km from Bloemfontein and 80km from Johannesburg. Apart from the internationally known SASOL "oil from coal refinery", a vast number of by-products including olefins, waxes, alcohols, tar products, inorganic chemicals, rubber, gases, plastics, fertilizers, etc are manufactured in the area.

The Deneysville / Refengkgotso urban area is situated in the north-eastern section of the Metsimaholo Region, approximately 36km east of Sasolburg and 350km north-east of Bloemfontein. Other larger centres such as Vereeniging and Vanderbijlpark are all within 50km from Deneysville. There are non-worth mentioning industrial activities present in the community. Industrial activities are exclusively related to the boating industry. The town's close proximity to the coal mining and industrial activities in Sasolburg and its nearby location to the large industrial complexes of Vereeniging and Vanderbijlpark, definitely and perhaps negatively, influence economic activities in Deneysville. The strong recreational character of the town further enhances this phenomenon. The largest number of the inhabitants of Refengkgotso, is employed in Sasolburg and the adjacent industrial complexes of Vereeniging and Vanderbijlpark. Refengkgotso can thus be labelled as a typical satellite residential town to the surrounding industrial areas. These factors contribute to the relatively low level of economic activity in the Deneysville area.

The Oranjeville / Metsimaholo urban area is located within the former district of Heilbron. Oranjeville is situated on the riparian of the Vaal Dam in close proximity to the northern boundary of the Free State Province. The area is accessible by road and within 55km from Sasolburg, Vereeniging, Frankfort, Heilbron and Villiers. Although the prominent economic sector of the area is agriculture, it is subsequently strategically situated from a recreation and tourism point of view. This is in view of the fact that the town is bound on three sides by the Vaal Dam and located in close proximity to the Gauteng metropolitan area. It is also linked to several other towns in the vicinity.

The Vaal River and Vaal Dam form the northern boundary of the area, which also serve as the boundary between the Free State and Gauteng Province. A significant portion of the Metsimaholo Region is included in the Vaal River Complex Regional Structure Plan, 1996 (former Vaal River Complex Guide Plan, 1982). Vaal River Regional Structure Plan is a statutory land use control document, which is applicable to amongst other land located along important water resources such as the Vaal Dam, Vaal River and Barrage.

All Guide Plans compiled in terms of the Physical Planning Act (Act 88 of 1967) were declared Regional or Urban Structure Plans in terms of Section 37 of the Physical Planning Act (Act 125 of 1991). The Vaal Dam often referred to as the Highveld's Inland Sea, is the most prominent topographical feature in the region. This vast expanse of water covers some 300 square kilometers. It serves as Gauteng's principal source of potable water and is a popular water sports and water related adventure venue.

The table hereunder depicts the characteristics of three towns forming Metsimaholo Local Municipality. The table will be segmented into four categories *viz*, name of the town, location, the size of the population and economic potential and needs.

TABLE 1: CHARACTERISTICS OF MAJOR MUNICIPAL AREAS¹

TOWN / AREA			
Sasolburg / Zamdela	Deneysville/ Refengkgotso	Oranjeville/ Metsimaholo	Rural Areas
Approximate Location:	Approximate Location:	Approximate Location:	Approximate Location:
20 kilometers from Vereeniging and Vanderbijlpark	North-east of Sasolburg (approximately 36 km from Sasolburg)	Adjacent to Vaal Dam (approximately 55 km from Sasolburg)	
Economic Potential:	Economic Potential:	Economic Potential:	Economic Potential:
Coalfields dominant "SASOL"	Non-specific potential except the advantage of being close to Sasolburg and Vereeniging	Agriculture and Tourism	Agriculture

¹ Source: Metsimaholo Local Municipality: Spatial Development Framework

1.3 DEMOGRAPHIC PROFILE

The official statistics according to *Statistics South Africa's Census 2001, Community Survey 2007* and *Census 2011* were used to provide an overview of the municipality's demographic and socio-economic profile.

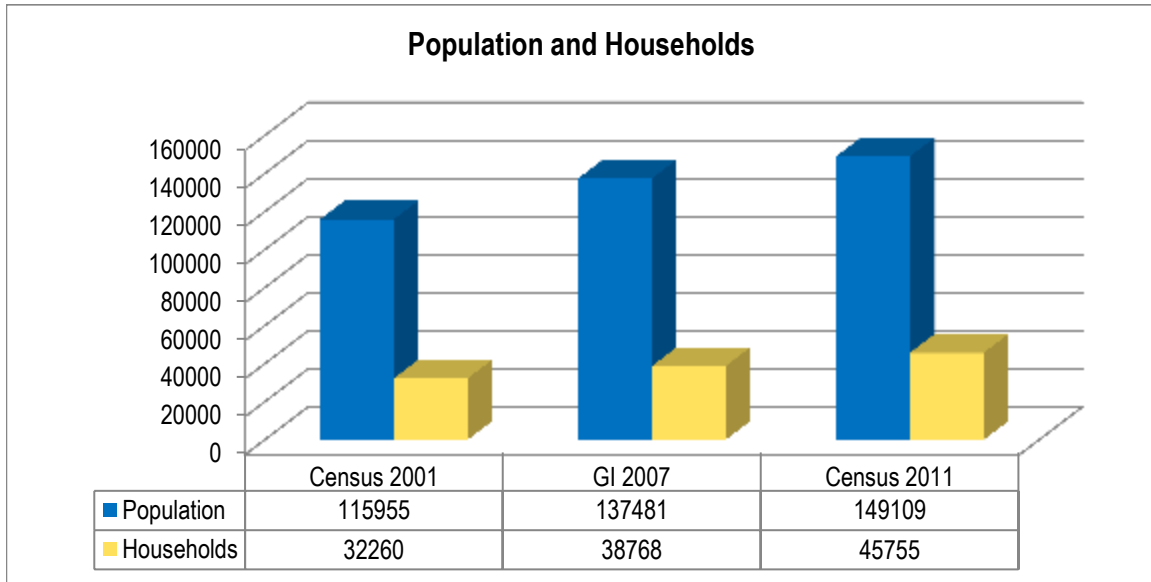


FIGURE 3: POPULATION AND HOUSEHOLDS

The MLM population shows an increase of 33 154 or 28.6% from 2001 to 2011 whilst the number of households also increased by 13 495 or 41.8 over the same period.

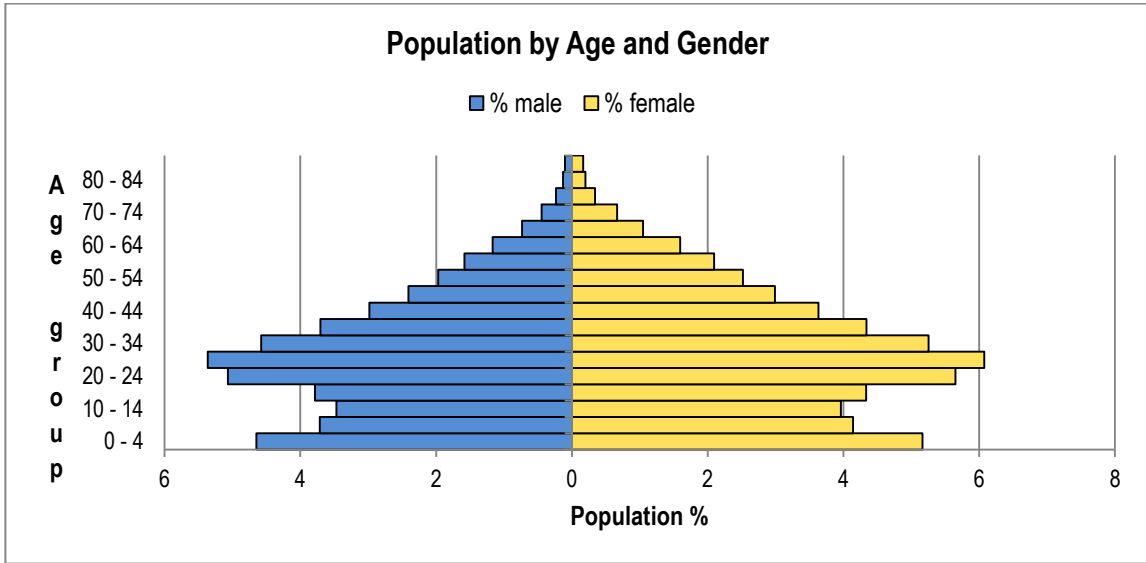


FIGURE 4: POPULATION BY AGE AND GENDER

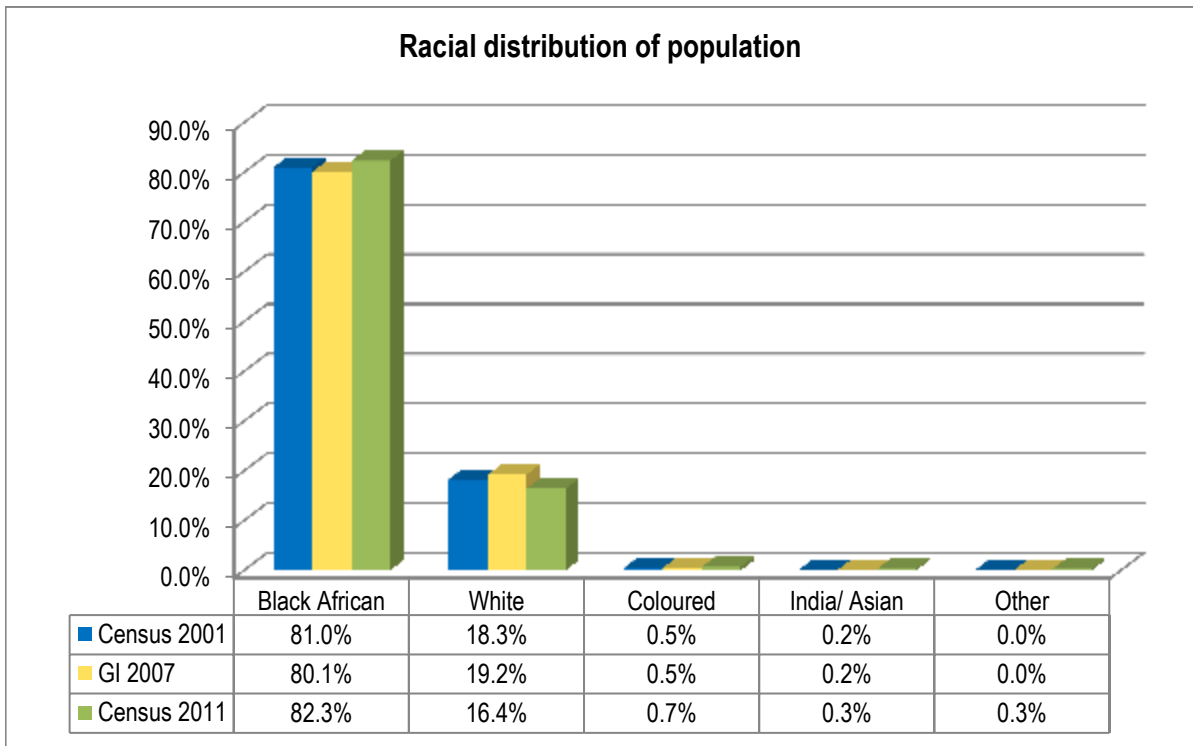


FIGURE 5: RACIAL DISTRIBUTION OF POPULATION

TABLE 2: ANNUAL PERSONAL INCOME

Annual income	Census 2011	
	Number of people	%
No income	56 670	43.0
R1 – R4 800	23 257	17.7
R4 801 – R9 600	5 237	4.0
R9 601 – R19 600	15 153	11.5
R19 601 – R38 200	10 068	7.6
R38 201 – R76 400	7 516	5.7
R76 401 – R153 800	6 382	4.8
R153 801 – R307 600	4 898	3.7
R307 601 – R614 400	1 840	1.4
R614 401 – R1 228 800	443	0.3
R1 228 801 – R2 457 600	163	0.1
R2 457 601 or more	113	0.1
Total	115 978	100,00

TABLE 3: LABOUR FORCE

	Census 2001	Global Insight (GI) 2007	Census 2011
Employed	31 486	42 189	44 260
Unemployment rate	24.5%	17.1%	32.1%
Economically Active Population	49 998	49 885	65 208
EAP as a % of the total population	43.1%	36.3%	43.7%

Definitions:

Employed: Employed population *working* in the municipal area.

Unemployed: Unemployed people *living* in the municipal area.

Economically Active Population: Employed and unemployed people who are *living* in an area. It is the number of people who are able and willing to work, who are between the ages of 15 and 65. (Includes both employed and unemployed, but excludes discouraged work seekers who have not recently taken active steps to find employment, people who do not wish to work, students, early retirees, housewives, etc.)

Poverty indicators

TABLE 4: POVERTY INDICATORS

Global Insight	% of people living in poverty					No. of people living with less than \$1 per day	No. of people living with less than \$2 per day
	African	White	Coloured	Indian	Total		
1996	37.3%	2.5%	22.5%	6.3%	27.0%	2 808	7 527
2001	47.0%	3.1%	31.1%	23.9%	36.7%	5 259	13 783
2006	40.9%	0.9%	36.3%	23.0%	32.9%	2 481	7 944
2009	38.0%	0.5%	38.6%	23.2%	31.1	936	5 794

TABLE 5: HIV AND AIDS PREVALENCE

Global Insight (GI)	HIV+ estimates			AIDS estimates		
	National	Free State	Metsimaholo	National	Free State	Metsimaholo
2001	3 255 169	248 090	10 917	93 960	7 084	300
2007	4 588 779	318 769	15 612	198 772	14 015	663
2009	4 739 504	320 883	16 053	221 903	15 397	742
2010	4 799 024	321 179	16 201	241 151	16 606	807
2011	4 849 853	321 335	16 326	255 021	17 410	852
2012	4 886 985	320 659	16 391	266 644	18 041	887
2013	4 917 369	319 768	16 431	275 293	18 452	912
2014	4 941 798	318 680	16 450	281 408	18 684	923
2015	4 962 054	317 370	16 446	285 455	18 776	934

Functional literacy: population older than 20 years who completed grade 7 or higher

TABLE 6: FUNCTIONAL LITERACY

<i>Global Insight</i>	Literate	Illiterate
1996	47 763 (73.3%)	17 417 (26.7%)
2001	56 122 (73.0%)	20 810 (27.0%)
2006	68 308 (78.0%)	19 316 (22.0%)
2009	74 094 (80.1%)	18 409 (19.9%)

Spatial statistics

TABLE 7: SPATIAL STATISTICS

<i>Global Insight</i>	Population density ²	Urban population	Urbanisation rate ³
1996	63.68	91 057	83.1%
2001	72.23	114 940	92.5%
2006	78.95	132 003	97.2%
2009	81.55	138 692	98.9%

1.4 LEGISLATIVE CONTEXT

The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

The objects of local government are set out in Section 152 of the Constitution. Accordingly the objects are -

- a) to provide democratic and accountable government for local communities;
- b) to ensure the provision of services to communities in a sustainable manner;
- c) to promote social and economic development;
- d) to promote a safe and healthy environment; and
- e) to encourage the involvement of communities and community organisations in the matters of local government.

These objectives have been applicable for more than fifteen years and every part of the country now falls under the jurisdiction of a municipality, with many communities experiencing local and democratic government for the first time within the last decade.

² Number of people per km²

³ % of people living in urban areas

Section 154(1) of the Constitution requires both the National and the Provincial Governments by legislation or other means to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. Provincial supervision, monitoring and support of local government is a Constitutional obligation in terms of sections 154(1) and Section 155(6) and (7) of the Constitution.

Chapter 5 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA) states that a municipality must undertake developmentally oriented planning to ensure that it achieves the objects of local government as set out in Section 152 of the Constitution. It must further give effect to its developmental duties as required by Section 153 of the Constitution. Together with other organs of state, it must contribute to the progressive realisation of the fundamental rights contained in Sections 24, 25, 27 and 29 of the Constitution.

Communities cannot develop in isolation and the process of integrated development planning strives to systematically and transparently find acceptable measures within given time frames to allocate resources for service delivery. Local municipalities use integrated development planning as a tool to plan future development in their areas in a sustainable manner.

Integrated development planning is a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level. It combines the various economic, social, environmental, legal, infrastructural and spatial aspects applicable to development or provision of services and infrastructure and allocates the necessary budget thereto. This should take place in a way that enhances development and provides sustainable empowerment, growth and equity for the short, medium and long term.

Integrated development planning and the product of this process, the Integrated Development Plan (IDP) is a constitutional and legal process required of municipalities. Planning in general and the IDP in particular, is a critically important management tool to help transformation, growth and development at local government level. It is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.

According to Section 25 of the MSA, each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic plan (Integrated Development Plan) for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan. The Integrated Development Plan (IDP) should form the policy framework and general basis on which annual budgets are based and should be aligned with national and provincial development plans and planning requirements.

An IDP is a master plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It takes into

account the existing conditions and problems and resources available for development. It looks at economic and social development for the area as a whole.

There are a few main reasons why a municipality should have an IDP:

- *Utilisation of scarce resources*
The IDP assists the municipality to focus on the most important needs of the communities taking into account the resources available. In the process, the municipality must find the most cost-effective and efficient ways of providing services and money spent on the causes of problems in its area of jurisdiction.
- *Expedite delivery of services*
The IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. It should provide mechanisms to ensure that projects and programmes are efficiently implemented and assists developing realistic project proposals based on the availability of resources.
- *Attract additional funds*
The IDP provides clear development direction and guidelines that in return will attract investors and additional funds to the municipal area.
- *Strengthens democracy*
Through the active participation of all the important stakeholders in the IDP and Budgeting process, decisions are made in a democratic and transparent manner.
- *Promotes co-ordination between local, provincial and national government*
The different spheres of government are encouraged to work in a coordinated manner to address the development needs in a local area.

The IDP of a Municipality may be amended if and when circumstances require the amendment but must be reviewed annually in terms of section 34 of the MSA. Both amendment and review of the plan must be in accordance with a prescribed process which process is described in the Process Plan.

Of particular importance to municipalities and municipal entities is Sections 151 to 164 (Chapter 7) of the Constitution, Local Government: Municipal Structures Act, 1998, MSA, the Local Government: Municipal Finance Management Act, 2003 (MFMA) and the Local Government: Municipal Systems Amendment Act, 2003. These Acts form the cornerstones for municipal operations, planning, governance and accountability. More specifically, the regulations of these Acts promote effective planning, budgeting, revenue and expenditure management, reporting, oversight, social and economic upliftment, universal access to essential services and effective performance management.

1.5 INTER-GOVERNMENTAL PLANNING

Section 41(1) of the Constitution contains the principles of co-operative government and inter-governmental relations. Section 41(1) stipulates that:

1. All spheres of government and all organs of state within each sphere must -
 - a. preserve the peace, national unity and the indivisibility of the Republic;
 - b. secure the well-being of the people of the Republic;
 - c. provide effective, transparent, accountable and coherent government for the Republic as a whole;
 - d. be loyal to the Constitution, the Republic and its people;
 - e. respect the constitutional status, institutions, powers and functions of government in the other spheres;
 - f. not assume any power or function except those conferred on them in terms of the Constitution;
 - g. exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and
 - h. co-operate with one another in mutual trust and good faith by -
 - i. fostering friendly relations;
 - ii. assisting and supporting one another;
 - iii. informing one another of, and consulting one another on, matters of common interest;
 - iv. coordinating their actions and legislation with one another;
 - v. adhering to agreed procedures; and
 - vi. avoiding legal proceedings against one another.

'Inter-governmental relations' means the relationships between national, provincial and local government. The Constitution states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous, but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Cooperative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

The division and allocation of the total government income (revenue) between the spheres of government and within government is regulated by the *Division of Revenue Act, 2009* (DORA). The different spheres of government depend on each other for support in project implementation.

In order to implement the principles on cooperative government set out in Chapter 3 of the Constitution, the *Intergovernmental Relations Framework Act, 2005* (IGR) was enacted.

The Act seeks to set up mechanisms to coordinate the work of all spheres of government in providing services, alleviating poverty and promoting development. It also establishes a line of communication from municipalities to the provinces and directly to the Presidency.

At provincial level a Premier's Inter-governmental Forum (PIF) exists which consults on broad development in the province, as well as on the implementation of national and provincial policy and legislation. It also seeks to coordinate the alignment of provincial and municipal development planning and strategic planning.

In many development projects, more than one sphere of government may be involved in implementation. Where necessary, the different organs of state may enter into an implementation protocol that describes the role and responsibility of each organ of state; outlines priorities and desired outcomes; and provides for monitoring, evaluation, resource allocation and dispute resolution procedures. The IGR has been set up to facilitate cooperation and avoid legal proceedings between different spheres of government.

Inter-governmental relations go beyond the IGR and the MFMA also requires consultation in the budgeting and planning process. All government programmes are developed based on the laws and policies that are made by Parliament.

The relationship between national planning instruments such as the NSDP, provincial plans such as Provincial Growth and Development Strategies (PGDS) and municipal plans (IDP's) must be determined in the context of a set of intergovernmental planning principles.

These include:

- All spheres and organs of state should promote coordinated and integrated planning;
- National development priorities and principles should inform planning for all spheres;
- Each sphere has its own distinct development tasks and related planning tasks corresponding to the scale of operations and the area of jurisdiction; and
- The necessary mutual alignment between national priorities or guidelines, sectoral planning requirements and local needs, conditions and resources must be conducted in the spirit of cooperative governance whereby the plans of one sphere should support those in another.

The shared and common platform critical to alignment is made possible through a coherent set of national spatial guidelines based on the twin concepts of development potential and need. The normative principles and guidelines embodied in the NSDP provide the central organising concept for facilitating alignment and serve as the mechanism and basic platform for better coordination and alignment of government programmes.

“A spatial dimension to planning is critical to reversing the legacies of apartheid's bantustan policies and our fragmented urban areas. International best practice suggests that spatial planning instruments are being increasingly used to pursue and achieve

alignment. They include spatial development perspectives and guidelines for infrastructure investment and social spending.”⁴

1.6 MLM POWERS AND FUNCTIONS

Local government is assigned specific powers and functions that are unique and appropriate to the lower sphere of government. Similar to the position on national and provincial spheres, local government powers and functions are constitutionally entrenched and protected and cannot be unilaterally taken away by another sphere of government. Albeit constitutionally protected, the powers and functions of municipalities are not absolute and are subject to both constitutional and national legislative requirements.

Chapter 3 of Municipal Systems Act, 2000 states that a municipality has all the functions and powers assigned to it in terms of the Constitution, and must exercise them subject to Chapter 5 of the Municipal Structures Act, 1998. Furthermore, a municipality is empowered by legislation to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers.

Against this legislative directive, we understand and interpret our powers and functions aligned to the objects of local government as set out in section 152 of the Constitution as follows:

TABLE 8: MLM FUNCTIONS AND POWERS

OBJECTS OF LOCAL GOVERNMENT	MLM FUNCTIONS AND POWERS
<ul style="list-style-type: none"> • To provide democratic and accountable government for local communities 	<ul style="list-style-type: none"> • Developmental municipal planning
<ul style="list-style-type: none"> • To ensure the provision of services to communities in a sustainable manner • To promote a safe and healthy environment 	<ul style="list-style-type: none"> • Building regulations • Municipal airports • Storm water drainages • Cemeteries • Local amenities • Municipal roads • Water and sanitation services • Street lighting • Traffic and parking • Refuse removal and refuse dumps • Cleansing • Municipal health services • Fire fighting • Licensing of dogs • Pounds • Local sport facilities • Municipal parks and recreation

⁴Green Paper on National Strategic Planning. The Presidency. Sept. 2009

<ul style="list-style-type: none"> • To promote social and economic development 	<ul style="list-style-type: none"> • Local tourism • Street trading • Trading regulations • Sell food to the public • Public places
<ul style="list-style-type: none"> • To encourage the involvement of communities and community organisations in the matters of local government. 	<ul style="list-style-type: none"> • Community participation • Fair, equitable and transparent supply chain practices

1.7 OVERVIEW OF IDP PROCESS

1.7.1 INTRODUCTION AND IDP PHASES

It should be noted that this financial year (2014/15) is the second year of the current five-year IDP (2012/13 – 2016/17) and the proposed time schedule therefore reflects on the process for the second review of the new five-year IDP, which was adopted by Council on 31 July 2013.

The time schedule and process plan outline the planning and budget preparation process to be undertaken, proposed institutional arrangements and timeframes attached to the different phases. The process plan will further illustrate the alignment of the IDP with the municipality's Budget (MTREF) and Performance Management System (PMS) processes.

The review of the IDP and budget preparation process will be undertaken in accordance with relevant statutory provisions and national guidelines and the following phases.

Phase 1 (Preparation) entails the review of the previous IDP process, preparation and approval of the process plan and the setting up or confirmation of the required institutional arrangements.

Phase 2 (Analysis) will include a detailed situational analysis and review of the status quo and community needs. This analysis will further inform the projects phase of the envisaged IDP process.

Phase 3 (Strategies) will encapsulate the updating of national and provincial policy priorities and a review of the municipal strategic priorities, Key Performance Areas (KPAs), objectives, Key Performance Indicators (KPIs) and targets as per the approved five-year IDP.

Phase 4 (Projects) will focus on the identification of priority projects in line with the community needs and agreed strategic priorities. Projects will be aligned to the new Division of Revenue Act (DoRA) allocations and the Capital Investment Plan (CIP) will be reviewed and updated.

Phase 5 (Integration) will include the consolidation and integration of applicable sector plans, alignment of municipal and sector department programmes as well as deepening the alignment between the IDP and Budget.

Phase 6 (Approval) entails the tabling of the draft IDP and Budget, community consultations and public participation and the approval by Council of the final IDP and Budget.

DRAFT

The above-mentioned phases are depicted in the diagram below.

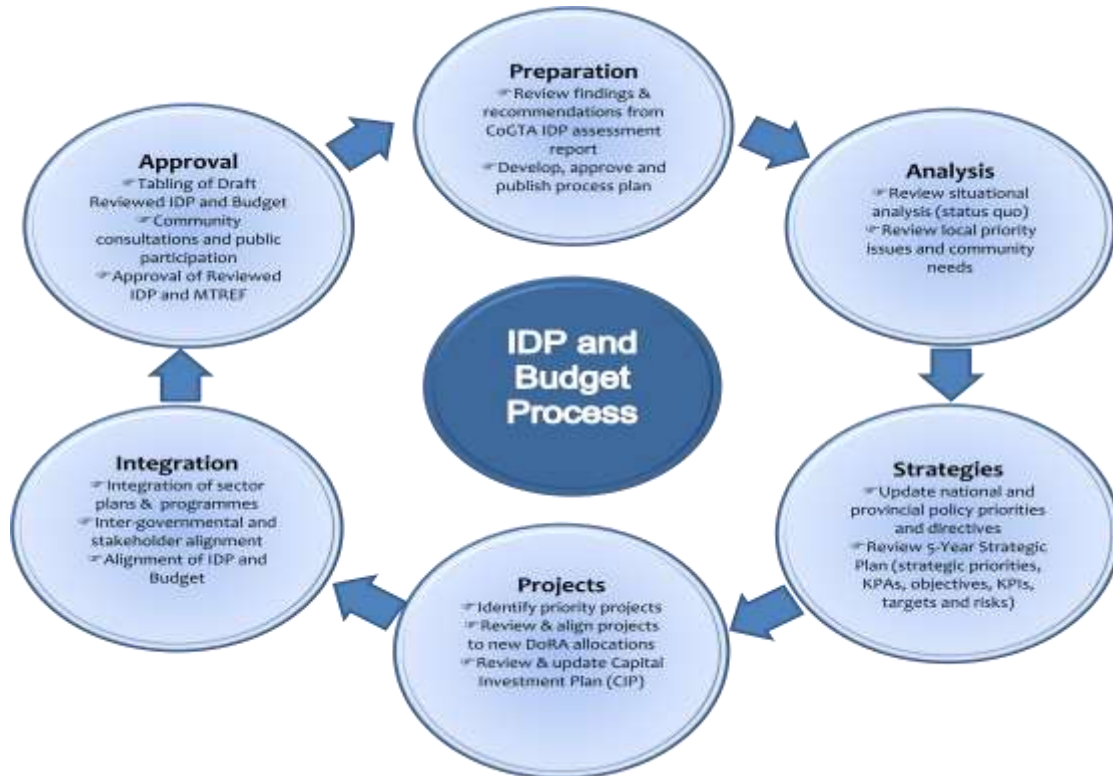


FIGURE 6: IDP PHASES

It should be noted that key elements of the municipality's Performance Management System (PMS) in respect of monitoring and evaluation will also be integrated with the IDP and Budget process.

1.7.2 INSTITUTIONAL ARRANGEMENTS

It was important that the suggested roles below were adhered to and that accountability was maintained throughout the entire IDP process. An analysis and confirmation of the institutional arrangements were undertaken to ensure that the above five phases were effectively executed. The table below reflects the arrangement and suggested roles and responsibilities as to who was responsible for planning, development, preparation, compilation and drafting of the Metsimaholo Local Municipality's (MLM) IDP and SDBIP.

Role player	Roles and Functions
The Executive Mayor	<p>The Executive Mayor of MLM has the ultimate responsibility for the preparation and implementation of the IDP, Budget & Performance Management. In his executive capacity he has to:</p> <ul style="list-style-type: none"> • be responsible for the overall oversight, development and monitoring of the process or delegate IDP & PMS responsibilities to the Municipal Manager; • ensure that the budget, IDP & budget related policies are mutually consistent & credible; • submit the revised IDP & the Budget to the municipal Council for adoption; • submit the proposed Performance Management System to the municipal council for adoption.
Municipal Council	<p>The Council is the ultimate political decision-making body of the municipality and the Council has the responsibility to:</p> <ul style="list-style-type: none"> • consider and adopt the IDP Process Plan & time schedule for the preparation, tabling & approval of the annual budget; • consider and adopt the IDP and annual Budget; • ensure the municipal budget is coordinated with and based on the IDP; • adopt a Performance Management System (PMS) • Monitor progress, re. IDP implementation
Mayoral Committee	<p>The role of the Mayoral Committee is to provide political and strategic guidance and direction to the IDP, Budget, Performance Management processes and IDP implementation. The Mayoral Committee is assisted by the Finance and IDP Portfolio Committee in this regard.</p>
Ward Councillors & Ward Committees	<p>Ward Councillors are the major link between the municipality and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> • link the planning process to their constituencies and/or wards; • ensure communities understand the purpose and the key mechanisms of the IDP, Budget process, Performance Management and are motivated to actively participate; • facilitate public consultation and participation within their wards.
IDP Representative Forum	<p>The IDP Representative Forum serves as the interface for community participation during the IDP process and therefore participates in the annual review of the municipality's IDP. The IDP Representative Forum is chaired by the Executive Mayor (or his delegate) and consists of the following role players:</p> <ul style="list-style-type: none"> • Members of the Mayoral Committee • Ward Councillors • Ward Committee members • Community Development Workers • NGOs/CBOs • Business chambers • Sector departments (district, provincial and national) • Religious organisations • Municipal officials
Municipal Manager	<p>The Municipal Manager has the responsibility to provide guidance and ensure that the administration actively participates and supports the development and review of the IDP and Budget and works towards its implementation.</p>

IDP Steering Committee	<p>The IDP Steering Committee is chaired by the Municipal Manager and comprises of the Directors and Managers of the various divisions and offices. The tasks of the Steering Committee are to:</p> <ul style="list-style-type: none"> • provide technical oversight and support to the IDP/ Budget review and its implementation; • consider and advise on IDP/ Budget content and process; • ensure inter-directorate co-operation, co-ordination, communication and strategic thinking to address priority issues • ensure sector and spatial co-ordination and alignment • ensure IDP & budget linkage • ensure Performance Management is linked to the IDP • ensure the organisation is oriented to implement the IDP • ensure time-frames set for the review are met. <p>It is proposed that the IDP Steering Committee meet at least once a month at the beginning of the Senior Management meeting for about a half an hour (as per the schedule).</p>
Directorates & Departments	<p>Directorates and Departments are responsible for sector planning and for the implementation of the IDP. The participation of all Departments is thus critical and they :</p> <ul style="list-style-type: none"> • provide technical / sector expertise and information, throughout the IDP Budget process; • ensure that the review process is participatory, integrated, strategic, implementation-oriented, budget linked and aligned with and satisfies sector planning requirements;
IDP Unit	<p>The IDP Unit reports to the MM and is required to manage and co-ordinate the IDP process, ensure budget integration, the roll out of Performance Management and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> • preparing the Process Plan for the development of the IDP; • undertaking the overall management and co-ordination of the planning and review process under consideration of time, resources and people • ensuring that the review process is participatory, strategic, implementation-oriented, integrated with the budget process, is horizontally and vertically aligned and satisfies sector planning requirements ; • linking the IDP to the SDBIP
Service Providers	<p>External Service Providers will be engaged, when necessary to:</p> <ul style="list-style-type: none"> • provide methodological/ technical guidance to the IDP process; • facilitate planning workshops; • undertake special studies; • ensure the IDP/ Budget/ PM is aligned with Provincial & National Department's strategy and budget.

TABLE 9: IDP INSTITUTIONAL ARRANGEMENTS

1.7.3 TIME SCHEDULE

The annual review of the IDP, budget preparation and performance management processes was executed according to the time schedule below:

TABLE 10: IDP, BUDGET AND PMS TIME SCHEDULE

Activities	Timeframes	Responsibility
Review Provincial IDP assessment report	July-Aug. 2014	IDP Manager
Compile IDP process plan & Budget time schedule	August 2014	IDP/PMS Manager and CFO
Submit draft Process Plan and Time Schedule to Mayoral Committee for approval	August 2014	Municipal Manager
Submit final Process Plan and Time Schedule to Special Council for adoption <i>(At least 10 months before the start of the budget year – Section 21(1)(b) of the MFMA)</i>	17 Sept. 2014	Executive Mayor
Meeting: IDP Steering Committee (to discuss detailed process plan)	25 Sept. 2014	Municipal Manager Directors/Managers IDP/PMS Manager
Meeting: IDP Representative Forum (to discuss detailed process plan)	26 Sept. 2014	IDP/PMS Manager Executive Mayor Speaker
Preparation and Adoption of 2013/14 Annual Report <i>(Section 121 (1) of MFMA)</i>	29 Aug.2014	Executive Mayor Municipal Manager CFO IDP/PMS Manager
Workshop on Budget Procedures (two)	September 2014	CFO Councillors Directors
Review Situational Analysis (status quo), Local Priority issues and Community Needs	September 2014	IDP/PMS Manager Directors
Public participation meetings in all 21 wards (part of the analysis phase of IDP process)	Oct 2014	IDP/PMS Manager Directors
Meeting: IDP Steering Committee (to consider report on the review of the status quo and community needs)	15 Oct. 2014	Municipal Manager Directors/Managers IDP/PMS Manager
Municipal Strategic Planning Session (to review 5-year strategic plan and First Quarter performance report)	30-31 Oct. 2014	Executive Mayor Municipal Manager
All directors submit 3 year Capital Budget to Finance	09 Oct. 2014	Directors
Submit 2014/15 First Quarter Performance Report to Council <i>(Section 52 of MFMA)</i>	31 Oct. 2014	Executive Mayor Municipal Manager
Discussion meetings per Directorate on Capital Budget	10-14 Nov. 2014	CFO Directors
Meeting: IDP Steering Committee (to review progress to date)	12 Nov. 2014	Municipal Manager Directors/Managers IDP/PMS Manager
Submit proposed Tariff increases to Finance	21 Nov. 2014	Directors

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Activities	Timeframes	Responsibility
Submit 3 year personnel (staff) Budget to Finance	21 Nov. 2014	Political Offices Municipal Manager Directors
Submit 3 year operating budget to Finance	28 Nov. 2014	Political Offices Municipal Manager Directors
Meeting: IDP Representative Forum (to review progress to date)	28 Nov. 2014	IDP/PMS Manager Executive Mayor
Finalisation of all Sector Plans and Strategies	Dec. 2014 – Feb. 2015	Directors IDP/PMS Manager
<i>Submit 2014/15 Mid-year Budget and Performance Assessment report to the Mayor (section 72 of MFMA)</i>	23 Jan. 2015	Municipal Manager
<i>Tabling of 2013/14 Annual Report in Council (Section 127(2) of the MFMA)</i>	30 Jan. 2015	Executive Mayor
<i>Table Mid-year Budget and Performance Assessment Report in Council (section 72 of MFMA)</i>	30 Jan. 2015	Executive Mayor
Discussions with Directors on Tariffs, Salary and Operating Budget	2-6 Feb. 2015	Political Offices Municipal Manager Directors
Meeting: IDP Steering Committee (to review progress to date)	13 Feb. 2015	Municipal Manager Directors/Managers IDP/PMS Manager
2 nd Municipal Strategic Planning Session	19-20 Feb. 2015	Municipal Manager
Portfolio Committee meetings	23-27 Feb 2015	Members of the Mayoral Committee
IDP Consultations: National and Provincial Sector Departments, District and Local Municipalities	Feb. 2015	IDP/PMS Manager Directors
Meeting: IDP Representative Forum (to review progress to date)	27Feb. 2015	IDP/PMS Manager Executive Mayor
Submit feedback from Portfolio Committee meetings to Finance	6 March 2015	Directors
Budget meetings: Budget Steering Committee Management	12 March 2015	Executive Mayor Municipal Manager Directors
Informal Council meeting – Draft 2014/15 IDP and Budget	20 March 2015	Office of the Speaker
Special Council for tabling of Draft 2015/16 IDP and MTREF <i>(At least 90 days before the start of the budget year – Section 16(2) of the MFMA)</i>	27 March 2015	Office of the Speaker
Council considers report of Oversight Committee on the 2013/14 Annual Report <i>(no later than 2 months after annual report was tabled – Section 129(1) of the MFMA)</i>	27 March 2015	Chairperson: Oversight Committee
2015/16 Draft IDP and MTREF available to public for comments	1 April 2015	CFO
Submit Draft MTREF and IDP to: National and Provincial Treasuries Provincial CoGTA and FDDM	10 April 2015	Chief Financial Officer IDP/PMS Manager
Conduct Public Hearings and Community Consultations on Draft IDP and Budget	6 April – 4 May 2015	IDP/PMS Manager Speaker's Office Ward Councillors
<i>Submit 2014/15 Third Quarter Performance Report to Council (Section 52 of MFMA)</i>	30 April 2015	Executive Mayor Municipal Manager

Activities	Timeframes	Responsibility
Executive Mayor responds to submissions	12 May 2015	Executive Mayor Municipal Manager CFO
Finalise 2015/16 IDP and MTREF	1-15 May 2015	Municipal Manager IDP/PMS Manager
Informal Council meeting: To consider 2015/16 IDP and Budget	20 May 2015	Office of the Speaker
Council meeting: To approve 2015/16 IDP and MTREF <i>(at least 30 days before the start of the budget year)</i>	29 May 2015	Office of the Speaker
Submit 2015/16 Draft Service Delivery and Budget Implementation Plan (SDBIP) and Performance Agreements to the Executive Mayor <i>(14 days after approval of the budget)</i>	12 June 2015	Municipal Manager
Publish approved 2015/16 IDP and MTREF <i>(10 working days after approval of budget)</i>	22 June 2015	Municipal Manager
Executive Mayor approves 2015/16 SDBIP <i>(28 days after approval of the budget)</i>	26 June 2015	Executive Mayor
Submit approved 2015/16 Reviewed IDP and MTREF to National Treasury, Provincial Treasury and CoGTA	11 June 2015	Municipal Manager CFO
Publish approved SDBIP and signed Performance Agreements <i>(10 working days after approval of SDBIP)</i>	11 July 2015	Municipal Manager

The process plan outlines the critical institutional arrangements and time frames to ensure that the municipality's 2015/16 IDP and MTREF are completed within the prescribed regulatory frameworks. It was therefore important that this process plan was formally adopted by the Council, IDP Steering Committee and IDP Representative Forum.

1.8 COMMUNITY PARTICIPATION

The MLM actively seeks community participation in matters affecting the community as directed by the MSA. Chapter 5 requires that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose, encourage and create conditions for local community to participate in the affairs of the municipality, including the preparation, implementation and review of its integrated development plan.

The MLM has established participation of the community through a ward committee system of which there are 21 wards within the municipal area. The central role of ward committees is to facilitate local community participation in decisions which affect the local community, to articulate local community interests and to represent these interests within the municipal governing structures.

A round of public participation meetings is planned for April 2015 to consider submissions on the draft IDP and Budget.

The draft 2015/16 IDP and MTREF will be tabled before Council on March 2015 and for community consultation will be published on the municipality's website and hard copies will be made available at municipal notice boards and various libraries.

All documents in the appropriate format (electronic and printed) will be provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

1.8.1 COMMUNITY NEEDS

IDP Ward-Based Public participations were conducted from November 2014 in certain wards within the jurisdiction of Metsimaholo Local Municipality. The process of Community consultation in some wards was did not materialize due to community unrests or disruptions within those wards. This was in line with the Council approved Process Plan with intention to review a Five-Year IDP Plan (2012/13 to 2016/17) as mandated Chapter 4, section 16 read together with Chapter 5, section 25 of Municipal Systems Act 32 of 2000.

The following table provides an indication of the types of consultations, stakeholders involved, dates on which the various consultations took place and the respective venues.

TABLE 11: IDP CONSULTATIVE PUBLIC MEETINGS (2014)

Week 1	Ward	Date	Venue	Time
Metsimaholo Township	5	06 October 2014 (Monday)	Metsimaholo Hall	17h00
Deneysville	5,20	07 October 2014 (Tuesday)	Deneysville Primary School	18h00
Refengkgotso	3,4 & 20	08 October 2014 (Wednesday)	Refengkgotso Community Hall	17h00
Zamdela	8,9,10,11 & 12	09 October 2014 (Thursday)	Zamdela Hall	17h00
Week 2				
Zamdela	1,2, & 7	13 October 2014 (Monday)	Lehutso Primary School	17h00
Zamdela	6,19 & 21	14 October 2014 (Tuesday)	Harry Gwala Multi-Purpose Centre	17h00
Zamdela	1 & 13	15 October 2014 (Wednesday)	Sakubusha Secondary School	17h00
Sasolburg	15,16, & 17	16 October 2014 (Thursday)	Council Foyer Civic Centre-Sasolburg/Ettienne Rousseau Theatre	18h00
Week 3				
Vaal park	14 & 18	20 October 2014 (Monday)	Vaal park Primary School	18h00
Oranjeville	5	21 October 2014 (Tuesday)	Oranjeville Primary School	18h00

Ward Profiling in all Wards has been also conducted in conjunction with the Community Development Workers with an intent to identify socio-economic issues. This process will also assist in Ward situational analysis for project identification and IDP alignment for sustainable development.

Furthermore, Community needs (per Ward) and challenges were taken and captured from the wards where consultations were successfully conducted, as reflected on the tables below (it should also be taken into cognizance that existing community needs for all wards (including where consultations were not done during the review process) are also consolidated in the tables (*the highlighted needs are those which members of Communities requested to be prioritized during project identification and implementation for development*).

DRAFT



WARD PROFILE⁵

NAME OF THE WARD: Ward 1

WARD OVERVIEW:

Cllr Matshidiso Tamane

This Ward was established in 1994 and consists of three sections namely, Somerspot, Walter Sisulu (The year 2000) and nearby ten (10) farms with total population of 16, 214⁶ and 4 710 households. Ward 1 is situated on the eastern part of Zamdela near Coal Brook Station and surrounded by two Wards namely, Ward 2 and 13. Councillor Matshidiso Tamane is an elected Councillor in this Ward. Ward Committee has been established to serve as a structure representing the community aspirations towards improved and quality service delivery. One (1) Community Development Worker (Me Vuyelwa Joyce Malindi) is appointed to provide support to the required community services to the residents. Population groups exist in the Ward include: Black Africans (14 690), Coloured (80), Indians/Asians (35), and Whites (1 388) and others (20). The language which is predominantly used is Sesotho. The economic activities in this Ward rely mainly on the Taverns and Tuck Shops which are owned by foreign communities.

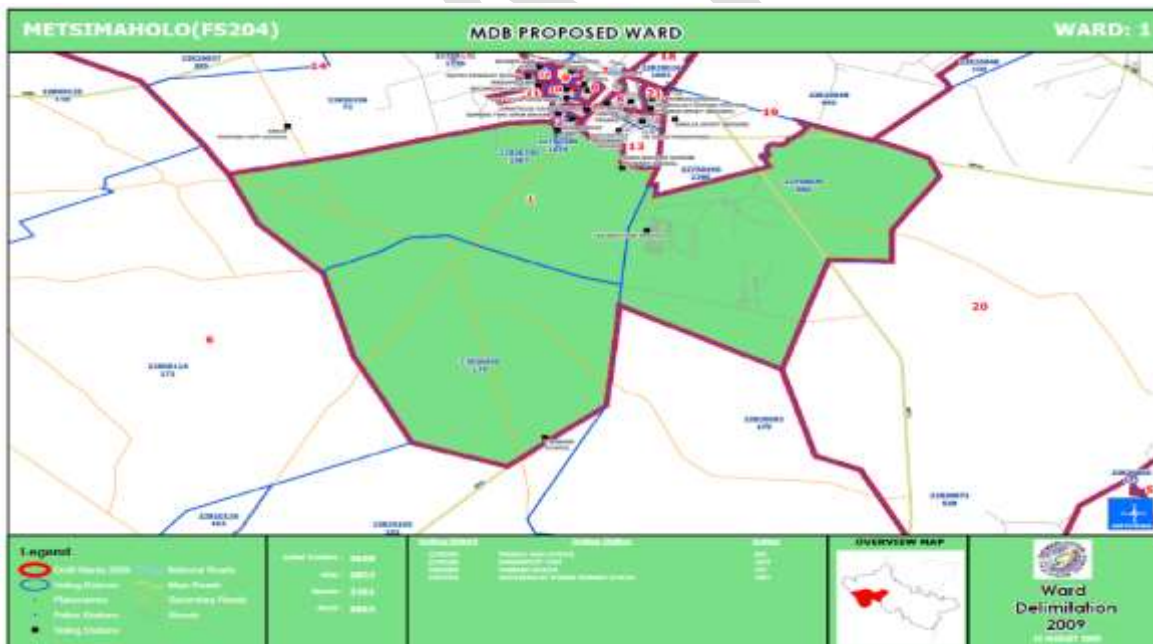


FIGURE 7 : WARD 1 DETAILED MAP

⁵ Municipal Ward Profile(CDW)

⁶ Statistics South Africa (Statssa) 2011 (All Wards)

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 12: WARD 1 ACCESS TO FACILITIES AND SERVICES:

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0		Under Construction				
Housing	4 710 HHs		RDP Houses and Shacks	Municipality Inside Dwelling	Municipality Sewer connection & VIPs	Municipality Grid Connection	Gravel roads and paving
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital	Municipality	Municipality	Municipality	Surface road
Schools	3		Kopanelang Thuto Primary School	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads
			Thabang Primary School	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads
			Taaibos Primary School	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads
Taxi Rank	0						
Sports Facilities			Open Spaces utilized as Soccer – grounds.				
Churches	15			Municipality	Municipality	Municipality	Gravel roads
Roads	164						164 streets. 2 Tar & 1 incomplete Paved road.
Police Station	0		Community is depending on Police station at Ward 8(Chris Hani)				
Early Child Development Centres(ECDs)	08			Municipality Inside Dwelling	Municipality Sewer connection & VIPs	Municipality Grid Connection	Gravel roads

WARD 1: SOCIO ECONOMIC CHALLENGES:

- Informal settlement
- Complete sewer network in Walter Sisulu
- Illegal Dumping, especially in Walter Sisulu
- HIV/AIDS Prevalence.

COMMUNITY NEEDS

The Community consultation meeting was supposed to be held on the 07th & 28th (Phase 3, 4 & 5) October, However had to be postponed due to disruptions by certain members of the Community. Below is the existing Community Needs:

TABLE 12: WARD 1 COMMUNITY NEEDS

WARD 1	COMMUNITY NEEDS
	Re-design entrance road to Ward 1 (to and from Koppies)
	Install traffic signs on the same entrance road
	Completion of RDP Houses- slap foundations left for many years
	Electricity connections from shacks to RDP Houses
	Completion of Sewer Connection and flashing toilets
	Community Library
	Storm water channels
	Clinic/Mobile Clinic
	New residential sites
	Paving /tar of internal roads
	Electricity Vending Machine
	High Mast Lights
	Shopping Complex
	Community Hall

	New Sports Facilities and Parks
	SASSA Pay point
	Speed humps on the road to Koppies
	Solar Geysers
	Taxi rank
	Old age centre/home
	Electricity connection to RDP House stand no: 9902

DRAFT

WARD PROFILE⁷

NAME OF THE WARD: Ward 2

WARD OVERVIEW:



Cllr Malebo Daniel Nthebe

The total Population of this Ward is 4 486 with total of 3 514 households. Councillor Malebo Daniel Nthebe is an elected Councillor in this Ward. Ward Committee has been established to serve as a structure representing the community aspirations towards improved and quality service delivery. One (1) Community Development Worker (M.R Mokoena) is appointed to provide support to the required community services to the residents. The language which is predominantly used is Sesotho. The residents are mainly relying on construction and domestic works as source of employment, though there a high level of unemployment. This has been one of the attributing factor towards high level of crime in the Ward. The economic activities in this Ward rely mainly on the Taverns and Tuck Shops which are owned by foreign communities.

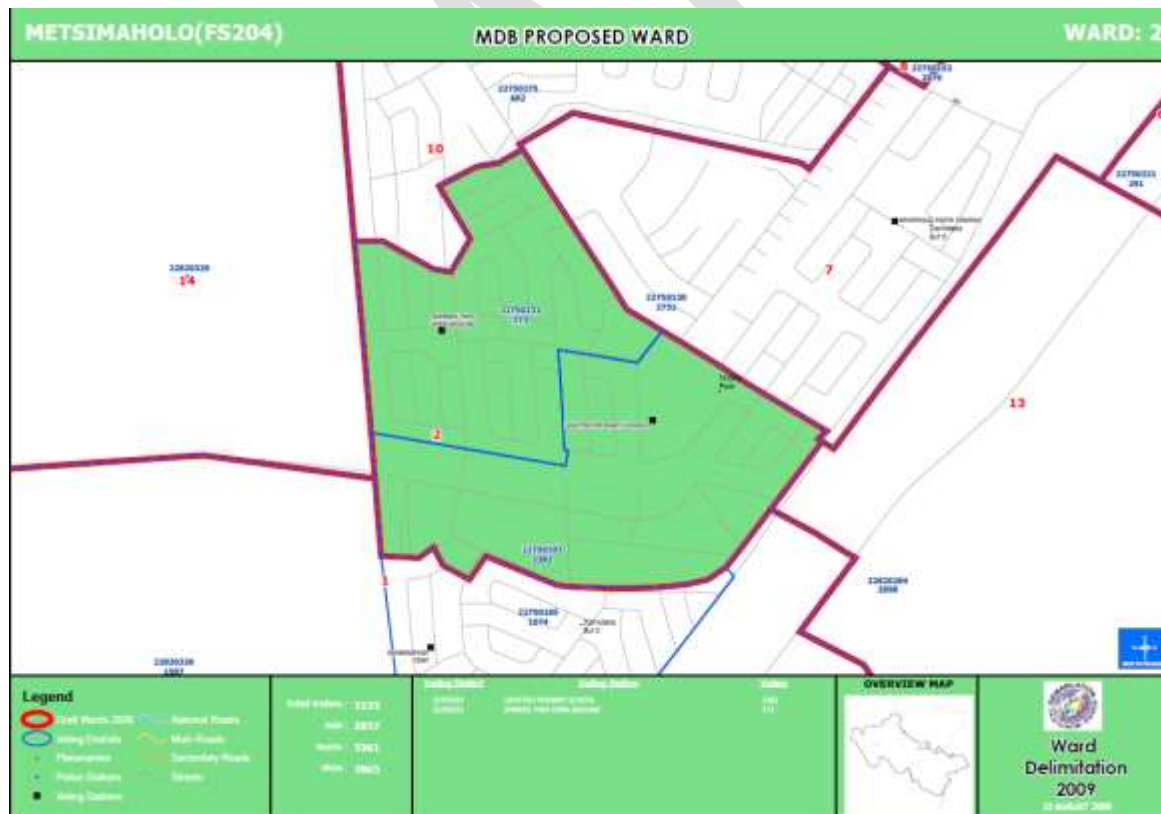


FIGURE 8 : WARD 2 DETAILED MAP

⁷ Municipal Ward Profile(CDW)

TABLE 14 : WARD 2 ACCESS TO FACILITIES AND SERVICES :

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0						
Housing	3 514 HHS		RDP Houses and Shacks	Municipality Inside Dwelling	Municipality Sewer connection & VIPs	Municipality Grid Connection	Gravel roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital	Municipality	Municipality	Municipality	Surface road
Schools	01		Lehutso Primary School	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads
Taxi Rank	0						
Sports Facilities	01		Sports –field and Family Park				
Churches	07			Municipality	Municipality	Municipality	Gravel roads
Roads				Municipality	Municipality	Municipality	Gravel roads and Tar in the main roads
Police Station	0						
Early Child Development Centres(ECDs)	03			Municipality Inside Dwelling	Municipality Sewer connection & VIPs	Municipality Grid Connection	Gravel roads

WARD 2: SOCIO ECONOMIC CHALLENGES:

- High rate of Unemployment
- No Street Names.
- High crime rate(commonly reported are rape, assault and burglary)
- Life style diseases such diabetic and hypertension.

WARD PROFILE⁸

NAME OF THE WARD: Ward 7

WARD OVERVIEW:



Cllr Thabo Mosia

This ward is commonly known as Snake Park and was established in 1994. The total Population is 4 012 with total of 834 households. Ward 7 consists of four sections namely, Extension 3, Block 1 and 2 and Coal Brook (Transnet Houses). Councillor Thabo Emmanuel Mosia is an elected Councillor in this Ward. Ward Committee has been established to serve as a structure representing the community aspirations towards improved and quality service delivery. One (1) Community Development Worker (Mr Willie Mareletse) is appointed to provide support to the required community services to the residents. The language which is predominantly used is Sesotho. The residents are mainly relying on construction and domestic works as source of employment, though there a high level of unemployment. This has been one of the attributing factor towards high level of crime in the Ward. The economic activities in this Ward rely mainly on the Taverns and Tuck Shops which are owned by foreign communities. Municipality is providing basic services to the residents except those residing Coal Brook (Transnet Houses) as they receive water and electricity from private Company.

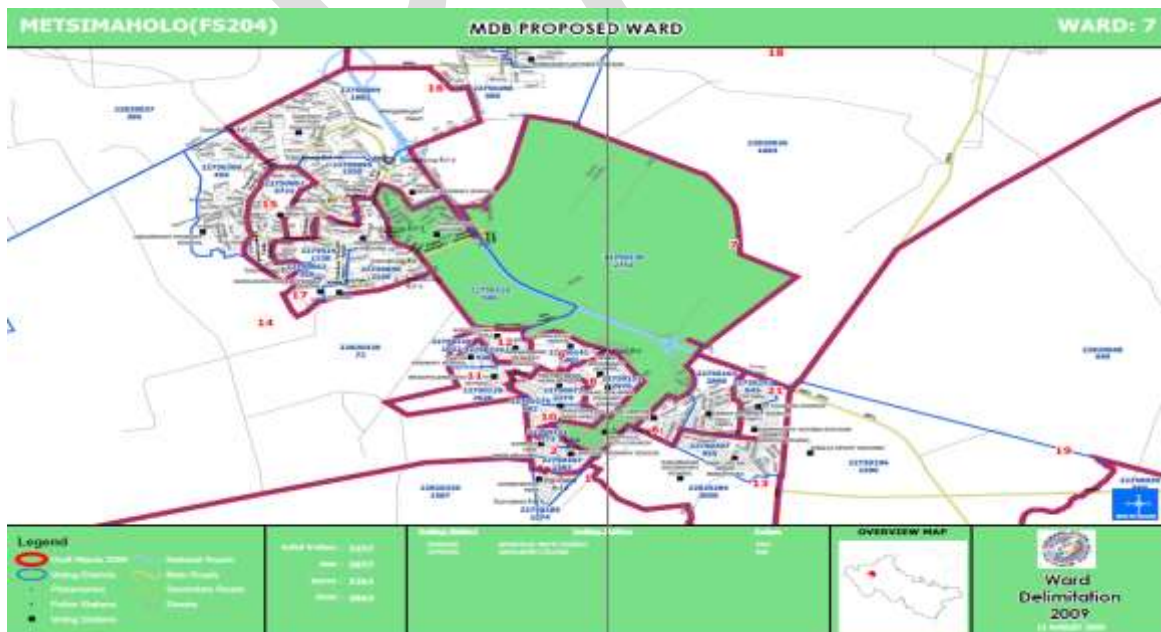


FIGURE 9 : WARD 7 DETAILED MAP

⁸ Municipal Ward Profile(CDW)

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 15: WARD 7 ACCESS TO FACILITIES AND SERVICES:

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0	Community is relying from Clinic B which is 2kms away					
Housing	834 HHs		RDP Houses and self-Built houses.	Municipality Inside Dwelling	Municipality Sewer connection & VIPs	Municipality Grid Connection	Gravel roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital	Municipality	Municipality	Municipality	Surface road
Schools	01		Theha Setjhaba Primary School	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Tar Road
Taxi Rank	0						
Sports Facilities	01		Sports – grounds (Open Space)				
Churches	07			Municipality	Municipality	Municipality	Gravel roads
Roads	58 streets			Municipality	Municipality	Municipality	Gravel roads and Tarred 4 main roads
Police Station	0	Community is relying from Police Station at Chris Hani which is 3 KMs away					
Early Child Development Centres(ECDs)	03	Rethabile Edu Centre,		Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads

		Boitumelo Edu Centre & Teboho Edu Centre.				
--	--	---	--	--	--	--

WARD 7: SOCIO ECONOMIC CHALLENGES:

- High rate of Unemployment
- High level of drug, Alcohol and substance abuse
- High crime rate such as house breaking, theft, child abuse, gangsterism and domestic violence

COMMUNITY NEEDS:

The Community consultation meeting was postponed due to disruptions by certain members of the Community: 13 October 2014. Below is the existing Community Needs:

TABLE 16: WARD 2 & 7 COMMUNITY NEEDS

WARD 2 & 7	COMMUNITY NEEDS
	Street Names(Ward 2 & 7)
	New residential sites to address illegal occupancy and reduce renting(Ward 2)
	Maintenance of roads (Ward 2& 7)
	Speed humps on the road next to Lehutso Primary School (Ward 2)
	Storm water channels/drainage
	Improved emergency services &Complaints centre(Ward 2)
	Solar Geysers9 Ward 2 & 7)
	Satellite Police station(Ward 2 & 7)
	New Spots Facilities(Ward 2& 7)
	LED Projects(Ward 2)
	Shopping Complex(ward 2)

	Maintenance of High Mast Lights(Ward 2)
	Community Hall (Ward 2 & 7)
	Completion of incomplete RDP Houses(Ward 2& 7)
	Mobile Clinic (ward7)
	Upgrade House main sewer for blockages (ward 7)
	Electricity Vending Machine (ward 2)
	Upgrade Electricity Vending Machine at Chris Hani pay point (ward 7)
	Convert open spaces into gardening projects(Ward 2 & ward 2)
	Enforcement of Bo-laws to eradicate illegal dumping (ward7)
	RDP House (ward 2)
	Library with sufficient resources (ward 7)
	Speed humps and traffic officers near schools (Ward 7)
	Taxi rank ,public transport (ward 2)

WARD PROFILE⁹

NAME OF THE WARD: Ward 5

WARD OVERVIEW



Cllr Selina Moreki

The total Population of this Ward is 6 701 with total of 1 478 households. Councillor Selina Moreki is an elected Ward Councillor in this Ward. Ward 5 consists of Deneysville town, Oranjeville town and Metsimaholo Township. The population groups in the Ward include Blacks (which marks a large population) , Whites, Coloureds, Asians/Indians and Others. However, the language which is predominantly used is Sesotho. The Ward Committee has been established to serve as a structure representing the community aspirations towards improved and quality service delivery. One (1) **Community Development Worker (Mokoena)** is appointed to provide support to the required community services to the residents. The residents are mainly relying on domestic works, EPWPs, CWPs and Food for Waste as source of employment, though there still a high level of unemployment. The economic activities in this Ward rely mainly on the Taverns and Tuck Shops which are owned by foreign communities. Vaal Dam is found in this Ward and is perceived as a resource to advance tourism and hospitality within the Municipality.

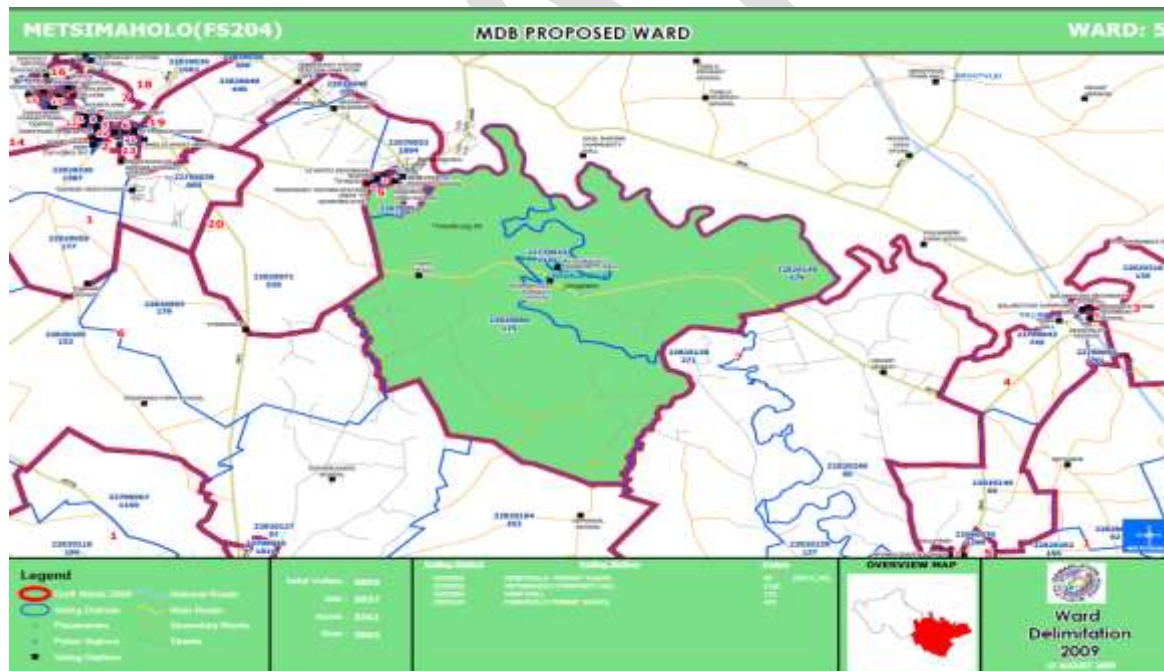


FIGURE 10 : WARD 5 DETAILED MAP

⁹ Municipal Ward Profile(CDW)

TABLE 17 : WARD 5 ACCESS TO FACILITIES AND SERVICES : **To be updated**

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics							
Housing	1 478 HHS						
Hospitals							
Schools							
Taxi Rank							
Sports Facilities							
Churches							
Roads							
Police Station							
Early Child Development Centres(ECDs)							

COMMUNITY NEEDS:

The Community consultation meeting was firstly postponed (7th October 2014) due to non-coordination of venue and supposed to be held on the 22nd October 2014. However, this meeting did not materialize since the Community did not attend the second one. Hereunder, are the existing Community Needs:

TABLE 18 : WARD 5 COMMUNITY NEEDS

WARD 5 DENEYSVILLE	COMMUNITY NEEDS
	Maintenance of roads: tarring of Union from main road, Hospital from Horace, Main street and Mc Kenzie.
	Resurfacing of Main and Island streets
	Realignment of West street and upgrade storm water drainage
	Repair potholes
	Fire protection services(access to fire hydrants)
	Provide Ambulance services
	Upgrade water supply
	Maintain/repair existing storm water drainage
	Need waterborne sewerage system
	Street names and signs(road markings)
	New Street lights and repair existing ones
	Fencing of Dumping site
	Community Hall
	Sports and recreation facilities(squash court, swimming pool, rugby /soccer fields

The Meeting was successfully held on the 6th October. The Community requested the below highlighted existing Community Needs to be Prioritized:

TABLE 19 : WARD 5 COMMUNITY NEEDS

WARD 5 METSIMAHOLO	COMMUNITY NEEDS
	Sports Facilities
	Toilets with sewer system/eradicate Pit toilets
	New residential sites
	Taxi rank
	Upgrade of Orangeville bridge
	Speed humps in the local main roads/streets
	Speed humps at main entrance road to the township
	Commonage-enforcement of bi-laws/ and provide land for animal safe keeping
	Need grave site
	Fencing of graveyard
	Upgrade resorts
	Upgrade storm drainage/channels
	Maintenance of roads(potholes ,paving & tar internal streets)
	Maintain road/traffic signs
	Street names
	Maintain High Mast Lights& need more new street lights
	Water connections, particularly to newly developed areas
	Upgrade electricity supply, new location

	Storm water drainage/channels
	Electricity Vending Machine
	Provide access to Ambulance and Fire Protection services
	Provision of RDP Houses
	Library with sufficient resources
	School Project to be fast tracked
	Upgrade/Extend Municipal offices
	Provision of Title Deeds

DRAFT

COMMUNITY NEEDS

The meeting was supposed to be held on the 23rd October 2014, however had to be postponed due to non-attendance by Community members. Below are the existing Community Needs:

TABLE 20 : WARD 5 COMMUNITY NEEDS

WARD 5 ORANJEVILLE	COMMUNITY NEEDS
	New Sports centre/Stadium in Deneysville
	Planning/Upgrading of sewer system; completion of sewer network in town
	Repair/resurfacing of roads in Deneysville
	Resealing of roads/Potholes
	Upgrade storm water drainage
	Road markings
	Upgrade Electricity supply
	Street Lights in the main road from Deneysville to Orangeville
	Fire protection services
	Eradicate illegal dumping
	Provision of dustbins
	Sewer connection at Zonke Section
	Need Solar Geysers

WARD PROFILE¹⁰

NAME OF THE WARD: Ward 3

WARD OVERVIEW:



Cllr Mosiuoa Solomon Poho

Ward 3 is situated in the central part of Refenggotso Location which consists of four sections namely: Madiba, Tshepiso 1 & 2 and Di Four Rooms Section. The total population is 5 938 which constitute large portion of females (60 %) with 2 525 households. These households have access to basic services (water: inside dwelling, electricity: house connections and sanitation: flush toilets inside houses).The Ward Councillor is Councillor Mosiuoa Solomon Poho and Ward Committee exists in the Ward to ensure that community aspirations are represented for improved service delivery and public participation. Me Moleboheng Rampai is the Community Development Worker whom is providing necessary community services. The economic activities in this Ward rely mainly on the Taverns and Tuck Shops which are owned by foreign communities. The government initiatives such as CWP and EPWP are playing pivotal role in curbing high unemployment rate in the ward.



TABLE 21: WARD 3 ACCESS TO FACILITIES & SERVICES:

¹⁰ Municipal Ward Profile(CDW)

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	01		This Facility is servicing the whole Refengkgotso Community	Municipality	Municipality	Municipality	Gravel road
Housing	2 525 HHs		RDP ,Above RDP Houses & shacks	Municipality Inside Dwelling	Municipality Sewer connection& VIPs	Municipality Grid Connection	Gravel roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital which is 23 KMs away.	Municipality	Municipality	Municipality	Surface road
Schools	3		Tjhaba Tsohle Primary School Refengkgotso Primary and LE Notsi Secondary	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads
			Thabang Primary School	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads
			Taaibos Primary School	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads
Taxi Rank	01						
Sports Facilities	01		Open Spaces utilized as Soccer – grounds.				
Community Hall/ MPC	01		Refengkgotso Community Hall				
Churches	21			Municipality	Municipality	Municipality	Gravel roads
Roads	63 Streets						Internal Gravel roads & Tarred

							main roads
Police Station	0		Community is depending on Police station at Deneysville				
Early Child Development Centres(ECDs)	03			Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads

WARD 3: SOCIO ECONOMIC CHALLENGES:

- High rate of Crime viz: assault, rape, burglary & domestic violence.
- HIV/AIDS Prevalence.
- TB and Hypertension.

DRAFT

WARD PROFILE¹¹

NAME OF THE WARD: Ward 4

WARD OVERVIEW:

Photo not Available

Cllr Gabaikitsi Beauty Mnune

Ward 4 is situated between ward 3 and 20 in Refengkgotso Location. The total population is 5 429 and 1 098 households. Sesotho is the most predominant language used in this Ward. The Ward Councillor is Councillor Gabaikitsi Beauty Nnune and Ward Committee exists in the Ward to ensure that community aspirations are represented for improved service delivery and public participation. Me Sofia Mkhuma is the Community Development Worker whom is providing necessary community services. The economic activities in this Ward rely mainly on selling of clothes, food, saloons, Taverns and Tuck Shops which are owned by foreign communities. The main source of employment include domestic work, taxi driving, and casual works. Food for waste, EPWP and CWP are amongst poverty alleviation initiatives in this Ward.

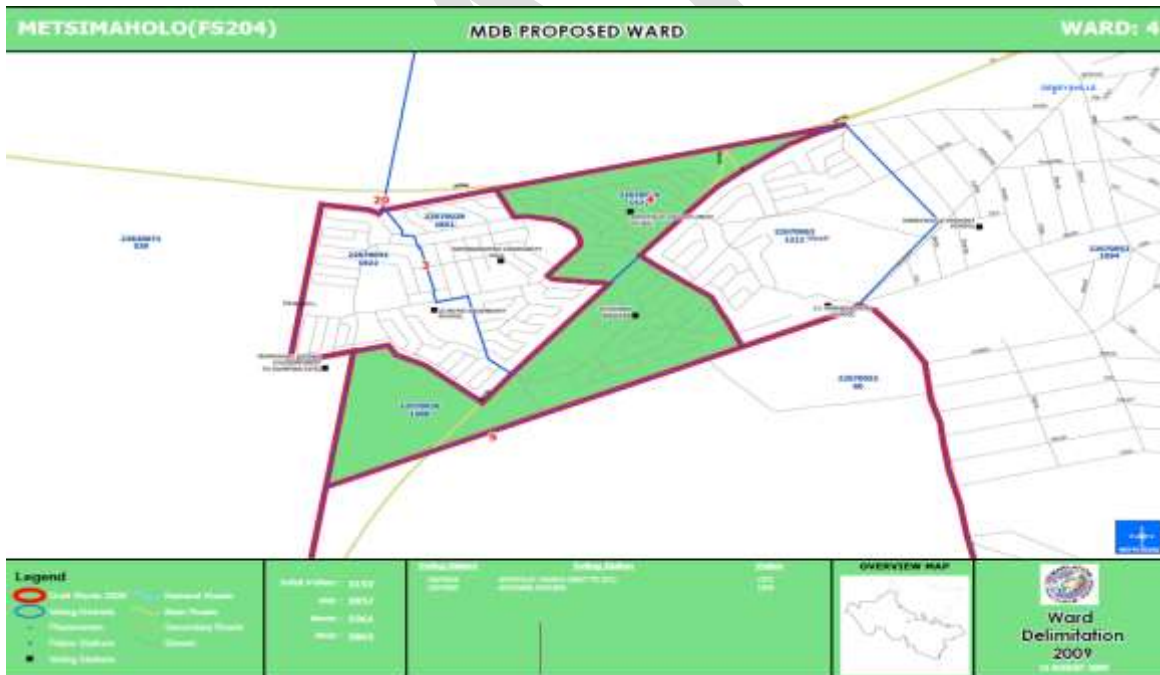


FIGURE 12 : WARD 4 DETAILED MAP

TABLE 22 : WARD 4 ACCESS TO FACILITIES & SERVICES

¹¹ Municipal Ward Profile(CDW)

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0						
Housing	1 098 HHs		RDP ,Above RDP Houses & shacks	Municipality Inside Dwelling	Municipality Sewer connection& VIPs	Municipality Grid Connection	Gravel roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital which is 23 KMs away.	Municipality	Municipality	Municipality	Surface road
Schools	0						
Taxi Rank	0						
Sports Facilities			Open Spaces utilized as Soccer – grounds.				
Community Hall/ MPC/Library	01		Ntai Mokoena Community Library				
Churches	21			Municipality	Municipality	Municipality	Gravel roads
Roads	53 Streets & 4 main roads						Internal Gravel roads & Tarred main roads
Police Station	0		Community is depending on Police station at Deneysville				
Early Child Development Centres(ECDs)	02		Atlehang & Lerato	Municipality Inside Dwelling	Municipality Sewer connection	Municipality Grid Connection	Gravel roads

WARD 4: SOCIO ECONOMIC CHALLENGES:

- Unemployment esp. among young matriculates & graduates
- High rate of Crime viz: assault, rape, burglary & domestic violence.

- HIV/AIDS Prevalence.
- TB, Diabetes and Hypertension



WARD PROFILE¹²

NAME OF THE WARD: Ward 20

WARD OVERVIEW:

Cllr Lucy Mdola

Ward 20 is situated in the western part of Refengkgotso Location from Sasolburg. This place was established in 2011 after the Municipal Local Elections. This ward consists of Deneysville town portion, Mbeki Section, Phomolong section, Groenpunt Correctional Services; farm/ holdings such as Veekraal and Katbos. Ward 20 was later named after the late Themba Kubheka who was a member of UmKhonto WeSizwe. The total population is 11 733 and 1 381 households. Sesotho is the most predominant language used in this Ward. The Ward Councillor is Councillor Lucy Mdola and Ward Committee exists in the Ward to ensure that community aspirations are represented for improved service delivery and public participation. Currently, there is no Community Development Worker appointed. The economic activities in this Ward rely mainly on tuck Shops which are owned by foreign communities. The main source of employment include domestic work Food f EPWP and CWP are amongst poverty alleviation initiatives in this Ward. This is a newly established area which the level or access to basic services is ongoing (No Housing, water connection inside dwelling, electricity connection and sanitation).

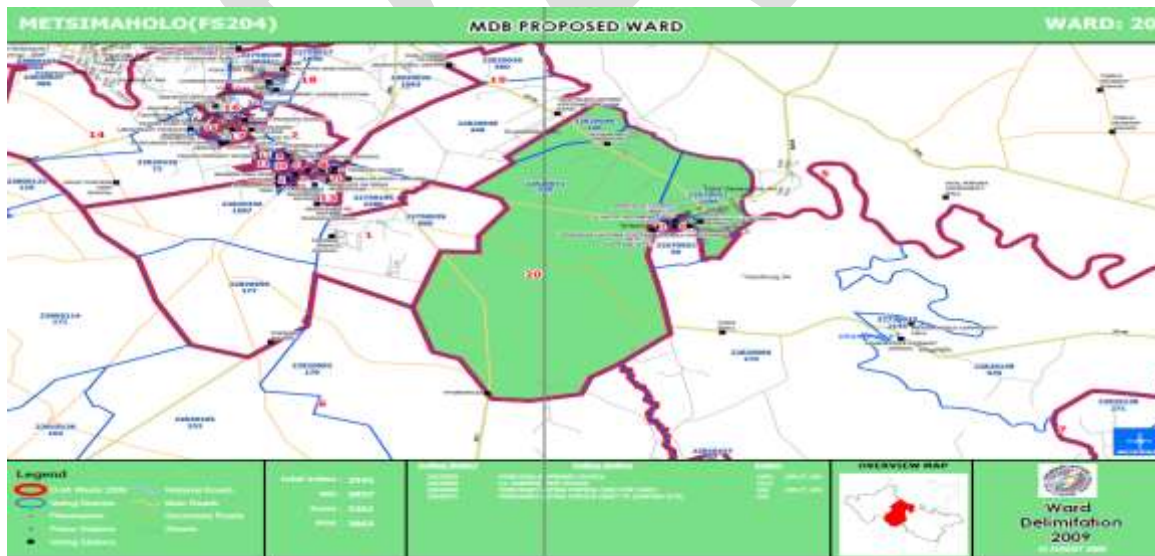


FIGURE 13: WARD 20 DETAILED MAP

TABLE 23 : WARD 20 ACCESS TO FACILITIES & SERVICES

¹² Municipal Ward Profile(CDW)

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Facility	Total No.	Total Back log ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0		Mobile clinic				
Housing	1 381 HHs		Shacks	Municipality Standpipes	Municipality Bucket System	No Electricity access	Gravel roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital which is 23 KMs away.	Municipality	Municipality	Municipality	Surface road
Schools	0		No Facilities	No Services	No Services	No Services	No Services
Taxi Rank	0						
Sports Facilities	0		No Facilities				
Community Hall/ MPC	0						
Churches	Informal Structures (tents)						Gravel roads
Roads			Gravel roads	No Services	No Services	No Services	Internal Gravel roads
Police Station	0		Community is depending on Police station at Deneysville				
Early Child Development Centres(ECDs)	3 Informal structures						Gravel roads

WARD 20 : SOCIO ECONOMIC CHALLENGES:

- High rate of Unemployment
- HIV/AIDS Prevalence.
- Access to Basic Services

COMMUNITY NEEDS:

TABLE 24 : WARD 3, 4 & 20 COMMUNITY NEEDS

WARD 3,4 &20 REFENGGGOTSO	COMMUNITY NEEDS
	Sports facilities(Ward 4 & 5)
	Stand pipes in the streets(Ward 20)
	Print IDP Document in African Languages(Ward 3,4 &20)
	Extension of Clinic/New Clinic for new section(Ward 3, 4 & 20)
	Resurface Main and Island Streets (Ward 3)
	Storm water channels (Ward 3) road next to snow white tarven
	Tractor for bucket system(ward 20)
	Maintenance of roads(3,4 & 20)
	Electricity Vending Machine(Ward 3 & 4)
	Toilets in the graveyard(3,4&20)
	Post Office(Ward 3& 4)
	Taxi Rank
	Street names(Ward 3,4 &20)
	Tar road to the grave yard (All Wards)
	Install& Maintenance of High Mast Lights(Ward 3, 4 & 20)
	Gravelling of roads(All Ward)

	Cooperatives(Ward 4)
	Upgrading of Public sports and recreation facilities(Ward 4)
	Establish social service centre(Ward 3 &4)
	Electricity house connections(from shacks) to 200 RDP Houses(Ward 3, 4 & 20)
	Fencing of graveyard and dumping site(Ward 3& 4)
	Building for Arts exhibitions(Ward 3 &4)
	Satellite Police Station(Ward 3, 4& 20)
	Provision of dustbins(Ward 3, 4& 20)
	Infrastructure development (Ward 20)
	Name board for Ntai Mokoena Community Library(Ward 3 ,4& 20)
	Old Age/Orphanage Centre(Ward 3 & 4)
	Shopping Centre(Ward 3 & 4)
	Land for residential sites(Ward 3 & 4)
	RDP Houses (Ward 20)
	Water and Sewer Connections(Ward 20)
	Electricity Connection(Ward 20)
	Fix Sewer leakages (Ward 3)
	Fix Electricity broken Boxes (Ward 3)
	Electricity Connection to House no: 1203 (Ward 3)

WARD PROFILE

NAME OF THE WARD: Ward 8

WARD OVERVIEW:



Cllr Lebohang Semonyo

Ward 8 is one of the Wards found in Zamdela and popularly known as Chris Hani section. This Ward consists of total population of 7 347 and 2 479 households. Sesotho. The Ward Councillor is Councillor Lebohang Semonyo and Ward Committee exists in the Ward to ensure that community aspirations are represented for improved service delivery and public participation. Mr Bonginkosi Lion Mdoda is the Community Development Worker appointed to ensure that community services and development are brought to people. The economic activities in this Ward rely mainly on small businesses such as tuck Shops, car wash hair salons and taverns.

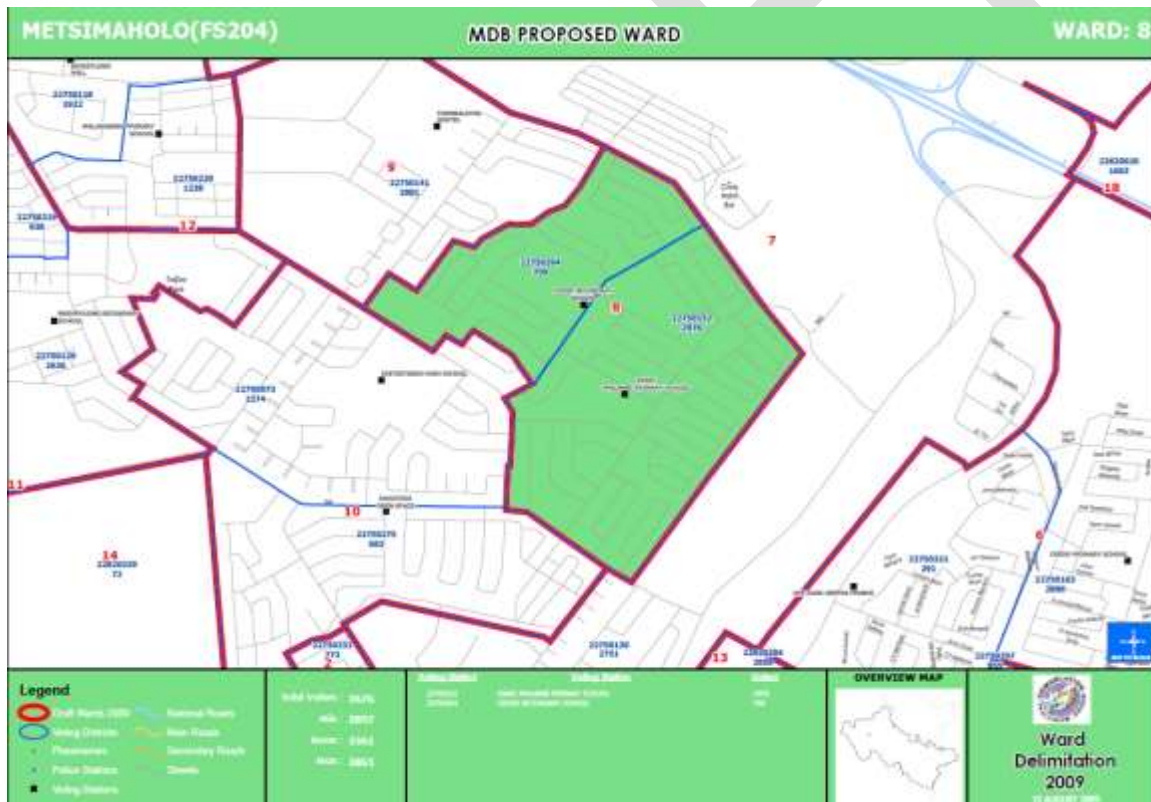


FIGURE 14 : WARD 8 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 25 : WARD 8 ACCESS TO FACILITIES & SERVICES:

Facility	Total No.	Total Backlog ¹⁾	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	01			Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Housing	2 479 HHs		RDPs Backyards Shacks	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital	Municipality	Municipality	Municipality	Surface road
Schools	02		Isaac Mhlambi Primary & Cedar Secondary Schools				
Taxi Rank	0						
Sports Facilities	02 01		Sports grounds Arts & Culture Centre				
Community Hall/ MPC	0						
Churches	Informal Structures (tents)			Municipality	Municipality	Municipality	Gravel & surface roads
Roads	44 Streets		11 tarred roads, 3	Municipality	Municipality	Municipality	Gravel & Surface

			paved & 30 gravelled				road
Police Station	1						
Early Child Development Centres(ECDs)	08		Most of these churches utilise garages & sharks	Municipality	Municipal ity	Municipality	Gravel roads

WARD 8 : SOCIO ECONOMIC CHALLENGES:

- High rate of Unemployment
- HIV/AIDS Prevalence.
- High Crime rate

COMMUNITY NEEDS:

The meeting was supposed to be held on the 23rd October 2014, however had to be postponed due to disruptions by certain members of the Community. Below are the existing Community Needs:

WARD 8	COMMUNITY NEEDS
	Build shelters(to protect against sun and rain) in graveyard
	Upgrade local sports fields to be user friendly
	Street names
	RDP Houses with toilets inside
	Tar internal streets
	High Mast Lights
	Turn dumping sites into Sports and recreational sites
	Maintain a passage between Ward 8 & 9
	Multipurpose Sports Centre
	Old Age /Orphanage centre
	Land for Agricultural purposes
	Graveyard
	Electricity Vending Machine
	Upgrade grave roads
	Speed humps next to Zamdela Arts and Culture Centre
	Fire Protection services
	Sewer connection to few houses
	Storm water channels
	Need Solar Geysers

TABLE 26 : WARD 8 COMMUNITY NEEDS

WARD PROFILE

NAME OF THE WARD: Ward 9



WARD OVERVIEW:

Clr Seipati Susan Mofokeng

Ward 9 is situated in the eastern part of Zamdela. It mainly consists of hostels that are accommodating male workers (with their families) who are working in Sasol industries. However, some of hostels (Phomolong: no access to electricity) and Kwazola are privately owned. Thembaletu is now owned by the Municipality.

This Ward consists of total population is 4 953 and 754 Households (with exception to people staying in hostels). Ward 9 is made up of the following sections: Hostel 2(336HHs) & 3, Thubelishsha (47 HHs),Success(125HHs), Belina Park (88HHs) , Thembaletu, Phomolong and part of Chris Hani(178 HHs).The Ward Councillor is Councillor Seipati Mofokeng and Ward Committee exists in the Ward to ensure that community aspirations are represented for improved service delivery and public participation. KS Mafatle is the Community Development Worker appointed to ensure that community services and development are brought to people. The economic activities in this Ward rely mainly on small businesses such as tuck Shops (owned by foreigners), street/corner vendors.

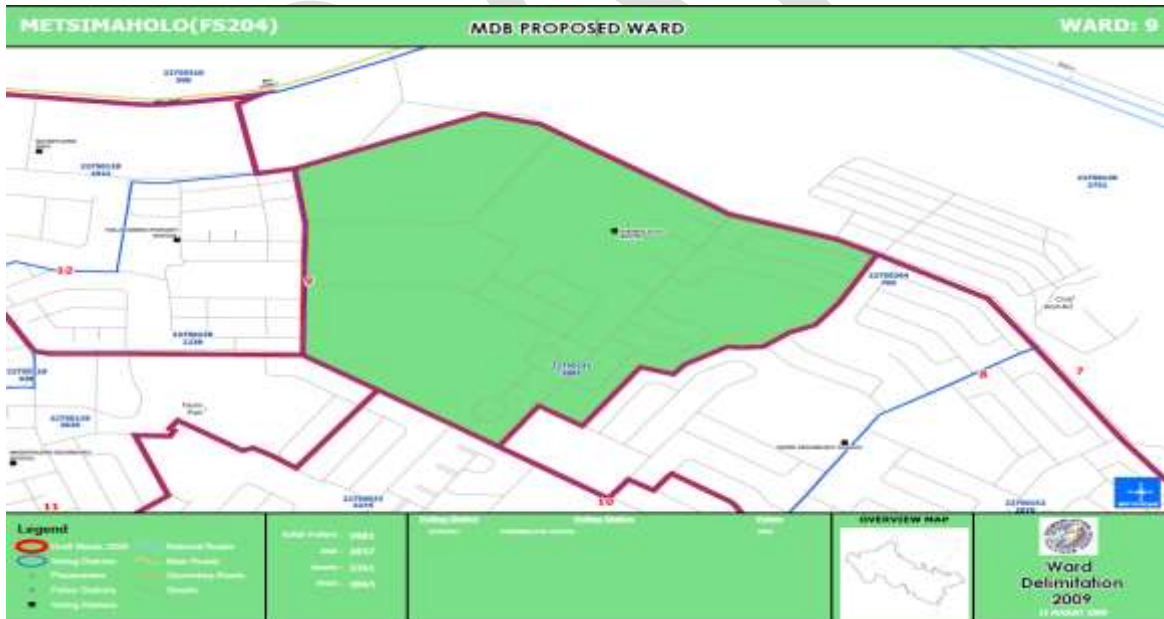


FIGURE 15 : WARD 9 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 27 : WARD 9 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ¹⁾	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0		No Clinic in the Ward				
Housing	754 HHs & Hostels		RDPs Bond Houses & Hostels	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	0		The Community is relying from nearby schools viz: Iketsetseng Sec. Bofula tshepe and Malakabeng Primary Schools				
Taxi Rank	0						
Sports Facilities	0		Unserviced Sports grounds				
	0		Serviced by Arts & Culture Centre Tennis & Basket court in Themba lethu				
Community Hall/ MPC	0						
Churches	05			Municipality	Municipality	Municipality	Gravel & surface roads
Roads	44 Streets		11 tarred roads, 3 paved & 30 gravelled	Municipality	Municipality	Municipality	Gravel & Surface road
Police Station	0						

Early Child Development Centres(ECDs)	01		Most of these churches utilise garages & sharks	Municipality	Municipality	Municipality	Gravel roads
---------------------------------------	----	--	---	--------------	--------------	--------------	--------------

WARD 9 : SOCIO ECONOMIC CHALLENGES:

- High Crime rate viz: common assault, house breaking
- and alcohol abuse.

COMMUNITY NEEDS:

The meeting was supposed to be held on the 29th October 2014, however, had to be postponed due to disruptions by certain members of the Community. Below are the existing Community Needs:

TABLE 28: WARD 9 COMMUNITY NEEDS:

WARD 9	COMMUNITY NEEDS
	BLOCK A: Paving of roads: Queenspark, Belina Park and Thubeletjha
	BLOCK A: Electricity metre boxes
	BLOCK B: Need new roofing in Hostel 3 & new RDP Houses
	BLOCK C: Close trenches in Chris Hani
	BLOC D:repair Potholes: Queenspark, Masakhane & Viva Park
	Upgrade roads in Hostels
	Storm water drainage/channels in Thubeletjha
	Upgrade Hostel(Masakhane)into family units
	Electricity house connections in Phomolong
	High Mast Light in Belina Park, Chris Hani & in Hostel 1,2 & 3
	Repair leaking roofs in the built RDP
	Upgrade sewer network behind stand no: 6440
	Upgrade a passage between ward 8 &9

	Paving the street next to the passage and stand no:6440
	Upgrade water supply system
	Provision of Ambulance services
	New Clinic
	School for disabled children (open space in Thembaletu)
	Community school and Library
	Demolition of Hostel 2,3 & 4 and build family units
	Need RDP Houses
	Paving of streets in Chris Hani
	Install prepaid electricity system in Thembaletu
	Erect speed humps at Success, Hostel 3 and Queenspark

WARD PROFILE

Photo not Available

NAME OF THE WARD: Ward 10

WARD OVERVIEW:

Cllr Mirriam Nokuthula Mtshali

Ward 10 consists of four sections, namely: Taylor Park, Maru Park, Saratoga and Somespost. It has the total population of 7 079 and 2 771 households of most of them (Taylor Park and Saratoga are bond houses. The majority of the residents in these sections are professionals or government workers (police, teachers, nurses and chemical industries employees). Though in Somespost and Maru Park are self-built and RDP houses. The Ward Councillor is Councillor Nokuthula Mtshali and Ward Committee exists in the Ward to ensure that community aspirations are represented for improved service delivery and public participation. Mr Molefi Mabe is the Community Development Worker appointed to ensure that community services and development are brought to people. The economic spinoff in the Ward rely mainly on businesses such as Bottle Stores, Butcheries, taverns, Score & Save Rite.

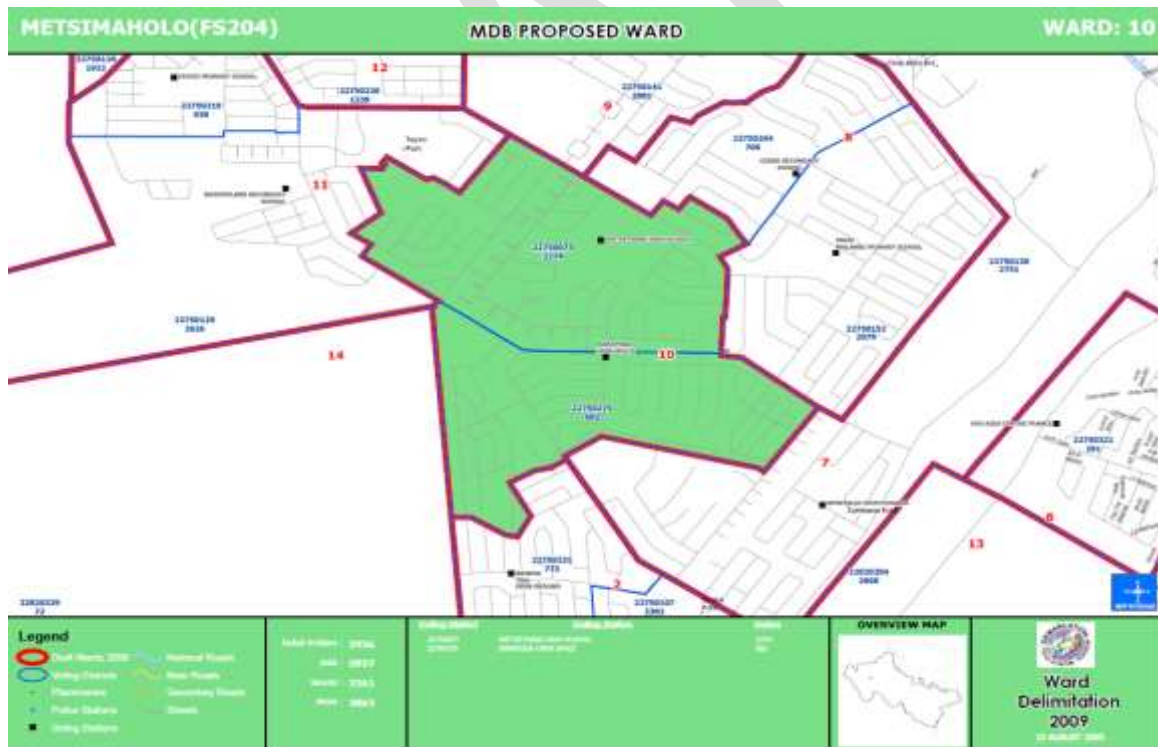


FIGURE 16: WARD 10 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 29 : WARD 10 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ¹⁾	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	01		Tsatsi Clinic	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Housing	2 771 HHs &		RDPs Bond Houses	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	01		Iketseseng High School	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Taxi Rank	0						
Sports Facilities	0		No Sports grounds				
Community Hall/ MPC	0						
Churches	10			Municipality	Municipality	Municipality	Gravel surface roads
Roads	189 streets		tarred roads,paved & gravelled	Municipality	Municipality	Municipality	Gravel & Surface road
Police Station	0						
Early Child Development Centres(ECDs)	05			Municipality	Municipality	Municipality	Gravel roads

WARD 10 : SOCIO ECONOMIC CHALLENGES:

- house breaking
- Alcohol abuse.

- Youth unemployment

COMMUNITY NEEDS:

The meeting for Ward 10, 11, & 12 was postponed due to disruptions by certain members of the Community: 13 October 2014. The existing needs are as follows:

TABLE 30 : WARD 10 COMMUNITY NEEDS

WARD 10	COMMUNITY NEEDS
	Roads in Somersport (Block 6 & 7)
	Containers for dumping(next to Cashbuild)
	Upgrade of electricity supply in Somersport
	Storm water drainage at open space next to Presbyterian Church
	Shopping complex to create employment for Youths
	Residential sites to reduce renting/tenants
	Maintenance for High Mast Lights
	Speed humps on the road to Railway station
	Paved roads with storm water drainage/channels
	Street lights/High Mast Lights
	Eradicate illegal dumping sites and bi-laws enforcement
	Sport & Facilities (Parks)
	Completion of Passage in Somersport
	Upgrade golf park
	Grass cutting

WARD PROFILE

NAME OF THE WARD: Ward 11

WARD OVERVIEW:



Cllr T K Mabasa

Ward 11 is the oldest section which is popularly known as Zamdela. It mainly consists of sections such as Tswape, Belina, Dikgutsanentg, Soweto, Midville (Accommodation previously owned by ACI), Thubelisha and part of Tylor Park. The total population is estimated to 5 109 with 1 661 households. This ward has about 999 registered indigents. Coal mine (Sigma) has been a key resource which initiated the eruption of petro-chemical and oil industries in the area. As a results the labour migration was massive due to this industrialization. It was due to job opportunities created by surrounding petro-chemicals industries such a SASOL, Natref and Polyfin. The Ward Councillor in the Ward is Councillor Thabo Mabasa working hand in hand with the Ward Committee as a vehicle for effective public participation for the community in this ward. Pona Moloedi is appointed as Community Development Worker to ensure that community services are brought closer to the people. The economic activities in the ward mainly rely on taverns, bottle stores, chisa nyama, and tuck shops. Furthermore, government initiatives such as EPWPs and CWPs act as key intervention strategies for unemployment and poverty relief.

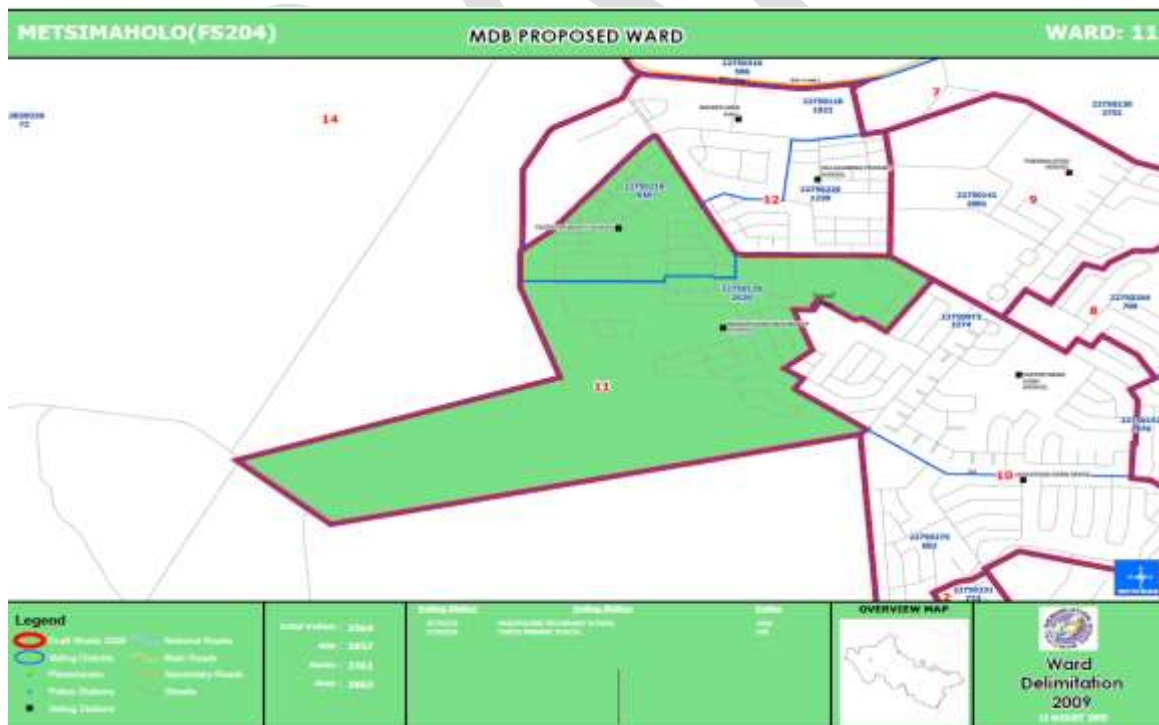


FIGURE 17 : WARD 11 DETAILED MAP

TABLE 31 : WARD 11 ACCESS TO FACILITIES & SERVICES

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Facility	Total No.	Total Backlog ¹⁾	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	01		Zamdela Clinic	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Housing	1 661 HHs &		Self-Built Houses	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	03		Tsatsi & Bofula Tshepe Primary Schools	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Taxi Rank	01			Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Sports Facilities	0		Zamdela Stadium with Hall.	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Community Hall	01			Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Churches	10			Municipality	Municipality	Municipality	Gravel & surface roads
Community Library	01		Zamdela Library	Municipality	Municipality	Municipality	surface roads
Roads			tarred roads,paved & gravelled	Municipality	Municipality	Municipality	Gravel & Surface road
Police Station	0		Old Police station moved to Chris Hani				
Swimming Pool	01		Not Functional				
Early Child Development Centres(ECDs)	05			Municipality	Municipality	Municipality	Gravel roads

WARD 11: SOCIO ECONOMIC CHALLENGES:

- Roads not in good conditions
- Grass cutting
- Gravelling of roads next to Midville
- Child headed families
- Illegal dumping
- Functionality of Ward Committee
- Finalizing process of Title Deeds for residents at Terblanche and Bothmas

COMMUNITY NEEDS

Meeting for Ward 10, 11, & 12 was postponed due to disruptions by certain members of the Community: 13 October 2014. The existing needs are as follows:

TABLE 32 : WARD 11 COMMUNITY NEEDS:

WARD 11	COMMUNITY NEEDS
	Upgrade Zamdela Swimming Pool
	Establish Information and Complaints Centre
	Street Lights/High Mast Lights
	Maintenance of the roads: Cnr. AME Church ,Old road leading to Ebenezer Church
	Speed humps on roads next to schools & assign Traffic Officers
	Maintenance of Electricity Vending Machine at Municipal Offices to be opened during Weekends.
	Utilize local contractors to reduce unemployment
	Upgrade shopping centre
	Communal land for grazing and livestock keeping
	Need hospital in the Township
	Upgrade Metsimaholo Hospital
	Improved service delivery at the local Clinic

	Improved Ambulance services
	New sport and recreation facilities(parks)
	Provide legal/formal dumping site to avoid illegal dumping
	Distribution of dustbins
	Asbestos Roofing to replaced
	Need toilets in graveyard
	Upgrade sms electricity purchase system
	Solar geysers
	Title Deeds for 46 houses(Terblanche houses)

DRAFT

WARD PROFILE

NAME OF THE WARD: Ward 12

WARD OVERVIEW:



Cllr Bulelwa Sophie Khunou

Ward 12 was established in 1952 which came as a result of industrialization that took place in Sasolburg area. This process has resulted into massive migration of people looking for job opportunities in the chemical industries such SASOL, Natref and Polyfin. This Ward is situated at the entrance of Zamdela from Sasolburg town. The population is 4 073 with total number of 678 households. Predominate Language in the Ward Sesotho and followed by IsiXhosa. The elected Ward Councillor is Councillor Sophie Khunou who is working hand in hand with the Ward Committee as a vehicle for effective public participation for the community in this ward. Mr Richard Mofokeng is appointed as Community Development Worker to ensure that community services are brought closer to the people. This Ward consists of seven Blocks, namely: Umgababa Hostel (86 units), Boiketlong Hostel (70 units) (previously owned by SASOL but privately owned by now), Lusaka, Angola (381 Households- both serviced by the Municipality), Protem, Tladi-Mahlomola and Madiba Village (374 households).The residents in the Ward are employed in different sectors (government & private) though unemployment is still rife. However, some people are mainly relying from the EPWPs AND CWP's initiatives as means to dilute poverty and unemployment. Economic activities include tuck shops, saloons and taverns. New Municipal Offices are built in order to bring services to the people and Community Rental Units that will accommodate rentals.

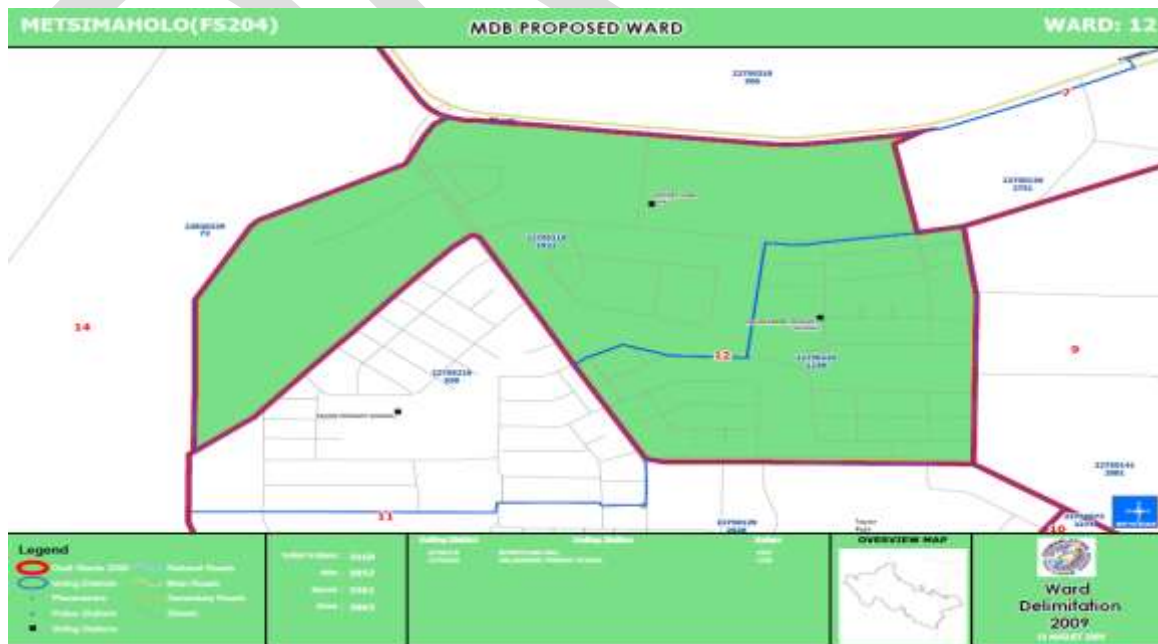


FIGURE 18 : WARD 12 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 33 : WARD 12 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0		Relying from Zamdela Clinic	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Housing	678 HHs		Self-Built Houses, hostels & Family units (CRUs).	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	01		Malakabeng Primary School	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Taxi Rank	01			Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Sports Facilities	0		Relying from Zamdela Stadium (Ward 11) & Boiketlong	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Community Hall	02		Relying from Zamdela Hall(Ward 11) Boiketlong Hall (Privately owned by SASOL)	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Churches	10			Municipality	Municipality	Municipality	Gravel & surface roads
Community Library	01		Zamdela Library	Municipality	Municipality	Municipality	surface roads
Roads			gravelled	Municipality	Municipality	Municipality	Gravel & Surface road
Police Station	0		Old Police station moved				

			to Chris Hani				
Early Child Development Centres(ECDs)	01			Municipality	Municipality	Municipality	Gravel roads
Municipal Office Block	01						

WARD 12: SOCIO ECONOMIC CHALLENGES:

- Prevalence of HIV/AIDS, TB, Asthma, Diabetic, Epilepsy
- High crime rate (house theft, common assault & Alcohol and Drug Abuse)
- Informal settlement (about 66 shacks)

COMMUNITY NEEDS:

The meeting for Ward 10, 11, & 12 was postponed due to disruptions by certain members of the Community: 13 October 2014. The existing needs are as follows:

TABLE 34 : WARD 12 COMMUNITY NEEDS

WARD 12	COMMUNITY NEEDS
	Speed humps near schools and assign Traffic officers
	Paved road for cyclists
	New roads with storm water drainage/channels and maintain existing ones
	Tar internal streets
	High Mast Lights
	Maintenance of Electricity Vending Machine
	Filling Station
	Upgrade a Building next to Tsatsi to be a centre for Skills Development projects i.e. sewing
	Upgrade Metsimaholo Hospital
	New Sports and recreation facilities(parks)
	Upgrade Park next to Methodist church
	Container for dumping and distribution of dustbins to all households

Upgrade Hostels into Family Units/CRU

WARD PROFILE

NAME OF THE WARD: Ward 6



Cllr Nomsa Masontaga Sejake

WARD OVERVIEW:

To be inserted

Population of 4 928 with 1 046 HH

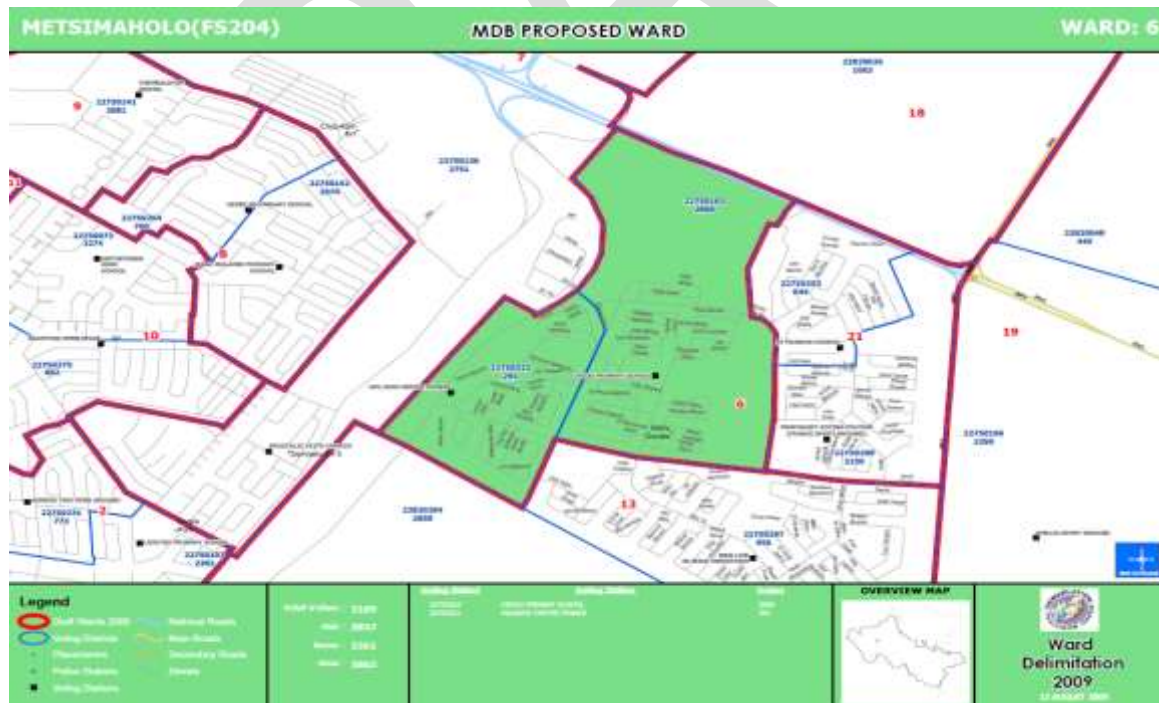


FIGURE 19 : WARD 6 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 35 : WARD 6 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0						
Housing	1 046 HHs		RDP & Self-Built Houses,	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	01		Credo Primary School	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Taxi Rank	0						
Sports Facilities	0		Open Sports ground and relying from MPC	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Community Hall	0						
Churches				Municipality	Municipality	Municipality	Gravel & surface roads
Community Library	0						
Roads			gravelled	Municipality	Municipality	Municipality	Gravel & Surface main road
Police Station	0						
Early Child Development Centres(ECDs)				Municipality	Municipality	Municipality	Gravel roads

WARD 6 : SOCIO ECONOMIC CHALLENGES:

- To be inserted.....

COMMUNITY NEEDS:

The Community Meeting for Ward 6 was postponed due to disruptions by certain community members: 14 October 2015. The Existing Community Needs are as follows:

TABLE 36 : WARD 6 COMMUNITY NEEDS:

WARD 6	COMMUNITY NEEDS
	Speed humps in the main streets
	Cleaning/maintaining Storm water drainage(long drainage next to Khulu's place)
	Sport and Recreational Park
	Satellite Police Station
	Clean/maintain storm water channel next to Transnet
	New Residential sites
	Centre for disabled and aged people
	Bi-laws enforcement
	High Mast Lights
	Sites for crèches and churches
	Roads to accommodate disabled people
	Upgrading of sewer connections
	Electricity Vending Machine
	Upgrade electricity system/supply: power failure
	Multi Purpose Centre
	Provision of RDP Houses
	Library with education centre for after hours
	Taxi rank
	Tarring/Paving internal streets
	Repair of leaking pipes
	Upgrade electricity supply

	Graveyard closer to people
--	----------------------------

COMMUNITY NEEDS:

The meeting for Ward 6 & 21 was postponed due to disruptions by certain members of the Community: 14 October 2014. The existing needs are as follows:

TABLE: WARD 6 COMMUNITY NEEDS:

DRAFT

WARD PROFILE

NAME OF THE WARD: Ward 21

WARD OVERVIEW:



Cllr Lefu Chebase

The total Population of Ward is 4 357 with 1 743 households which are predominantly RDP houses. The Ward is sub divided into five sections or Blocks. The majority of the residents in the wards are not permanently employed, depending on the contractual works, government initiatives such as CWPs and EPWPs and government social grants for their survival. All households have access to Municipal basic services (water, electricity, and sanitation and refuse collection). The elected Ward Councillor is Cllr L. Chebase with no Ward Committee which was disbanded and no Community Development Worker. The economic activities within the Ward include tuck shops which are run by immigrants and taverns.

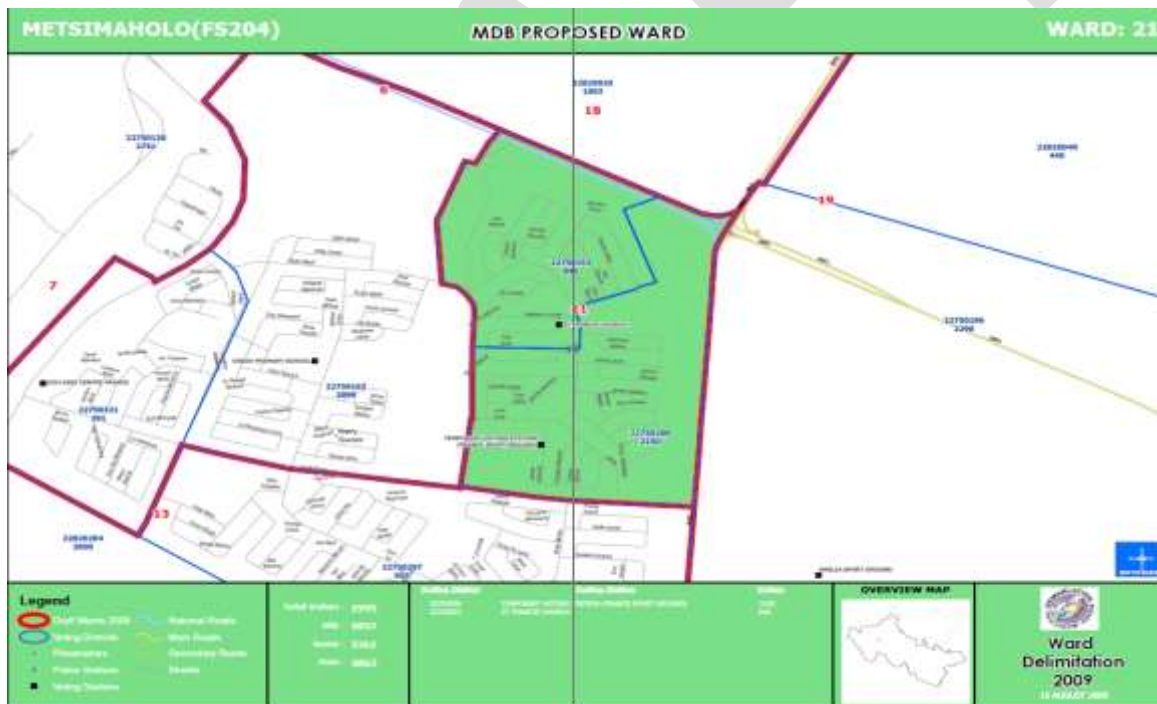


FIGURE 20 : WARD 21 DETAILED MAP

TABLE 37 : WARD 21 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0						
Housing	1 743 HHs			Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0						
Schools	0		credo				
Taxi Rank	0						
Sports Facilities			MPCC	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Community Hall			MPCC	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Churches	05						
Community Library	0						
Roads							
Police Station	0						
Early Child Development Centres(ECDs)	03						

WARD 21: SOCIO ECONOMIC CHALLENGES:

- High Unemployment
- High Crime rate

COMMUNITY NEEDS:

The meeting for Ward 6 & 21 was postponed due to disruptions by certain members of the Community: 14 October 2014. The existing needs are as follows:

TABLE 38 : WARD 21 COMMUNITY NEEDS:

WARD 21	COMMUNITY NEEDS
	Speed humps in the main roads
	Cleaning/Maintenance of storm water drainage and channels
	Sport and Recreational Facilities
	Swimming pool
	Centre for disabled and aged people
	Electricity Vending Machines
	Enforcement of Bi-laws
	High Mast Lights
	Multi-Purpose Centre
	Graveyard closer to people

WARD PROFILE



NAME OF THE WARD: Ward 13

Cllr Masethlare Lelahla-Phepheng

WARD OVERVIEW:

This Ward is situated in the centre Ward 1, 6 & 21 on the Western side of the railway line that connects Free State and Gauteng Provinces. The total population of the Ward is 12 674 with total households of 1 394. It consists of three sections, namely Harry Gwala (753 households), Phase 1(626 households) and Phase 2 (1082 households. Basic services (water, electricity & sanitation), are fully provided by the Municipality and the type of Housing is mostly RDPs. The Ward councillor is Councillor Masethlare Lelahla-Phepheng whom is working with Ward Committee as a structure representing the community and (Mr Tiisetso Pitso) as Community Development Worker. The economic activities in the ward are mainly relying on the existing tuck shops that are owned by foreign nationals. Unemployment is still rife in this area though some of the people are employed in the surrounding chemical industries. The social grants are also means of income for some households.



FIGURE 21 : WARD 13 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 39 : WARD 13 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0		Relying from a Clinic in Ward 6	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Housing	1 394 HHs		RDPs & Self-Built Houses	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	01		Sakubusha Secondary School	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Paved road
Taxi Rank	0						
Sports Facilities	0		4 Open Spaces as Soccer grounds				
Community Hall/MPC			Harry Gwala Multi-Purpose Centre	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Tar road
Churches	15		Using shacks	Municipality	Municipality	Municipality	Gravel & surface roads
Community Library	0						
Roads				Municipality	Municipality	Municipality	Gravel & Surface main road
Police Station	0						
Early Child Development Centres(ECDs)	05		1 ECD donated & maintained by Copper Sunset mining.	Municipality	Municipality	Municipality	Surface road

WARD 13 : SOCIO ECONOMIC CHALLENGES:

- Shortage Transport (Taxis) after hours (17h00)

COMMUNITY NEEDS:

The meeting was supposed to be held on the 13 October 2014, however had to be postponed due to disruptions by certain members of the Community. Below are the existing Community Needs:

TABLE 40 : WARD 13 COMMUNITY NEEDS:

WARD 13	COMMUNITY NEEDS
	High Mast Lights
	New Sports Facilities
	Storm water drainage
	Maintenance of roads(proper gravelling, paving or tarring)
	Electricity Vending Machine
	Fencing of Graveyard
	LED Project and appointment of local contractors
	Upgrade electricity system
	Electricity Vending Machine
	Satellite Police Station
	Old Age Home/Centre
	Residential sites
	Library with sufficient resources
	Schools
	RDP Houses
	Turn open spaces into Recreational Parks
	Multi-Purpose Centre

	Shopping Complex
	New/Mobile Clinic in Amelia
	Upgrade sewer connection to RDP Houses

DRAFT

WARD PROFILE



NAME OF THE WARD: Ward 14

Cllr Jan Daniel Viljoen

WARD OVERVIEW:

This Ward was established in 1948 and is commonly known as Vaal Park. It is situated on the entrance of Sasolburg from Gauteng Province near Vaal River. The total population is 10 682 with 3 175 households. The population groups include Blacks, Coloured, Indians/Asians and Whites which are dominant. The Ward councillor is Councillor Jan Daniel Viljoen whom is working with Ward Committee which is representing the community developmental aspirations. There is also a Public Participation Officer which is coordinating platforms for efficient community participation. Me Monica Mahlangu has been appointed as Community Development Worker. The majority of the residents are employed and economically active. The key source of economy and employment in the ward include Naledi industrial area, two Shopping complex, domestic work and Abrahamstrust Resort.

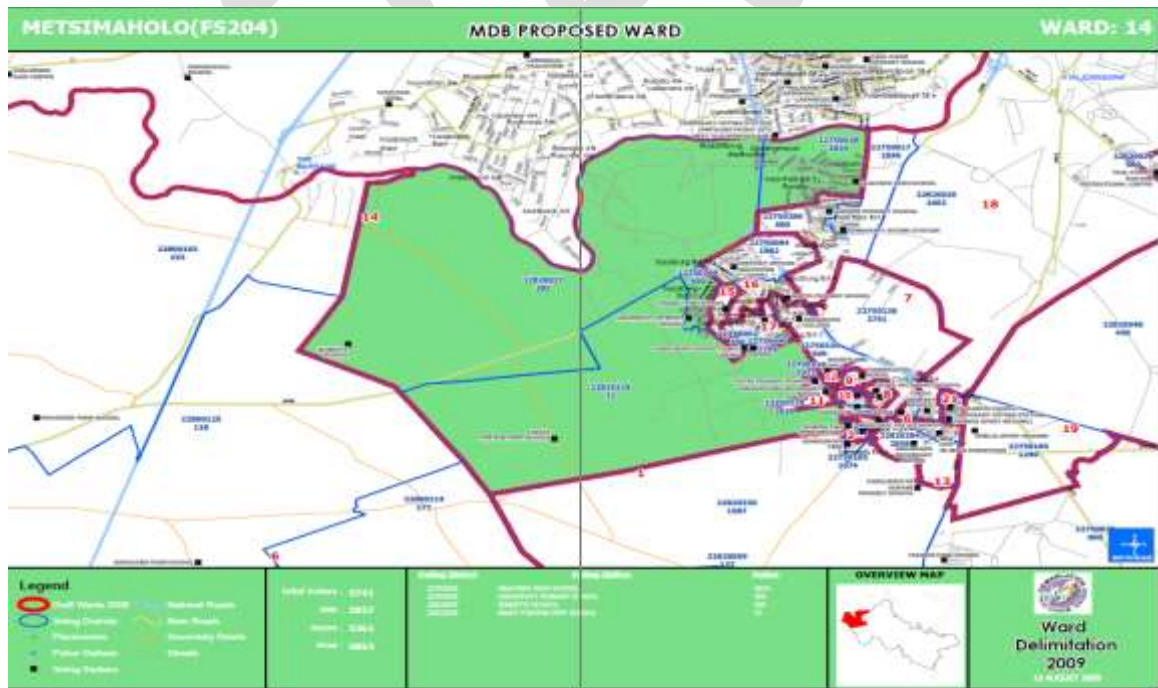


FIGURE 22 : WARD 14 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 41 : WARD 14 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0	Mobile Clinic					
Housing	3 175 HHs		Self-Built Houses	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Hospitals	1		Vaalpark Hospital	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Schools	05		Afrikaans High, Articon High School, Vaalpark Primary, Lumier Primary & Ledibohong Primary.	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Taxi Rank	0						
Sports Facilities	0		Family Parks				
Community Hall	0						
Churches	06			Municipality	Municipality	Municipality	Gravel & surface roads
Community Library	0						
Roads	99 streets		Most of the streets not in good condition/need resurfacing	Municipality	Municipality	Municipality	Surface main road
Police Station	0						
Early Child Development Centres(ECDs)	04			Municipality	Municipality	Municipality	Gravel roads

WARD 14 : SOCIO ECONOMIC CHALLENGES:

- Prevalence of HIV/AIDS & TB
- Roads that need resurfacing
- Grass cutting

WARD PROFILE

NAME OF THE WARD: Ward 18



Cllr David Mac Milan

WARD OVERVIEW:

This Ward is commonly known as Vaal Park. It is also situated on the entrance of Sasolburg from Gauteng Province near Vaal River. It consists of four geographical areas, namely: Welgelegen, Vaal Race course, part of Vaal Park (Ward 14) and Naledi Park which is an industrial area. The total population of ward 18 is amounted to 3008 with 1145 households. There total number of 1950 voters with one voting station (open space at Koeberg Street). The elected Ward Councillor is Cllr D M Oswald whom is working closely with Ward Committee with an intent to ensure that community needs are catered to, through improved service delivery. There is no Community Development Worker since 2012. The Public Participation Officer (Mr M Makgalemele) is also working with Ward Councillor and Committees foe efficient community involvement as required by Municipal Systems Act, Act 32 of 2000. Community Policing Forum is functional and visible to curb crime in the area.

Naledi Park (Industrial Area) is a centre for industries that is acting as key source of economic spin off and employment. The majority of the residents in ward 18 are Eskom employees, retired, and public and private sector employees.

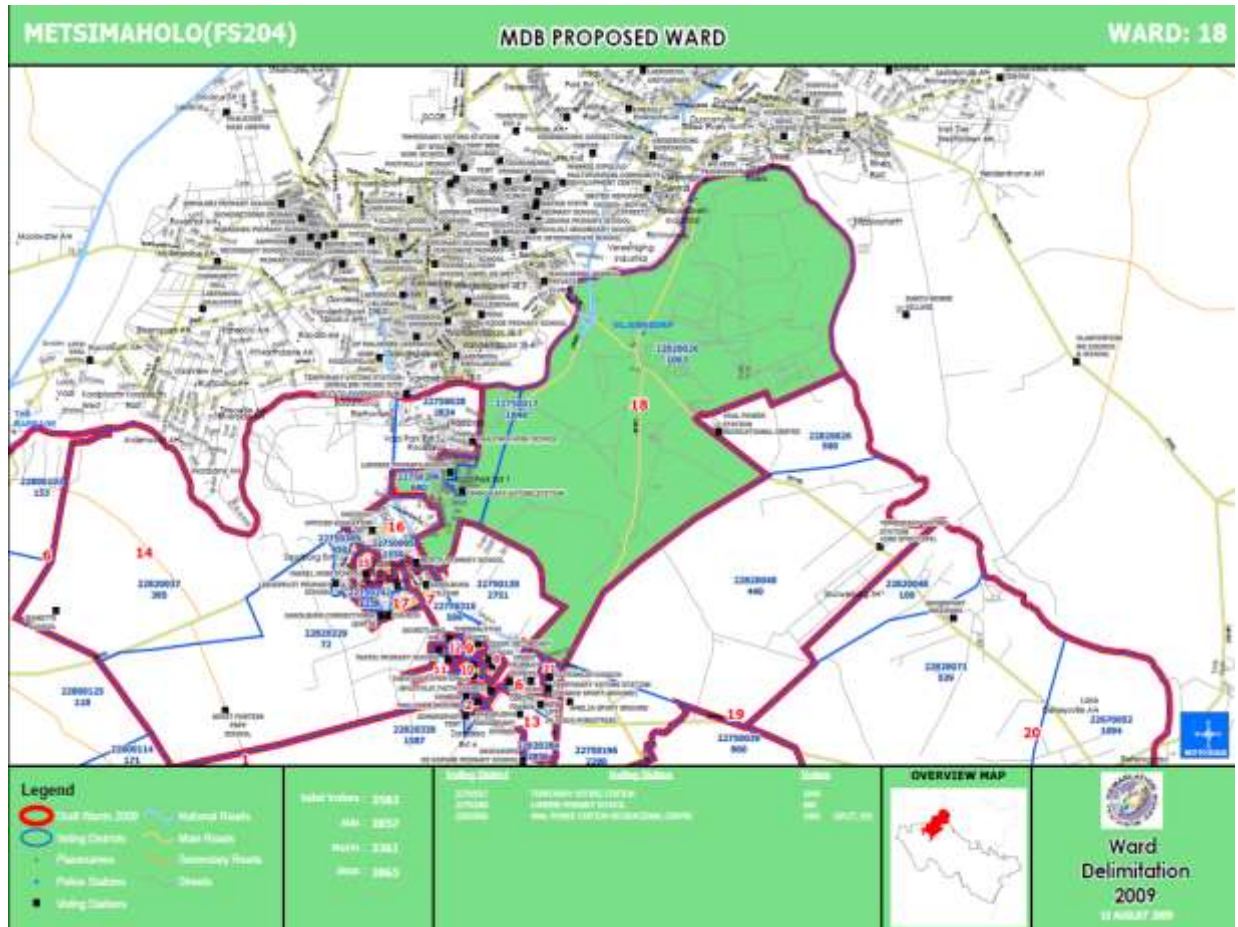


FIGURE 23 : WARD 18 DETAILED MAP

TABLE 42 : WARD 18 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0						
Housing	1145 HHs						
Hospitals			Vaalpark Hospital				
Schools	0						
Taxi Rank	0						
Sports Facilities	0						
Community Hall	0						
Churches	0						
Community Library	0						
Roads			Not in good conditions				
Police Station	0						
Early Child Development Centres(ECDs)	0						

WARD 18 : SOCIO ECONOMIC CHALLENGES:

- Roads Infrastructure which is not good conditions
- Park Services (grass cutting, pruning of trees etc.)
- Repair of street lights
- No Clinic

TABLE 43 : WARD 14 & 18 COMMUNITY NEEDS;

WARD 14 & 18	COMMUNITY NEEDS
	Reconstruction, resealing and repair of streets
	Immediate refurbishing of electrical distribution boxes and streets lights
	Reconstruct Lombard, Highveld, Leeukop, Volta and all streets in Welgelegen
	Clinic (Municipal house to be converted)
	Grass cutting
	Upgrading of sewer and water reticulation infrastructure necessitated by rapid growth of the area and vast water loss.
	Municipal pay point and Electricity Vending Machine
	Install street light on the intersection at Paardeberg and Jan Haak streets.
	Straighten the curve(bulge)north of Paardeberg and Oliviershoek streets
	Taxi rank
	Extension of garden refuse dumping site
	New Sports and recreation facilities(parks & swimming pool)
	Library with sufficient resources
	Robot at Naledi entrance

WARD PROFILE

NAME OF THE WARD: Ward 15



Cllr Koos Grobbelaar

WARD OVERVIEW:

This Ward was established in 1967. The total population is 3 341 with total households of 1 318. This is an average ward which consists of population groups such as Blacks, Indians/Asians and dominated by Whites. The language which is predominantly used is Afrikaans followed by Sesotho, IsiXhosa and IsiZulu. Councillor Koos Grobbelaar is an elected Councillor working with Ward Committee as a structure representing the developmental aspirations for the residents within this ward. There is a Public Participation Officer responsible for coordinating public involvement in the matters affecting them for democratic governance. Furthermore, Me B.M Kholong works as Community Development Worker who is ensuring that communities access social and community development services by liaising with relevant sectors and the Municipality. Majority of the residents are employed in public and private sector. All households have access to Basic Services.

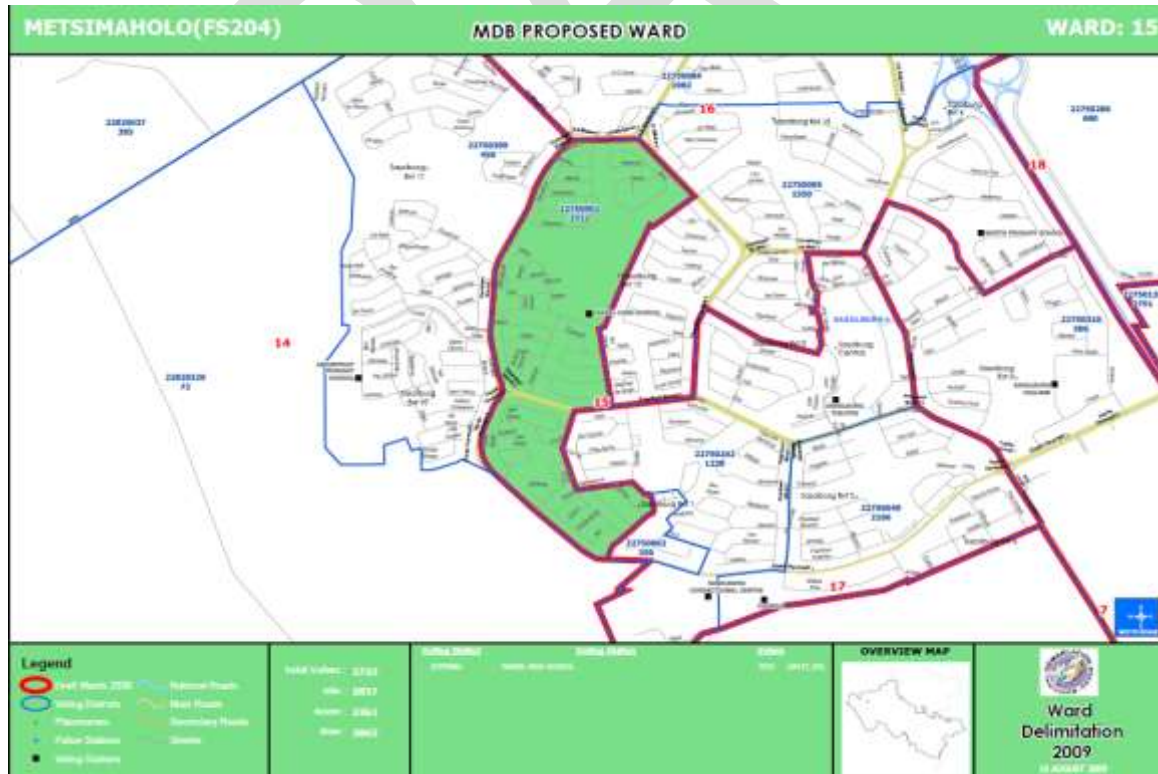


FIGURE 24 : WARD 15 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 44 : WARD 15 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0		Relying from the Clinic in Ward 17				
Housing	1 318 HHs		Self-Built	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	02	Sasolburg High & Fakkkel Skool		Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Taxi Rank	0		Relying from the one in CBD				
Sports Facilities	0		Open Sports ground	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	
Community Hall	0		Relying from Theatre which is Ward 17				
Churches				Municipality	Municipality	Municipality	Gravel & surface roads
Community Library	0						
Roads	33 streets			Municipality	Municipality	Municipality	Surfaced road
Police Station	0		Relying from the station in ward 17				
Early Child Development Centres(ECDs)	01			Municipality	Municipality	Municipality	Surfaced roads

WARD 15 : SOCIO ECONOMIC CHALLENGES:

- Prevalence of HIV/AIDS, TB, Asthma due to air pollution, Diabetics and Hypertension.
- High crime rate such as house breaking.
- Roads which are on poor conditions

WARD PROFILE

NAME OF THE WARD: Ward 16



Cllr Hans Jurie Moolman

WARD OVERVIEW:

Ward 16 has total population of 6 693 with total number of 2 698 households of which 250 are flats. SASOL chemical industries (Natref, Sasol Polyfin and Omnia) are situated in the eastern part of this ward and are actually key source to economic activity in the ward and Sasolburg in general. The population groups include Blacks, Indians, and Coloureds and dominated by wards. The elected ward Councillor is Councillor Hans Jurie Moolman whom is working hand in hand with the ward committees to ensure that community aspirations towards development are represented. The majority of the residents are employed in government and private sector, college students and pensioners. Mr Setsheli Moshe is an appointed Community Development Worker who is playing a pivotal role of identifying community needs and challenges for possible coordination and referrals to the relevant institutions for intervention

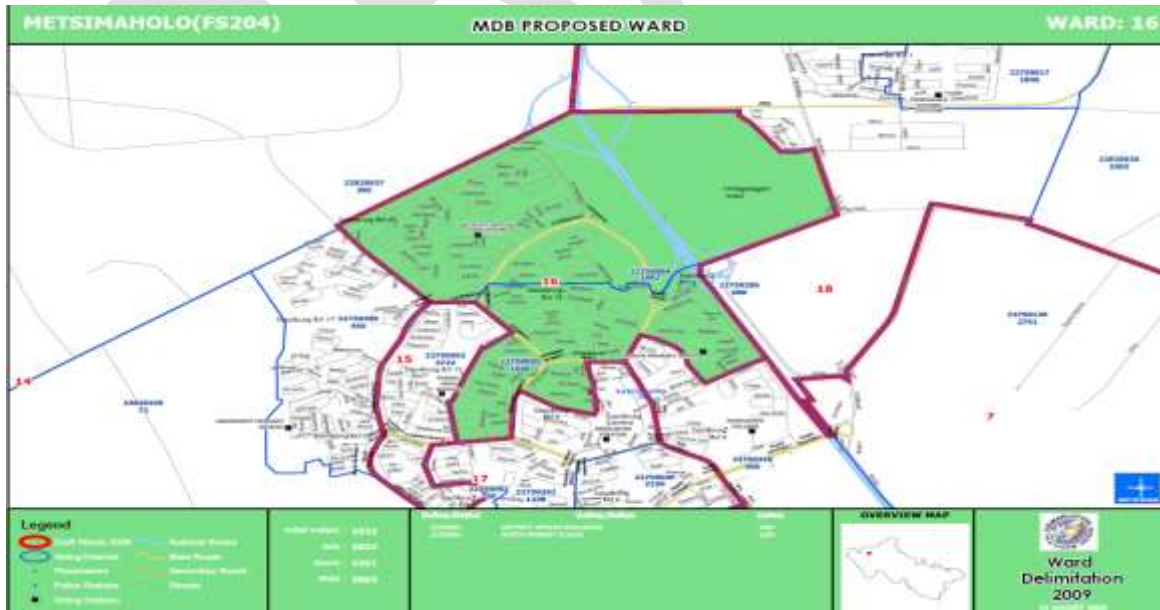


FIGURE 25 : WARD 16 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 45 : WARD 16 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0		Relying from Clinic in Ward 17				
Housing	2 698 HHS		Self-Built Houses & Flats	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Hospitals	01		Fezi Ngubentombi Public Hospital	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Schools	03		Fonteine , North Primary School & HTS.	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Taxi Rank	01		CBD	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Sports Facilities	01		D.P De villiers Stadium, Flavio us Mareka College S/Grounds.	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Community Hall	0						
Churches	04			Municipality	Municipality	Municipality	Surface roads
Community Library	0		Relying from Metsimaholo Public Library in Ward 17.	Municipality	Municipality	Municipality	Surface roads
Roads	95 streets			Municipality	Municipality	Municipality	Surface road
Police Station	01						
Early Child Development Centres(EC Ds)	02			Municipality	Municipality	Municipality	Surfaced roads

WARD 16 : SOCIO ECONOMIC CHALLENGES:

- High crime rate such as house breaking.
- Roads which are on poor conditions

WARD PROFILE



NAME OF THE WARD: Ward 17

Cllr Maritjie VD Walt

WARD OVERVIEW:

This Ward is situated in the on the eastern part of Sasolburg with neighbouring Wards such as 15 and 16. The population is amounted to 7 835 with total number of 3 235 households. Elected Ward Councillor is Councillor Maritjie VD Walt whom is working with Ward Committees to ensure that citizen’s democratic representation is fulfilled and Public Participation Officer for efficient community involvement in the matters affecting the communities.

The key economic sources and activities take place within this ward since it is the node for business hub (Central Business District-CBD).Most of the business Blocks (Malls), Office space and government institutions are situated within Ward 17.Population groups existing in the ward include: Blacks (80%), Whites (16%), Coloureds (3%) and Asians/Indians (1%). The residents have access to Basic Services as provided by the Municipality. The majority of people in the ward relied mostly on public and private sector though unemployment rate is still rife.



FIGURE 26 : WARD 17 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 46 : WARD 17 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	01		Municipal Building	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Housing	3 235 HHs		Self-Built Houses	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads & tarred main roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Schools	04		AJ Jacobs Primary, HTS, Flavious Mareka FET & CETC College	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Taxi Rank	01						
Sports Facilities	0		Open Sports ground	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Community Hall/Theatre	01		Etienne Rousseau Theatre	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Surfaced roads
Churches	09			Municipality	Municipality	Municipality	Surface roads
Community Library	01		Sasolburg Community Library	Municipality	Municipality	Municipality	Surface roads
Roads				Municipality	Municipality	Municipality	Surface road
Police Station	01		Sasolburg Police Station	Municipality	Municipality	Municipality	Surfaced roads
Early Child Development Centres(ECDs)	06			Municipality	Municipality	Municipality	Surfaced roads
Government Institutions	12		SASSA,Agriculture,Home Affairs, Justice	Municipality	Municipality	Municipality	Surfaced roads

			and Correctional Services, Social Development, Health ,Labour,Public Works and Rural Development			
--	--	--	---	--	--	--

WARD 17 : SOCIO ECONOMIC CHALLENGES:

- Roads that are in bad conditions
- Grass cutting and street lighting
- Ageing infrastructure esp. in CBD (Revitalize CBD)

COMMUNITY NEEDS:

The Meeting was held on the 16 October 2014 and the Community requested the Community needs in colour to be prioritized.

TABLE 47 : WARD 15,16 & 17 COMMUNITY NEEDS;

WARD 15, 16 &17	COMMUNITY NEEDS
	Close the passage between Nic Ferreira and Dept of Education
	Provide land (on the way to Heilbron) for agricultural projects
	Improved/change method of road resealing
	Speed humps next to all schools and assign traffic officers/patrols
	Fencing of graveyard
	Upgrading of sewer infrastructure(pump station near Highveld garden
	Revitalize CBD (Lighting and Cleaning
	Regular Community consultation on SDF Review
	Public toilets near Coney Island Shopping Complex

	Day care centre for elderly
	Fencing and upgrading of sport and recreation near Nic Ferreira
	Upgrading of sport facility(Showground)/ sustainable development in the facility
	Upgrade and outsourcing of all Fountains in town(near Edgars and ABSA)
	Buildings for crèches
	Sites for residential purposes
	Resealing and resurfacing of all roads
	Upgrading of paving in De Villiers Stadium
	Upgrading open paving next to De Villiers for quad bikes and scramblers
	Trees and Grass Cutting
	Maintain street Lights
	Pedestrian crossing next to Conney Islands shopping centre
	Enforcement of Bi-Laws
	Road markings and street names boards
	Upgrading and Cleaning of a Dam next to checkers
	Equitable spreading of funds allocation per Ward for Project implementation

WARD PROFILE

NAME OF THE WARD: Ward 19



Cllr Khomolileng Alexis Mare

WARD OVERVIEW:

This Ward was established in 2010 and commonly known as Amelia. It has total population of 12 674 and 3 333 households. The elected Ward Councillor is Cllr Alexis Mare who is working collectively with Ward Committees to ensure that community aspiration and democracy is maintained at all times. For access to community and social development services, Community Development Worker by the name Mr S Hlahane is appointed in order to ensure that services are accessible to residents. Amelia is currently not having complete basic services infrastructure (electricity, sanitation) even though infrastructure projects are underway. The construction of the school is also in progress. Majority of the people in this Ward are not employed and relying from social grants and government social relief programmes such as EPWPs and CWPs. The business and economic activities existing in this ward is predominantly based on tuck shops owned by foreign nationals.

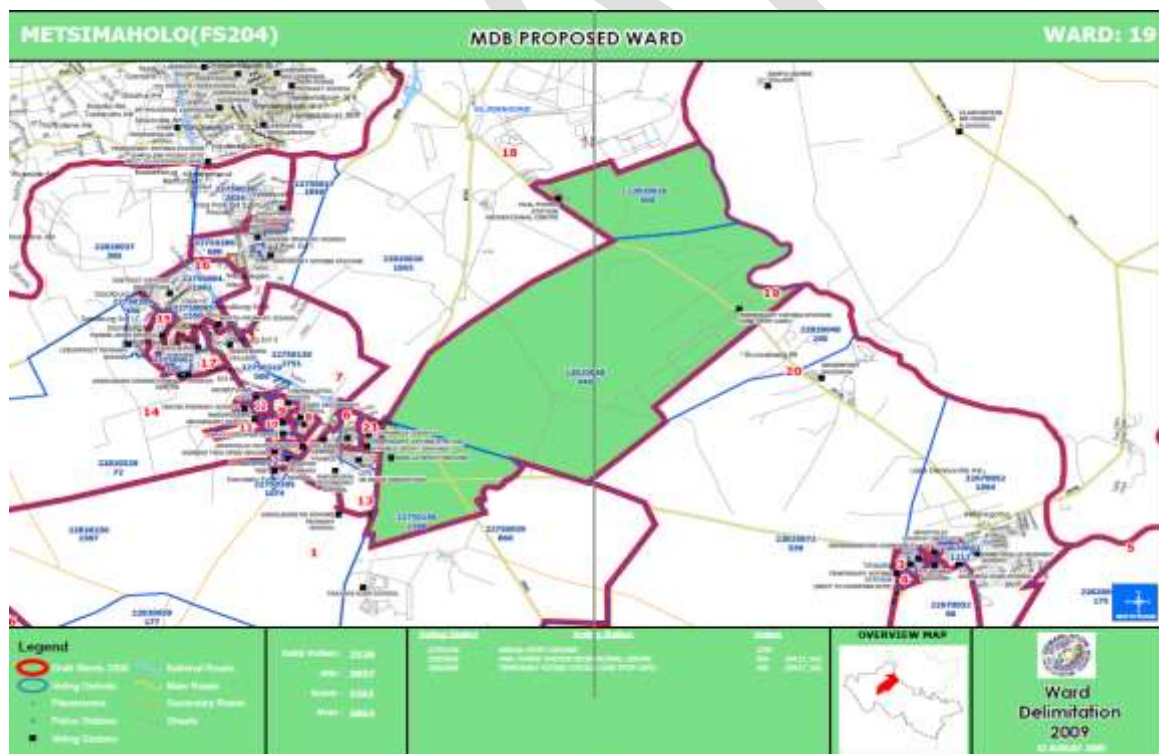


FIGURE 27 : WARD 19 DETAILED MAP

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 48 : WARD 19 ACCESS TO FACILITIES & SERVICES

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of Basic services			
				Water	Sanitation	Electricity	Roads
Clinics	0						
Housing	3 500 HHs		RDP & Self-Built Houses	Municipality Inside dwelling	Municipality Pit toilets	No Electricity connections	Gravel roads roads
Hospitals	0		No Hospital in the Ward but community rely on Fezi Ngubentombi Public Hospital				
Schools	01		Temporary structure	Municipality Inside dwelling	Municipality Flushing system	House Electricity connections	Gravel roads
Taxi Rank	0						
Sports Facilities	0		Open Sports ground				Gravel roads
Community Hall	0						
Churches							
Community Library	0						
Roads			gravelled				Gravel roads
Police Station	0						
Early Child Development Centres(ECDs)				Municipality	Municipality	Municipality	Gravel roads

WARD 19: SOCIO ECONOMIC CHALLENGES:

- Unemployment
- Crime

COMMUNITY NEEDS:

The meeting was supposed to be held on the 27th October 2014, however had to be postponed due to disruptions by certain members of the Community. Below are the existing Community Needs:

TABLE 49 : WARD 19 COMMUNITY NEEDS

WARD 19	COMMUNITY NEEDS
	Shopping Complex
	Filling station
	Street names
	Cooperatives and SMME's to promote local contractors
	Stop signs
	RDP House
	Industrial Area
	Residential sites
	Electricity provision and connection
	Speed humps/robot on the road to Koppies
	Schools and crèches
	Clinic/Mobile clinic
	Tar internal streets
	Graveyard
	High mast and Street Lights
	Community Hall
	Solar Geyser
	Family Parks , Sports grounds and trees plantation around (Amelia)
	Storm water channels
	Swimming pool

Each Directorate will draw up detailed action plan indicating how these community needs and challenges have been and are being addressed and refer those beyond the Municipal competency to relevant Sector Departments for possible intervention.

CONCLUSION

As far as possible the intention of this IDP is to link, integrate and co-ordinate development plans for the municipality.

Resources and capacity are aligned with the implementation of the IDP, forming the basis for the annual Budget. The MLM also ensured that the IDP is compatible with community needs, national development plans and planning requirements binding on the municipality in terms of legislation.

The preparation process was furthermore strengthened by a concerted effort to strengthen the strategic planning processes. This approach of a better defined strategic intent linked to implementable and measurable development programmes will require an ongoing effort to ensure that service delivery initiatives impact where it is needed most.

CHAPTER 2: STATUS QUO ASSESSMENT

The first step in the IDP review process needs to look at the existing situation of the municipality. During the Analysis phase the review process focused only on the relevant aspects of issues influencing the development of the municipality. The purpose of this phase was also then to ensure that decisions on strategies and projects would be based on;

- the qualitative priority needs and challenges on local residents,
- proper quantitative information on all those priority issues,
- clear knowledge of the availability of local resources, and
- a holistic understanding of the dynamics or key issues determining the various development priorities within the municipality.

Detailed status quo of the analysis of the municipal area, with inputs from the community, organizations, business, non-state actors and state owned enterprises, spatial analysis and SWOT analysis.

Relevant statistical information gathered during the formulation IDP process was presented to community members during community meetings. This served as basis for discussing the needs and priorities of residents within the various functional areas of the municipality. The findings were then analyzed and discussed further during the Representative Forum meetings to identify the causes determining each priority issue and to formulate certain development principles against the knowledge of such causes. The findings were then presented under a number of integrated sectors, which coincide with the various analyses proposed within the IDP guide-packs and include institutional, social, infrastructure, economic, environmental and spatial analyses. Deriving from the current realities and cross-cutting analysis, a list of priority development issues were identified which served as a basis for a more detailed, in-depth analysis.

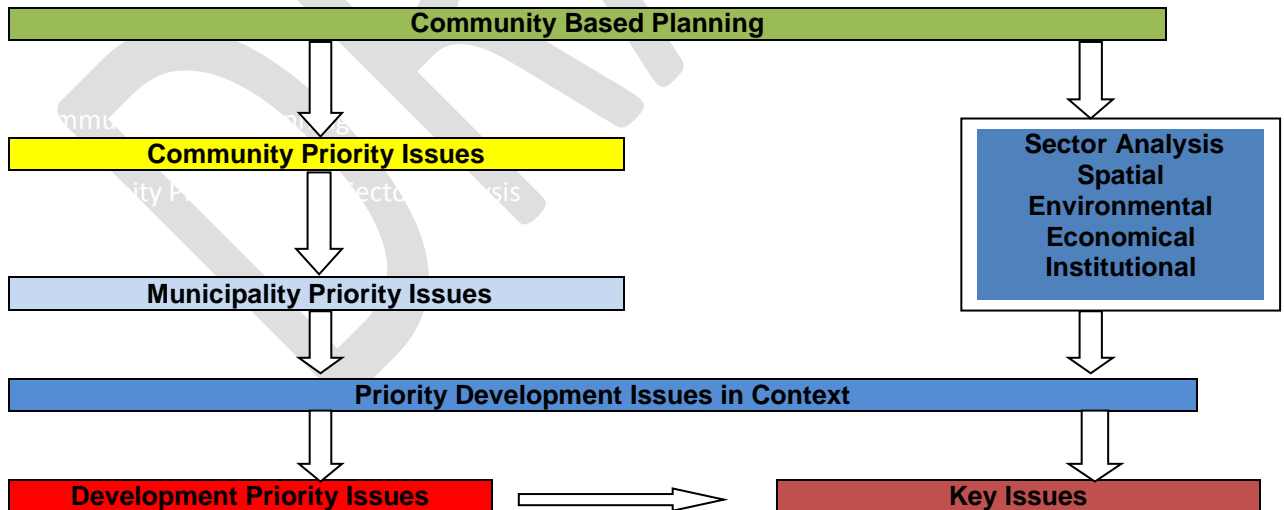


FIGURE 28 : SITUATIONAL ANALYSIS FLOW

This chapter will reflect on the key statistics released by Statistics South Africa for Census 2011 and provide an assessment of all critical services identified for the municipality according to the Local Government Key Performance Areas (KPAs). It will endeavour to respond to the following questions: *Who are we? Where are we with regards to the provision of services that relates to identified critical services?*

The status quo assessment will further highlight the challenges confronting the municipality and indicate the state of affairs in the municipality in relation to the Local Government KPAs.

2.1 INFORMATION FROM CENSUS 2011 (POPULATION PROFILE)

The Metsimaholo Local Municipality covers an area of 1 739 square kilometres and includes Deneysville, Metsimaholo, Oranjeville, Refengkgotso, Sasolburg, Vaalpark and Zamdela. It is inhabited by approximately 149 109 people with more than 90% living in the urban areas of the municipal region, as per 2011 census. The figure and table below indicate that the population shows an increase of 33 154 or 28.6% from 2001 to 2011.

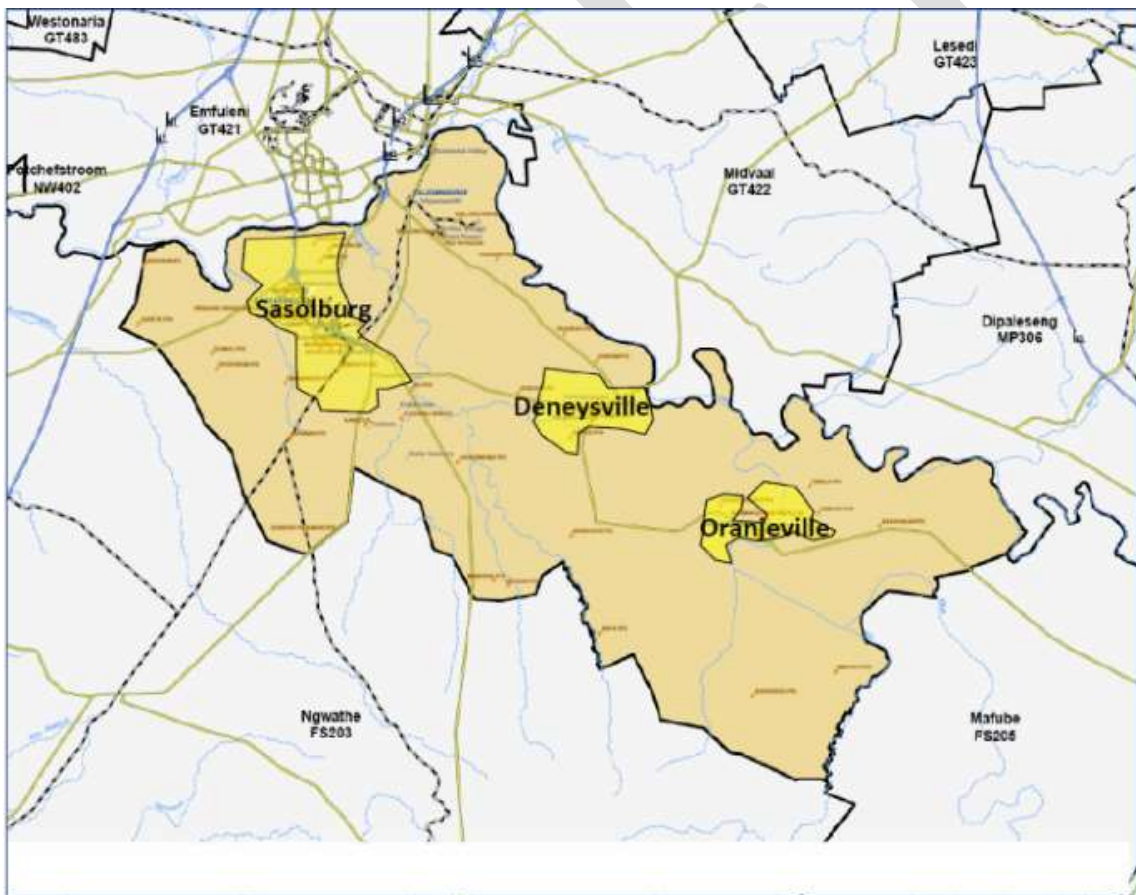


FIGURE 29 : METSIMAHOLO LM MAP

The table below highlights the Municipal *preferred data* in addition to the verified 2011 Census (Statssa). It reflects on the progress regarding Municipal preferred data on population growth and progress on town establishment. Engagements with the Statssa to verify the area survey is in progress.

Cabinet during 2012 confirmed a population growth rate for METSIMAHOLO as follows:

Target area <i>(The norm is 1,5% growth)</i>	Population		% Growth Over 10 years	Annual % Growth
	2001	2011		
FS 204: Metsimaholo	115977	149108	28,57	2,86

Growth rates are confirmed where Metsimaholo and since first amalgamation of municipalities during 1994 created a large number of formal erven to eradicate the ever growing demand in serviced erven. To provide for further growth and to cover new needs created by in-migration, natural growth, and an increase in households as family units shrink the municipality will have to plan for and create at least **13`000 serviced erven before 2025** if the current growth rate remains constant. Since amalgamation of municipalities during 1994, the Council was forced to create a large number of formal erven to eradicate backlogs and to provide for annual growth:

TABLE 37 : NEIGHBOUHOOD OVERVIEW

FORMAL TOWNSHIP	TOTAL ERVEN CREATED	PRIVATE REGIS- TERED OWNERS	RESIDENTIAL ERVEN CREATED	HOUSES ERECTED	HIGH DENSITY <i>(Flats)</i>	GOV SUBSI- DIZED RDP's	POPULATION	HOUSEHOLDS <i>(3,4 / Household)</i>
Sasolburg	7899	6816	6398	5137	1782	56	20257	5787
Vaalpark/ Roodia	3029	2763	2361	2241	614	0	7444	2481
Zamdela	20227	12994 64%	18993 <i>(5716 Mazenke)</i>	1622	1802	14970	99639	28468
Deneysville	1836	1764	1470	639	65	0	2328	665
Refeng- kgotso	5922	2523	5741	323	6	2710	24905	7115
Oranjeville	948	936	846	232	4	0	837	239

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Metsimaholo	1480	1023	1422	269	0	959	4614	1318
Rural	3935	-	-	3935	118	-	9053	3621
TOTAL	45`276	28`819	37`231	14`398	4`390	18`695	169`077	49`694

The figure and table below indicate that the population shows an increase of 33 154 or 28.6% from 2001 to 2011.

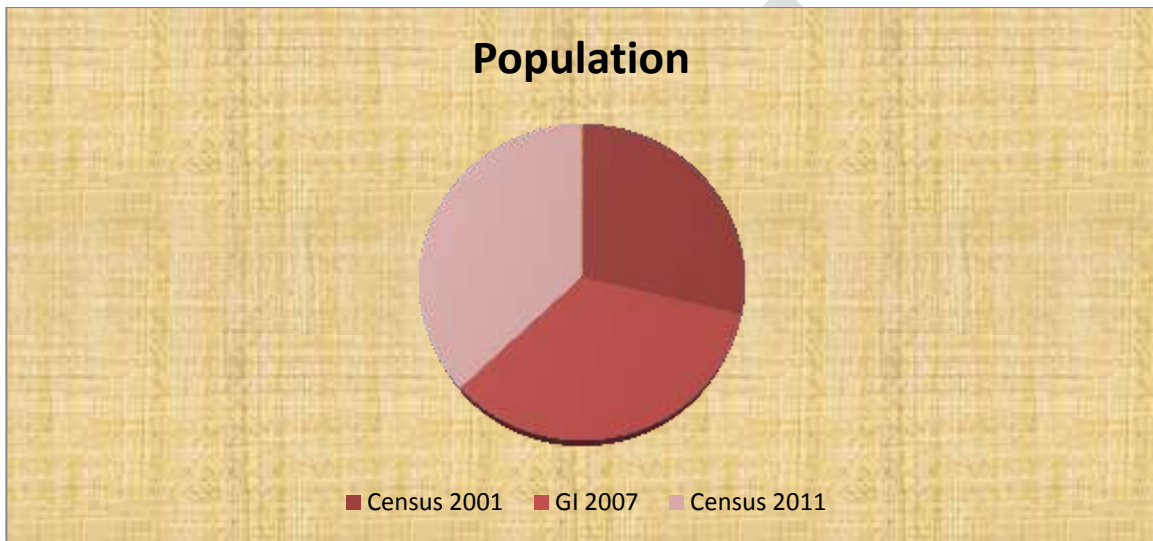


FIGURE 30 : POPULATION:

	Census 2001	Global Insight 2007	Census 2011
Males	59 239		149 109
Females	56 716		47 411
Total Population	115 955	137 481	149 109

TABLE 31 : POPULATION GROWTH TREND: 2001-2011

Whilst the number of households also increased by 13 495 or 41.8 over the same period. The average household size however decreased from 3.6 to 3.3.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

	Census 2001	Global Insight (GI) 2007	Census 2011
Population	115 955	137 481	149 109
Households	32 260	38 768	47 411
Average Household Size	3.6	3.5	3.3

TABLE 50 : POPULATION, HOUSEHOLDS AND HOUSEHOLD SIZE

Ward	Population 115 955	Population 149 108	Households	Average HH size
	2001	2011	Households	Average HH size
1	5884	16214	2 351	3.1
2	6735	4486	3 514	4.3
3	7338	5938	2 525	6.1
4	4349	5429	1 098	6.2
5	5867	6701	1 478	3.4
6	3666	4928	1 046	2.4
7	8910	4012	834	8.5
8	6741	7347	2 479	8.3
9	4626	4953	754	5.2
10	7931	7079	2 771	5.2
11	5082	5109	1 661	6.7
12	3776	4073	678	6.5
13	3763	12514	1 394	2.6
14	8609	10682	3 175	2.4
15	3643	3341	1 318	3.4
16	5486	6693	2 698	2.0
17	5988	7835	3 235	2.4
18	1882	3008	588	2.7
19	5689	12674	599	3.6
20	6942	11733	1 381	3.2
21	3047	4357	1 743	2.3

TABLE 51 : POPULATION, HOUSEHOLDS AND HOUSEHOLD SIZE PER WARD

The total number of voters on the municipal segment of the national common voters roll on 07 May 2014 was 76 943.¹³ The breakdown per ward of the number of registered voters is reflected in the table below.

TABLE 52 : NUMBER OF REGISTERED VOTERS PER WARD

Ward	1	2	3	4	5	6	7
No. of registered voters	4 472	3 068	3 634	3 220	3 675	3 241	2 819
Ward	8	9	10	11	12	13	14
No. of registered voters	3 813	2 958	3 049	3 476	3 127	4 995	5 376
Ward	15	16	17	18	19	20	21
No. of registered voters	4 322	4 073	4 158	1 951	5 536	3 286	2 694

TABLE 53 : OVERVIEW OF KEY STATISTICS WITHIN THE MUNICIPALITY

MUNICIPAL KEY STATISTICS:		
	Census 2001	Census 2011
Total Population	115,955	149,108¹⁴
Total no. of Households	32,260	47 411
Young (0-14)	27,7%	26,3%
Working Age (15-64)	69,3%	69,3%
Elderly (65+)	3,7%	4,4%
Dependency ratio	45,7%	44,3
Growth rate	1,62%	2,51% (2001-2011)
Population density		87 persons/km2
Unemployment rate	37%	32,1%
Youth unemployment rate	47,7%	41,6%
No schooling aged 20+	10,7%	5,7%
Higher education aged 20	8,3%	12,4%
Matric aged 20+	22,2%	29,8%
Average household size	3,3	3,1
Female headed households	32%	32,5%
Formal dwellings	63,6%	83,9%
Flush toilet connected to sewerage	69%	74%
Weekly refuse removal	61,1%	78,9%
Piped water inside dwelling	43,2%	71,7%
Electricity for lighting	77,7%	86,4%

Source: Statssa

¹³ Independent Electoral Commission (IEC) Voter Registration Report 2014 (Date of Access: 2015.02/02)

¹⁴ Statistics South Africa(STATSSA) 2011

**SUMMARY OF METSIMAHOLO LOCAL MUNICIPALITY TO BASIC SERVICE DELIVERY:
WATER:**

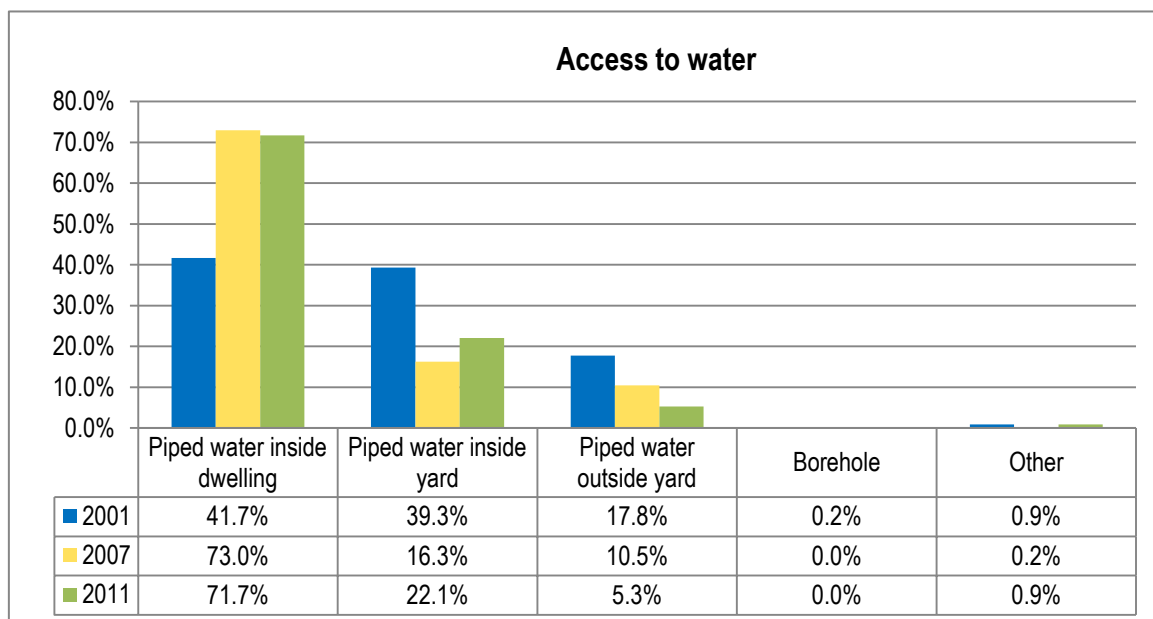


FIGURE 33 : ACCESS TO WATER

WARD ¹⁵	2001			2011		
	Piped water inside the dwelling/yard	Piped water from access point outside the yard	No access to piped water	Piped water inside the dwelling/yard	Piped water from access point outside the yard	No access to piped water
Total	26135	5727	399	42922	2408	427
Ward 1	1109	572	8	4432	212	67
Ward 2	1255	967	16	1198	11	14
Ward 3	1395	517	4	1574	20	1
Ward 4	971	6	9	1358	8	12
Ward 5	1229	357	7	2117	42	6
Ward 6	994	1	2	1410	2	6
Ward 7	1064	2315	26	1070	5	2
Ward 8	1497	97	2	2043	4	6
Ward 9	1216	8	12	1706	14	19
Ward 10	1570	298	175	1928	63	13
Ward 11	1087	17	-	1428	2	2
Ward 12	847	56	14	1427	14	35
Ward 13	1113	2	3	3550	388	101
Ward 14	2357	147	19	3663	31	21
Ward 15	1024	25	2	1006	5	2
Ward 16	1678	46	-	2354	8	14
Ward 17	1820	35	11	2772	6	5
Ward 18	508	19	1	1126	13	21

¹⁵ Statsa : Census: 2001 &2011

Ward 19	1358	152	36	3964	476	17
Ward 20	1127	88	48	1600	1081	38
Ward 21	915	3	2	1196	4	24

TABLE 43 : DISTRIBUTION OF HOUSEHOLDS HAVING ACCESS TO PIPED WATER PER WARD

Blue Drop Status:¹⁶

Water Services Authority	Metsimaholo Local Municipality					
Water Services Provider(s)	Metsimaholo Local Municipality and Rand Water					
Municipal Blue Drop Risk Rating	28,14 %					
Water supply system	Sasolburg		Deneysville		Oranjeville	
A: Process Control RR	50.00 %		69.23 %		56.76 %	
B: Drinking Water Quality RR	40.74 %		40.74 %		40.74 %	
C: Risk Management RR	34.43 %		47.83 %		47.83 %	
Water supply system rating Blue Drop Risk Rating 2013	28.01 %		57.26 %		47.68 %	
Blue Drop Risk Rating 2012 (+ Progress Indicator)	58.57%	IMPROVED	IMPROVED	IMPROVED	IMPROVED	IMPROVED
Upgrades Capital Expenditure(Rm)	R 11 000 000		R 25 456 753		R 0	
Microbiological Quality	99.70%		98.90%		>99.9%	
Chemical Quality	>99.9%		>99.9		>99.9%	

TABLE 54 : MUNICIPAL SCORE FOR BLUE DROP

The Metsimaholo Local Municipality consists of the three towns: Sasolburg, Deneysville and Oranjeville. Water is distributed to almost 200 000 consumers. Sasolburg receives water in bulk from Rand Water via the Vereeniging treatment plant. Deneysville as well as Oranjeville Water Treatment plant, abstract water directly from the Vaal Dam. The WSA showed significant improvement since 2011 and have continued the trend with a further reduction in the Blue Drop Risk Rating from 58.65% in 2012 to 28.14% in 2013. This is mainly due to Rand Water as WSP to Sasolburg and additional information received for calculation purposes. The Local Municipality, however, should be commended for its management of water services and its commitment to supply safe drinking water.

The Water Safety Plans for the WSA are available for all three systems. Although not signed, the documents were updated during the year of assessment. Unfortunately limited proof is given that all recommendations defined in the Water Safety Plan received attention and that mitigation plans required to reduce the risks were implemented. A recommendation relevant to all three the WSPs, and the same was requested by DWA in 2012, is for a full SANS 241 analyses to be conducted. This was not done and a risk-defined monitoring compliance programme, as required by SANS 241:2011 (Part 2), has

¹⁶ Department of Water Affairs Blue Drop certification 2013 report

therefore not yet been compiled and implemented by the Municipality. The low WSA compliance to the chemical monitoring programmes (5% to 18.2%), is also of concern.

The excellent chemical water quality compliance in all the systems managed by the Municipality (>99.9%), will be questioned at future assessments if the Municipality do not submit proof of a full SANS 241 analyses, at least once a year, in all the supply systems, to support that monitoring for only fluoride, iron and sulphate provides enough information on the chemical risks potentially present in the water.

The WSA made provision in the budget for upgrades to the Deneysville WTW as well as the distribution networks in Sasolburg and Deneysville. These upgrades were identified in the Water Safety Plans. Metsimaholo Local Municipality is commended for making funds available. The Municipality is encouraged to upload all supporting documentation on the BDS as proof of a living water safety plan and management commitment.

Because Blue Drop scores and Risk Ratings are volume weighted, Sasolburg (supplied by Rand Water) lowers the WSA's overall Risk Rating. This tends to deflect attention from the higher risk ratings in Deneysville (57.3%) and Oranjeville (47.7%). The WSA must therefore particularly focus on the risks pointed out in the 2013 PAT.

The WSA is recommended to embrace all opportunities offered by Rand Water to assist them to improve their performance. Together, the WSA and Rand Water can attain Blue Drop status in the Sasolburg system in the near future!

COMMENT ON WATER PROVISION:

Access by households to potable piped water inside the dwelling and yard showed a positive movement and increased from 81.0% in 2001 to 93.8% in 2011, whilst piped water outside the yard decreased from 17.8% to 5.3% over the same period.

The Municipality is still performing fairly well, and this is attested by the blue drop status. Water is currently provided by the Municipality as piped-water with a water backlog (bulk) of 35 ML a day. Currently a 9ML reservoir projects is completed in order to achieve the millennium goals towards the 35ML required per day. About 95% of the residents have access to water in their yards.

SUMMARY OF METSIMAHOLO LOCAL MUNICIPALITY TO BASIC SERVICE DELIVERY:

SANITATION:

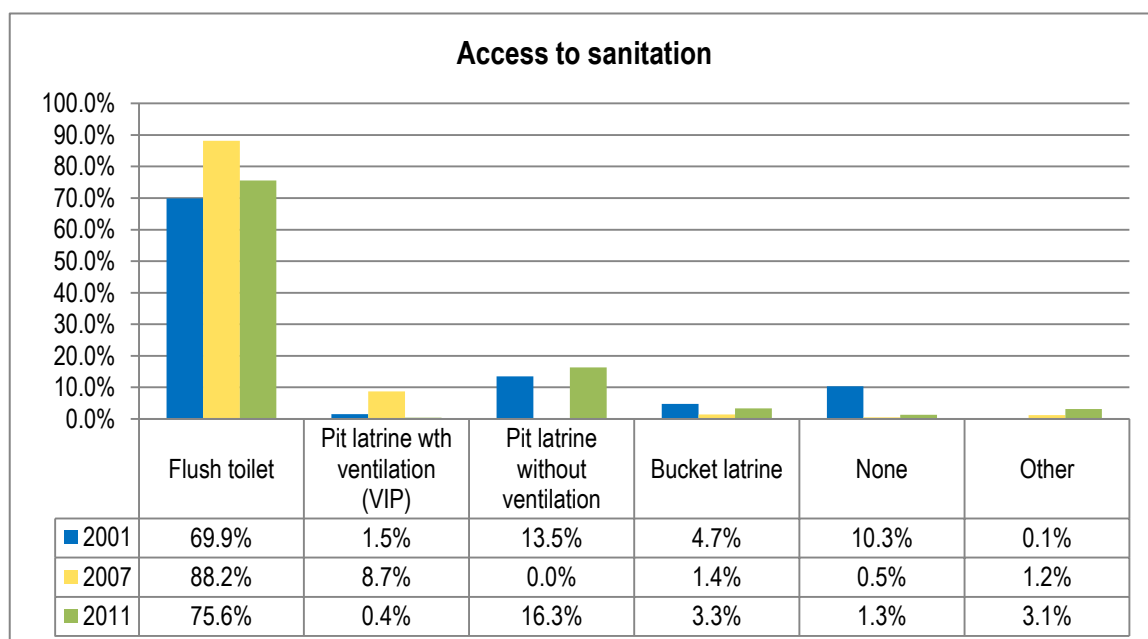


FIGURE 34 : ACCESS TO SANITATION

Ward ¹⁷	2011							
	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other	None
Total	33 855	696	223	197	7 466	1 533	1 170	617
Ward 1	1 154	17	24	30	2 921	310	193	61
Ward 2	1 210	3	-	-	1	-	5	3
Ward 3	1 568	7	-	2	2	9	-	7
Ward 4	1 356	2	1	2	-	3	2	12
Ward 5	1 416	289	15	22	76	167	25	154
Ward 6	1 404	-	-	-	1	-	10	3
Ward 7	1 065	5	-	4	2	-	-	1
Ward 8	2 027	14	1	-	1	-	1	9
Ward 9	1 706	7	1	1	-	-	6	8
Ward 10	1 916	-	-	1	-	5	70	12
Ward 11	1 425	3	-	-	-	-	4	-
Ward 12	1 301	123	-	-	1	20	11	21
Ward 13	1 889	10	7	13	1 803	28	280	10
Ward 14	3 586	32	4	17	41	16	7	11
Ward 15	1 001	9	-	1	-	-	2	-
Ward 16	2 353	7	-	1	-	3	4	7

¹⁷ Statsa : Census: 2001 &2011

Ward 17	2 767	11	-	-	-	-	1	2
Ward 18	1 089	18	-	3	39	6	5	-
Ward 19	963	20	154	55	2 522	16	514	212
Ward 20	1 440	117	15	44	54	951	29	69
Ward 21	1 217	1	-	1	1	-	-	3

TABLE 55: DISTRIBUTION OF HOUSEHOLDS HAVING ACCESS TO TOILET FACILITIES PER WARD

Green Drop Status:¹⁸

Water Services Authority	Metsimaholo Local Municipality
Water Services Provider(s)	Metsimaholo Local Municipality
2013 Municipal Green Drop Score	68.57%↑
2011 Municipal Green Drop Score	61.80%
2009 Municipal Green Drop Score	0.00%

TABLE 56 : MUNICIPAL SCORE FOR GREEN DROP

Green Drop Score (2013)	Deneysville	66.88%	Oranjeville	72.15%
Process Control & Maintenance Skills	67		86	
Monitoring Programme	91		91	
Submission of Results	50		100	
Effluent Quality Compliance	10		10	
Risk Management	90		90	
Local Regulation	100		40	
Treatment Capacity	36		40	
Asset Management	71		96	
Green Drop Score (2013)	66.88%		72.15%	
2011 Green Drop Score	47.40%		49.70%	
2009 Green Drop Score	0.00%		0.00%	
Wastewater Risk Rating (2012)	76.50%		70.60%	
Wastewater Risk Rating (2013)	58.82%		41.18%	

Note: Sasolburg WWTW has been removed from the municipal scorecard and evaluated under "Private Plants (Sasol)"

TABLE 57: MUNICIPAL SCORE FOR GREEN DROP PER TOWN

¹⁸ Department of Water Affairs Blue Drop certification 2013 report

Metsimaholo Local Municipality has achieved a municipal Green Drop score of 68.6% is commended for the vast improvement shown across all systems during this year's Green Drop audits. The municipality has made significant strides in improving overall wastewater quality monitoring, however compliance of the final effluent remains a concern in the Deneysville and Oranjeville systems. Another gap that needs to be urgently addressed is the lack of flow data for these systems, in terms of consistent monitoring of dry flows, wet weather flows and night flow, as this is essential for effective treatment and planning.

The municipality has done well in implementing its wastewater risk abatement plan and it is further encouraged that risks are prioritised and addressed to ensure further improvement in future. This improvement is evident by the markable decrease in risk from high risk positions in 2012 to low- and moderate risk positions in 2013.

COMMENT ON SANITATION

Positive progress has also been made in respect of access to sanitation whereby flush toilets increased from 69.9% in 2001 to 75.6% in 2011. The percentage of households utilizing pit latrines without ventilation (+2.8%) and bucket latrines (-1.5%) showed a downward movement over the last 10 years.

The management of the Sanitation Provision services are done in two categories the one being the treatment being done under contract by Sasol Chemical Industries (Sasolburg zone) and the other being treated by two Municipal plants (Deneysville and Oranjeville zones). The challenge as to the treatment of sewer effluent lies in the needed enlargement of the treatment plants of the Municipality being assessed and to be included in the sanitation sector plan. PSPs for the compilation of the master and sector plan will be sought during the next financial year, dependant on funding.

The project is still under construction in Amelia. This is due to shortage of funds that this project is not completed. The project will be completed in 2014/15 FY. House connections are still outstanding. Sewer network is installed but not yet fully functional. 368 stands in Metsimaholo Ext 6, not yet completed due to hard Rock experienced by the Contractor.

**SUMMARY OF METSIMAHOLO LOCAL MUNICIPALITY TO BASIC SERVICE DELIVERY:
ELECTRICITY:**

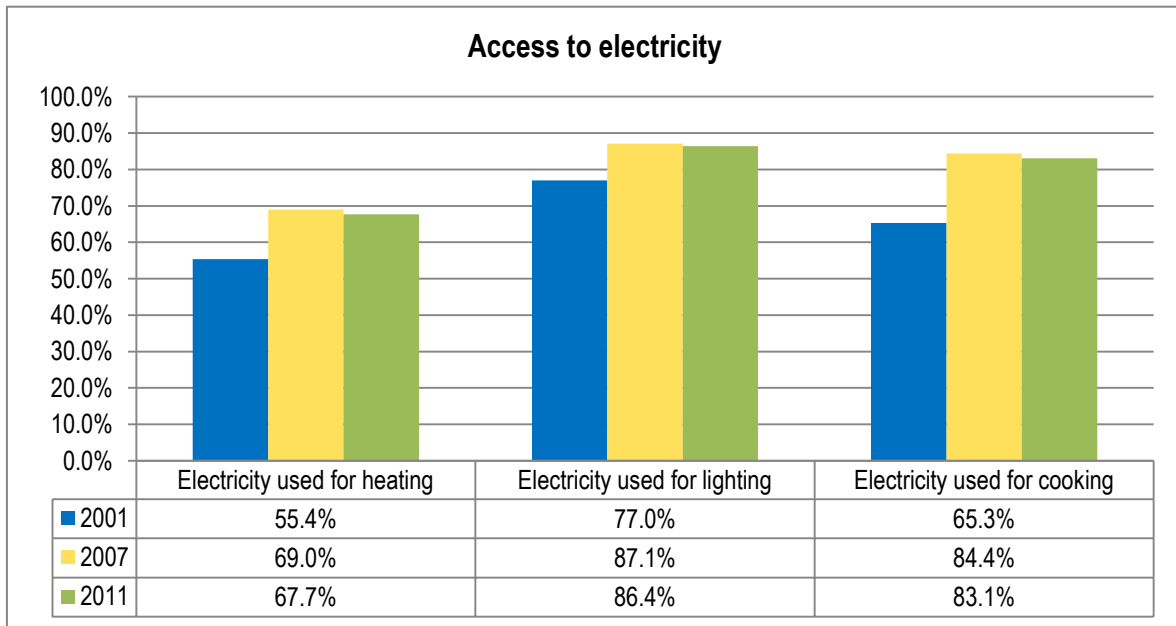


FIGURE 35 : ACCESS TO ELECTRICITY

Ward	2011					
	Electricity	Gas	Paraffin	Candles	Solar	None
Total	39548	86	1350	4594	95	83
Ward 1	4444	5	39	203	12	8
Ward 2	1194	-	5	13	6	3
Ward 3	1548	-	2	40	3	1
Ward 4	1367	-	1	7	3	-
Ward 5	1744	6	13	383	14	5
Ward 6	1390	1	5	20	2	-
Ward 7	1065	-	-	11	1	-
Ward 8	2033	-	-	15	3	2
Ward 9	1694	5	2	35	1	2
Ward 10	1919	-	8	76	1	1
Ward 11	1417	-	-	12	-	3
Ward 12	1449	1	13	12	1	-
Ward 13	3513	16	179	325	2	3
Ward 14	3689	6	2	14	3	1
Ward 15	1007	1	-	5	-	-
Ward 16	2364	6	-	3	3	-
Ward 17	2770	2	5	5	-	-
Ward 18	1122	-	2	32	-	2
Ward 19	1014	27	986	2391	15	25
Ward 20	1618	9	84	965	22	23
Ward 21	1185	2	4	27	2	4

TABLE 58 : ACCESS TO ENERGY OR FUEL PER WARD

COMMENT ON ELECTRICITY PROVISION

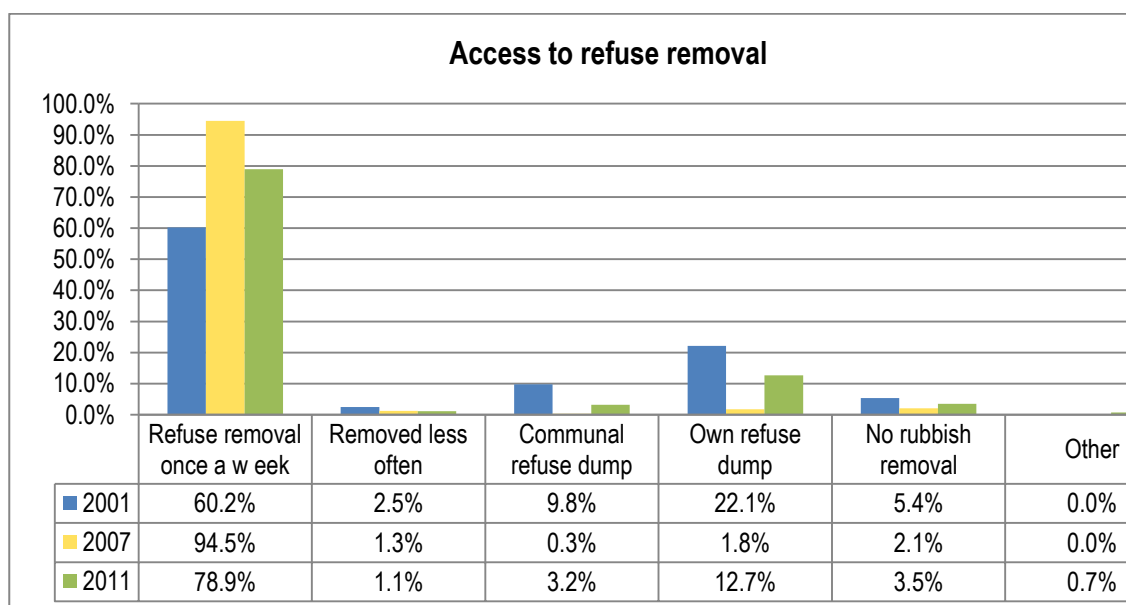
The 2011 Census information shows that more households utilize electricity for heating, lighting and cooking compared to the status quo in 2001. 67.7% of households used electricity for heating, 86.4% for lighting and 83.1% for cooking in 2011.

The service delivery of the Department Electrical and Mechanical Engineering is hampered by the shortage of staff, vehicles and equipment and the time delay in procuring material. Limited stock to none is carried in the Division Stores and during emergencies and breakdowns material must be sourced from willing suppliers to assist the Department. In general the Department is continuing to provide an effective service to the community despite problems and will try and continue to strive to improve the service delivery.

The completion of the bulk supply substation, the electrification of Amelia and Themba Kubheka is important and remain a priority. Shortage of qualified staff remains problematic and maintenance is seriously hampered and the necessary safety standard cannot be maintained.

SUMMARY OF METSIMAHOLO LOCAL MUNICIPALITY TO BASIC SERVICE DELIVERY:

REFUSE REMOVAL



Ward ¹⁹	2011					
	Removed by local authority at least once a week	Removed by local authority less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Total	36088	491	1459	5812	1591	316
Ward 1	1483	93	306	2301	511	16
Ward 2	1220	1	-	1	-	-
Ward 3	1490	1	73	20	9	1
Ward 4	1372	1	-	5	-	1
Ward 5	1819	35	11	271	19	8
Ward 6	1410	1	-	4	-	3
Ward 7	1073	1	-	3	-	-
Ward 8	2053	-	-	-	-	-
Ward 9	1722	2	-	3	3	8
Ward 10	1940	-	-	63	1	-
Ward 11	1430	1	-	-	-	-
Ward 12	1448	25	-	-	1	2
Ward 13	3529	3	49	112	341	4
Ward 14	3428	105	18	128	22	13
Ward 15	1000	9	1	-	-	2
Ward 16	2336	25	9	2	3	2
Ward 17	2733	18	10	8	1	13
Ward 18	967	66	8	81	15	22

¹⁹ Statsa : Census: 2001 &2011

Ward 19	968	40	614	2255	493	86
Ward 20	1446	63	359	550	169	133
Ward 21	1220	-	-	3	1	-

TABLE 59 : ACCESS TO REFUSE DISPOSAL PER WARD

COMMENT ON WASTE MANAGEMENT/REFUSE REMOVAL

Waste Management main functions are general waste collection service to households and businesses, cleansing services (incorporating street sweeping, litter picking, removal illegal dumping on municipal public open spaces) as well as operates general waste landfill sites and transfer stations.

In respect of access of refuse removal services 78.9% of households in 2011 had their refuse removed at least once a week showing an 18.7% increase compared to 2001. Households utilising communal refuse dumps, their own refuse dumps and with no access to refuse removal services show a comparative decline over the same period.

SUMMARY OF METSIMAHOLO LOCAL MUNICIPALITY TO BASIC SERVICE DELIVERY:

DWELLING/HOUSING:

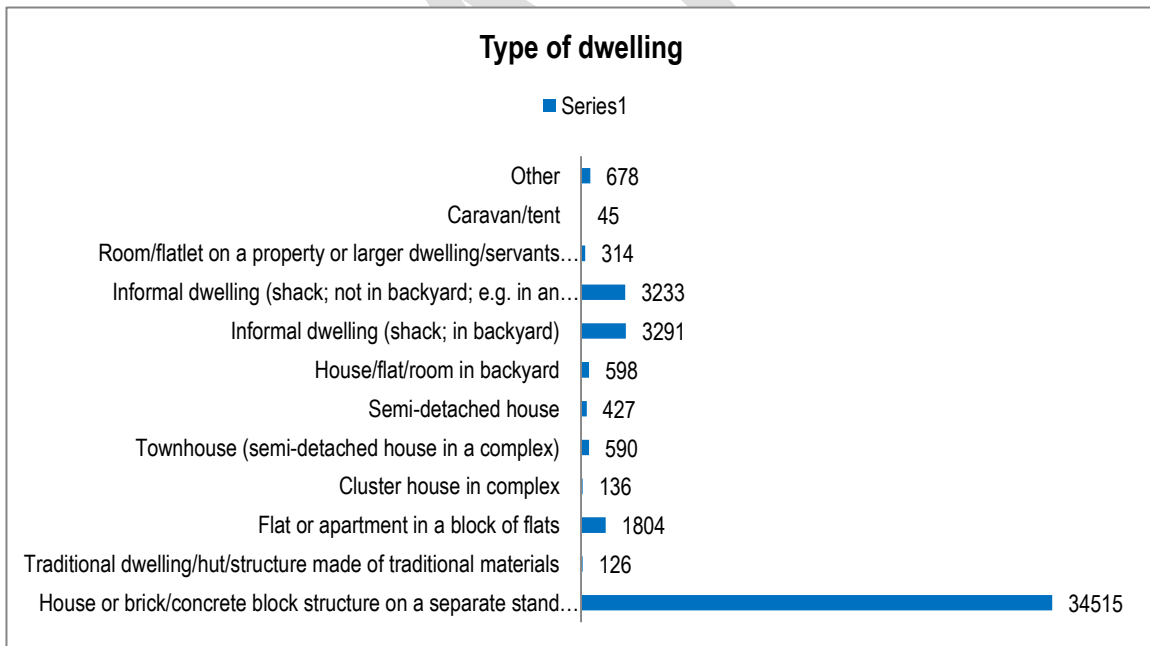


FIGURE 37: TYPE OF DWELLING

Ward ²⁰	2011			
	Formal dwelling	Traditional dwelling ²¹	Informal dwelling ²²	Other
Total	38383	127	6524	723
Ward 1	3817	11	836	48
Ward 2	1158	4	50	10
Ward 3	1433	4	153	5
Ward 4	1291	1	79	8
Ward 5	1909	6	218	32
Ward 6	1265	2	147	4
Ward 7	924	1	149	3
Ward 8	1672	2	365	14
Ward 9	1644	14	63	18
Ward 10	1733	-	244	28
Ward 11	1375	3	48	6
Ward 12	1429	-	46	2
Ward 13	3035	6	881	117
Ward 14	3659	24	13	18
Ward 15	993	6	2	13
Ward 16	2359	9	3	5
Ward 17	2754	9	5	14
Ward 18	1145	2	2	10
Ward 19	2135	15	1966	340
Ward 20	1537	8	1147	28
Ward 21	1116	1	105	2

TABLE 60 : TYPE OF DWELLING PER WARD

COMMENT ON HUMAN SETTLEMENT:

Likewise, the Human Settlement and Property management division lack capacity creating serious challenges in delivering efficient service to the community on decentralized basis. As further announced by the Free State MEC responsible for Cooperative Governance, Human Settlements and Traditional Affairs, on March 20th, 2013 “...the Free State Provincial Government committed itself to continue to support METSIMAHOLO, Matjhabeng, Dihlabeng and \ Moqhaka Local Municipalities in attaining readiness for level 1 & 2 accreditation of the function `housing` to be implemented by 2015 / 2016...”. Capacity and performance assessments to be executed by means of a *Business Plan* for Level 1 & Level 2 Accreditation by not later than April 2015 to demonstrate the municipalities capacity for implementation, to plan for projects and programmes and to demonstrate the municipalities readiness

A service provider has been appointed by the Division Urban Planning to review the Municipal SDF (*Spatial Development Frame Work*) in two phases, which was adopted by Council as a five year development plan. During April 2014, a final inception report was submitted as per agreed deliverables and milestone. Land Use Management applications

²⁰ Statssa : Census: 2001 &2011

²¹ Traditional dwelling/hut/structure built with traditional material

²² Informal dwelling (shack/ backyard)

(rezoning, subdivisions, etc.) are administered on continuous basis. Considering challenges on eradication of human settlement backlogs the department is in final stages of township establishment in Themba Khubeka (2`500 residential erven in Refengkgotso) and Moodraai (2`200 residential erven in Zamdela), which will eventually accommodate 4`000 families

Based on key challenges facing the people of the Free State with service delivery, unemployment, poverty and inequality, the Premier of the Free State Province on 24 June 2014 formalized a *cooperation agreement* between the Province and Sasol Group Services (Pty) Ltd as an important player not only in the provincial economy but also in the national and global economies and to promote a business relationship in good faith by determining the scope and extent of such cooperation with particular focus on development of sustainability and / or providing support services to *community projects in the Metsimaholo- and Ngwathe Local Municipalities*. The Framework will be operational from 24 June 2014 for a period of five(5) years to achieve certain development objectives, such as:

1. a Multi-Purpose Medical Facility / Clinic to be erected on Erf 16743 Zamdela Extension 12 (Gortin Area) during the 2014/16 financial years;
2. 100 x FLISP (Finance Linked Individual Subsidy) Project Houses to be erected for the employees of Sasol Chemical Industries on Erven 10259 and 12979 situated in Zamdela Extension 9 (*Harry Gwala*) during the 2014/16 financial year;
3. 74 x RDP (*Government subsidized*) houses to be erected in Sasolburg Ext 1 (*Nic Ferreira Street*) for the re-location of residents from Hostel 4 Zamdela not interested in the CRU (*Community Residential*) Development;
4. a Clinic to be erected on Erf 5092 Sasolburg Ext 5 during the 2014/16 financial year,
5. a Library in Oranjeville during 2014/15 financial year; and
6. to fast track processes the MEC for Corporate Governance, Traditional Affairs and Human Settlements offered an opportunity for an emergency development of Moodraai (Zamdela) and Themba Khubeka (Refengkgotso Extension 5) in an attempt to eradicate backlogs.

KPA 1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The information under this KPA will indicate the existing level of development in the community, the names of settlements and their level of service in respect of water sanitation, waste management, electricity and energy, roads and storm-water, housing, etc.

IDP PRIORITY 1: WATER

Status of sector plan (WSDP)				Phase 1 approved, expired and to be re-advertised		
Availability and status of operation and maintenance plan				Yes, O&M plan within BDS		
Status of bulk supply and storage				Yes		
National target for water service²³				Tap in yard/house		
Is the municipality the service authority? (Yes/No). If no, indicate the arrangements for the delivery of water				Yes		
Approved service level for municipality²⁴:						
Formal areas				Tap in yard/house		
Informal areas				Communal tap at 200m		
Number of HHs with/without access to water²⁵:						
Total HHs	RDP and above	Below RDP²⁶	No service²⁷	Interventions required to address backlogs		
45 755	42 718 (93.3%)	2 537	2 537	Funding		
What are the reasons for HHs without access or below RDP access?²⁸						
MIG funding not sufficient for HHs in need of access.						
MIG funding only for backlog areas identified till 1994. However, Department of Human Settlement committed to fund water projects to ensure access.						
Areas or settlements without access to basic service standard/level						
Name of area/settlement	Wards	Total no. of HHs	No. of HHs at or above RDP	No. of HHs below RDP²⁹	No. of HHs with no access³⁰	Interventions required
Themba Khubeka	Ward 20	2 537		2 537		Funding
Status of the provision of free basic water:						
Is there an approved FBS policy? (Yes/No)				Yes		
If No, indicate the reason(s)				N/A		
How many HHs are benefitting from the Council approved FBS policy?				100%		
Indicate other challenges not highlighted above:						
Bulk supply is completed and Department of Human Settlement have committed funding and be implementing agents. Currently, community is accessing water through communal taps.						
Changes in demographics						

²³ For example: 100% access by all HHs by 2014

²⁴ For example RDP standard is: In-house connection or yard connection or communal standpipe within 200m radius

²⁵ For the municipality as a whole

²⁶ Part of backlog

²⁷ Part of backlog

²⁸ For example: no bulk infrastructure, no reticulation infrastructure, ageing infrastructure, lack of capacity to operate and maintain service, etc.

²⁹ Part of backlog

³⁰ Part of backlog

Availability of water to other associated public facilities:	
Schools, hospitals, clinics & police stations	100%

IDP PRIORITY 2: SANITATION

Status of sector plan (WSDP)				Phase 1 approved		
Availability and status of operation and maintenance plan				Yes, O & M plan within GDS		
Status of sewer treatment plants and related bulk infrastructure				Operational ; condition - fair		
National target for sanitation service³¹				Water borne toilet - house/stand		
Approved service level/standard for municipality³²:						
Formal areas				Water borne toilet is stand		
Informal areas				Pit latrine/temp bucket system		
Number of HHs with/without access to sanitation³³:						
Total HHs	RDP and above	Below RDP³⁴	No service³⁵	Interventions required to address backlogs		
45 755	39 718	11 270	11 270	Funding inadequate, however, business plan is submitted and approved.		
What are the reasons for HHs without access or below RDP access?³⁶						
Themba Kubheka is a newly developed area and cannot be funded through MIG, However Department of Human Settlement committed funding for Amelia 3333 house connections; whilst MIG committed for Gortin sewer network and house connection.						
Areas or settlements without access to basic service level/standard						
Name of area/settlement	Wards	Total no. of HHs	No. of HHs at or above RDP	No. of HHs below RDP³⁷	No. of HHs with no access³⁸	Interventions required
Themba Kubheka	20	2 537		2 537		funding
Gortin	1	5 400		5 400		funding
Amelia	19	3 333		3 333		Funding
Status of the provision of free basic sanitation:						
Is there an approved FBS policy? (Yes/No)				No		
If No, indicate the reason(s)				No free basic service for sewer only water		
How many HHs are benefitting from the Council approved FBS policy?						
Indicate other challenges not highlighted above:						
-Themba Khubeka is the newly developed area and MIG does not fund new development. -Amelia house connections are outstanding but Department of Human Settlement have provided a funding and will be an Implementing Agent. -Gortin project is underway						
-Growth						

³¹ For example: 100% access by all HHs by 2014

³² For example RDP standard is: water-borne sewerage or VIPs, etc.

³³ For the municipality as a whole

³⁴ Part of backlog

³⁵ Part of backlog

³⁶ For example: no bulk infrastructure, no reticulation infrastructure, ageing infrastructure, lack of capacity to operate and maintain service, etc.

³⁷ Part of backlog

³⁸ Part of backlog

IDP PRIORITY 3: ELECTRICITY AND ENERGY

Status of sector plan (Energy Plan)				Tender Re-advertised	
Availability and status of operation and maintenance plan				Yes and annually reviewed	
Status of related bulk infrastructure				60% and Sub-stations in Vaalpark, Kragbron and Themba-Kubheka is still needed.	
National target for electricity service				2016	
Approved service level/standard for municipality :				Yes, Municipal Standards	
Formal areas				Single phase 40 ampere	
Informal areas				Single phase 40 ampere	
Number of HHs with/without access to electricity :					
Total HHs	RDP and above	<i>Below RDP</i> ³⁹	<i>No service</i> ⁴⁰	<i>Interventions required to address backlogs</i>	
45 755	39 718		6 037		
What are the reasons for HHs without access or below RDP access?					
Non-Availability of funds to construct Substation and networks					
Areas or settlements with/without access to basic service level/standard					
Name of area/settlement	Total no. of HHs	<i>No. of HHs at or above RDP</i>	<i>No. of HHs below RDP</i> ⁴¹	<i>No. of HHs with no access</i> ⁴²	<i>Interventions required</i>
Amelia	3 000			3 000	
Themba Khubheka	2 537			2 537	
Gortin Ext	500			500	
Status of the provision of free basic electricity:					
Is there an approved FBS policy? (Yes/No)			Yes		
If No, indicate the reason(s)			N/A		
How many HHs are benefitting from the Council approved FBS policy?					100%
Status of public lighting (areas/settlements with/without public lighting):					
Name of area	Street lights (Y/N)	<i>High mast lights (Y/N)</i>	<i>Interventions required</i>		
Amelia	No	No	Funding		
Themba Khubheka	No	No	Funding		
Indicate other challenges not highlighted above:					
The availability of funds for the electrification of residential areas remains problematic.					
Cable theft and substation vandalism					
Status of sector plan (Energy Plan)					

³⁹ Part of backlog⁴⁰ Part of backlog⁴¹ Part of backlog⁴² Part of backlog

IDP PRIORITY 4: ROADS AND STORM WATER

Status of sector plan (Roads and storm water Plan)		PSP to be appointed			
Availability and status of Integrated Transport Plan		PSP to be appointed			
Availability of storm water management plan or system		Plan approved by Council			
Availability and status of operation and maintenance plan		Plan approved by Council			
Status of roads with regard to public transport/major economic roads/roads leading to social facilities such as clinics, schools, etc.		Fair to poor			
Status of arterial roads/internal streets		Fair to poor – maintenance needed			
Approved roads service level/standard for municipality⁴³:					
Formal areas		Tarred or paved			
Informal areas		Dirt (not gravel)			
Approved storm water service level/standard for municipality⁴⁴:					
Formal areas		Piped/ road concrete channels			
Informal areas		Open soil channels			
Areas or settlements with/without access to roads basic service level/standard					
Name of area/settlement	Wards	No. of kms at or above RDP	No. of kms below RDP⁴⁵	No. of kms with no roads⁴⁶	Interventions required
Metsimaholo jurisdiction	All	276	316 dirt	219	Funding
Areas or settlements with/without access to storm water basic service level/standard					
Name of area/settlement	Wards	No. of kms at or above RDP	No. of kms below RDP⁴⁷	No. of kms with no storm water⁴⁸	Interventions required
Metsimaholo jurisdiction	All	276	316	219	funding
What are the reasons for the backlogs in roads and storm water services?					
MIG funding not sufficient. MIG funding only for backlog areas identified till 1994.					
Water and sewer infrastructure are first priority, no excess MIG funding available.					
Indicate other challenges not highlighted above:					
Lack of funding					
Bad geotechnical conditions					
Flat terrain impedes storm water flow					

⁴³ For example: tar roads, paved roads, graded roads, gravel roads, etc.

⁴⁴ For example: piped systems, open channel lined, earth lined open channels, etc.

⁴⁵ Part of backlog

⁴⁶ Part of backlog

⁴⁷ Part of backlog

⁴⁸ Part of backlog

IDP Priority 5: Housing

Status of sector plan (Housing Sector Plan)				Approved by Council in 2013	
National target for housing service⁴⁹				Growth rates and influx confirmed that targets CANNOT be determined. However the goal is that 100% of residents should be housed by 2017	
Approved service level/standard for municipality⁵⁰:				45 m ² for RDP Low Cost houses 60 m ² for Medium Income houses	
Number of HHs with/without access to housing⁵¹: 4`312 housing units – National confirmed 6`000					
Total HHs	RDP and above	Below RDP⁵²	No service⁵³	Interventions required to address backlogs	
47 411	39878	15 127	6 984	74	
What are the reasons for HHs without access or below RDP access?⁵⁴					
Rapidly growth rates for the region					
Lack of Internal Funding to purchase land, plan and service it					
Backlog in serviced erven for the poor (62% of community qualify for low cost housing)					
Areas or settlements with/without access to basic service level/standard					
Name of area/settlement	Total no. of HHs	No. of HHs at or above RDP	No. of HHs below RDP⁵⁵	No. of HHs with no access⁵⁶	Interventions required
Sasolburg			300		
Vaalpark			3		
Zamdela			2 234		
Deneysville			25		
Refenggotso			675		
Oranjeville			25		
Metsimaholo			50		
Rural			1 000		
Indicate other challenges not highlighted above:					
Capacity to be accredited to Levels 1, 2 and 3					
Acquisition of suitable land					
Planning of required land					
Surveying required land					
Servicing of land					
Building of houses for low and medium income categories					
Building of high density units					
Control of Resident movements (squatters)					

⁴⁹ For example: 100% access by all HHs by 2015

⁵⁰ For example: 45m² brick dwelling.

⁵¹ For the municipality as a whole

⁵² Part of backlog

⁵³ Part of backlog

⁵⁴ For example: no bulk infrastructure, no reticulation infrastructure, ageing infrastructure, lack of capacity, provincial competence etc.

⁵⁵ Part of backlog

⁵⁶ Part of backlog

Control of rental units and collection of rent

IDP PRIORITY 6: WASTE MANAGEMENT

Status of sector plan (Integrated Waste Management Plan)				Approved by Council in 2013	
National target for waste removal service⁵⁷				Kerbside removal once a week	
Approved service level/standard for municipality⁵⁸:					
Formal areas				Kerbside removal once a week	
Informal areas				Communal once a week	
Is the service rendered internally or externally?				Internally	
Number of HHs with/without access to waste removal⁵⁹:					
Total HHs	RDP and above	Below RDP⁶⁰	No service⁶¹	Interventions required to address backlogs	
47 411	46 000		4 000	Additional trucks and staff	
What are the reasons for HHs without access or below RDP access?⁶²					
Budget constraints, lack of staff and equipment					
Areas or settlements with/without access to basic service level/standard					
Name of area/settlement	Total no. of HHs	No. of HHs at or above RDP	No. of HHs below RDP⁶³	No. of HHs with no access⁶⁴	Intervention s required
Amelia	4 000	-	-	0	Trucks & staff
Themba Kubheka	2 635	-	-	0	Trucks & staff
Iraq Phase 1, 2 ,3,4& 5	5 3 00	-	-	3 300 (Phase 3,4&5)	Trucks & staff
Status of the provision of free waste removal:					
Is there an approved FBS policy? (Yes/No)			Yes		
If No, indicate the reason(s)			N/A		
How many HHs are benefitting from the Council approved FBS policy?				9 500	
Indicate strategies employed to reduce, re-use and recycle:					
Vaalpark recycling Unit established and informal recycling					
Indicate other challenges not highlighted above:					
Lack of staff					
Lack of equipment					
Exporter township & ageing Infrastructure					

⁵⁷ For example: 100% access by all HHs by 2015

⁵⁸ For example: Kerbside removal at least once a week.

⁵⁹ For the municipality as a whole

⁶⁰ Part of backlog

⁶¹ Part of backlog

⁶² For example: no bulk infrastructure, no reticulation infrastructure, ageing infrastructure, lack of capacity to operate and maintain service, etc.

⁶³ Part of backlog

⁶⁴ Part of backlog

KPA 2: LOCAL ECONOMIC DEVELOPMENT

IDP PRIORITY 7: LOCAL ECONOMIC DEVELOPMENT

Status and availability of sector plan (LED Strategy)		Draft available on Public Participation stage	
Unemployment rate (disaggregated in terms of gender, age, etc.)			
Census 2011, Persons aged between 15 and 64 years			
	Male	Female	Total
Employed	28 053	16 207	44 260
Unemployed	9 066	11 882	20 948
Discouraged work-seeker	1 113	1 895	3 008
Other not economically active	12 829	17 964	30 793
Economic employment by sector(Source: Global Insight)			
Sector	2011/12	2012/13	
Agric, forestry and fishing	1 361	1 305	
Mining and quarrying	143	141	
Manufacturing	11 718	11 035	
Wholesale and retail trade	9 602	9 592	
Finance, property, etc.	4 121	3 929	
Govt, community and social services	12 034	12 037	
Infrastructure services	4 548	4 496	
Total	43 527	42 535	
Job creation initiatives by the municipality(Number of jobs created):			
	2013	2014	
Local procurement	36		
EPWP	318	165	
CWP	1 221	1 221	

Ward ⁶⁵	2011			
	Employed	Unemployed	Not economically active	Unemployment rate
Total	44 261	20 948	38 154	32.1 %
Ward 1	4 343	2 872	3 353	39 %
Ward 2	1 065	964	1 269	39 %
Ward 3	1 350	939	1 604	41.0 %
Ward 4	887	827	1 882	48 %
Ward 5	1 654	636	1 946	27.8 %
Ward 6	1 276	938	1 071	42.4 %
Ward 7	976	688	1 048	41.3 %
Ward 8	1 690	1 547	1 812	47.8 %
Ward 9	1 599	951	1 089	37.3 %
Ward 10	2 078	958	1 923	31.6 %
Ward 11	1 511	771	1 319	38.8 %
Ward 12	1 373	915	698	40.0 %
Ward 13	3 259	2 511	2 585	43.5 %
Ward 14	5 343	281	2 291	5.0 %
Ward 15	1 334	237	800	15.1
Ward 16	3 046	297	1 544	8.9 %
Ward 17	3 124	549	2 090	14.9 %
Ward 18	1 626	106	512	6.1 %
Ward 19	3 469	2 461	2 775	41.5 %
Ward 20	2 371	916	5 406	27.9 %
Ward 21	888	857	1 138	49.1 %

TABLE 61 : POPULATION AGED 15 AND 64 BY EMPLOYMENT STATUS PER WARD

⁶⁵ Statssa : Census: 2001 &2011

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

IDP PRIORITY 8: SPORT AND RECREATION

- Status and availability of Sport and Recreation Plan (sector plan): Sector plan not in existence and must still be drafted.

Facility	Total No.	Total Backlog ⁶⁶	Location (and/or name of each facility)	Current status (condition) ⁶⁷	Status of operation and maintenance	Challenges
Stadiums	2		Zamdela Moses Kotane Stadium	Lights bad Windows broken Doors broken All water taps stolen. Boundary fence damaged Building damaged		Chairs and tables; Dressing room vandalised
			DP de Villiers Stadium	Good		None
Swimming pools	3		Sasolburg	Good	Maintenance done by Sasol Rejuvenation	No life savers; Finance allocated cashiers
			Zamdela	Lights bad Windows broken Doors broken All water taps stolen Building damaged		Funding
Community halls	3		Zamdela	Good		Chairs and tables;
			Moses Kotane Stadium	Poor		Funding
			DP de Villiers Stadium	Good		None
Parks	1					
Resorts	3		Abrahamstrust	Braai stand replaced Jetties replaced Broken Baby pool; Facilities old; Braai stands broken	Motor repaired.	Maintenance Paint caravan park Repairs toilets
			Deneysville D/V			
			Oranjeville D/V			
Libraries	5		Sasolburg	Good		Staff Shortages; Faulty
			Zamdela	TV Broken		
			Refengkgotso	Roof bad		

⁶⁶ Backlogs or needs in relation to national norms and standards

⁶⁷ Indicate whether it is excellent, good, fair or poor

			Deneysville	Electricity – not good		electricity lines: Provincial competence
			Oranjeville			
Theatres	1		Sasolburg CBD Etienne Rousseau Theatre	Under Renovation		

IDP PRIORITY 9: PUBLIC SAFETY

(Traffic police, fire services, disaster management, etc.)

Service	Sector plan		Current status of service ^[1]	Backlogs/Needs	Challenges
	Availability (Y/N)	Status			
Traffic police	N		Active	Personnel and Vehicles	Budget
Fire service	N		Active	Personnel and Vehicles	Budget
Disaster management	Y	To be approved by Council	District Function	N/A	District Function

^[1] Refer to personnel, equipment, facilities, etc.

IDP PRIORITY 10: CEMETERIES

- Number of cemeteries, their locations and capacity;

Cemetery (Name)	Location	Capacity		
		Total (no. of graves)	Current usage (no. of graves)	Remaining capacity (no. of graves)
Sasolburg	Sasolburg	4000	3939	61
Zamdela	Zamdela	10 000	2496	7504
Refengkgotso	Refengkgotso	11 000	3130	7870
Metsimaholo	Metsimaholo	2 000	93	1907

- Status and availability of cemetery management plan;
Yes we are having cemetery management plan
- Status of operation and maintenance
Yes we are having operation and maintenance plan
- Backlogs or needs in relation to national norms and standards;
Fencing/ Back-acter machine/ Brash cutters/tractors and numbering
- Status of other support services such as water, sanitation and roads; and
We do not have support services
- Any challenges to the sector.
Building of water channel/ Store and Offices

IDP PRIORITY 11: HEALTH SERVICES

(Clinics and hospitals)

Facility	Total No.	Total Backlog ^[1]	Location (and/or name of each facility)	Status of support services			
				Water	Sanitation	Electricity	Roads
Clinics	8		Tsatsi Clinic	Municipality	Municipality	Municipality	Gravel road
			Thusanang Clinic	Municipality	Municipality	Municipality	Gravel road
			Zamdela Clinic	Municipality	Municipality	Municipality	Surface road
			Refengkgotso Clinic	Municipality	Municipality	Municipality	Gravel road
			Deneysville Clinic	Municipality	Municipality	Municipality	Surface road
			Orangeville Clinic	Municipality	Municipality	Municipality	Surface road
			Harry Gwala Clinic	Municipality	Municipality	Municipality	Gravel road
			Zamdela Centre for Health Care	Municipality	Municipality	Municipality	Surface road
Hospitals	1		Fezi Ngubentombi Public Hospital	Municipality	Municipality	Municipality	Surface road

• **Any challenges to the sector.**

- Harry Gwala Clinic: Upgrade Electricity Supply due to ongoing power failure
- No road signs towards Facilities which makes things difficult for direction (Ambulances)
- Shortage of Mobile Clinics
- Delay by Municipality to allocate stand for a Clinic to be built in Gortin.

IDP PRIORITY 12: EDUCATION

Schools	Total No.	Total Backlog ⁶⁸	Status of support services			
			Water	Sanitation	Electricity	Roads
Pre-primary	105		Municipality	Municipality	Grid connection	Surfaced & gravel roads
Primary (Public schools=24; Farm schools=6)	30		Municipality	Municipality	Grid connection	Surfaced & gravel roads
Secondary (Public schools=12; Independent=1)	13		Municipality	Municipality	Grid connection	Surfaced & gravel roads

- **Any challenges to the sector.**

- Oranjeville Primary School: No Access to school
- Taaibos Primary School: No Electricity
- Tabu Primary School: No Electricity and Water is Borehole

⁶⁸ Backlogs or needs in relation to national norms and standards

KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

GOVERNANCE STRUCTURES

The table below indicates the availability and status of the following governance structures.

Structure	Availability Y/N	Status
Internal audit function	Y	Internal audit function has been established and is functional (Internal Audit Manager & two Ass. Internal Auditors)
Audit committee	Y	Audit and Performance Audit Committee in place
Risk management function	Y	The unit is in place with Risk Officer and Coordinator.
Risk management committee	Y	Risk Committee appointed in February 2013.
Municipal Public Account Committee	Y	MPAC with the Chairperson is in place.
Portfolio Committees (s80)	Y	Portfolio Committees have been established
Ward committees	Y	Ward committees established in all 25 wards
IDP Representative Forum	Y	The IDP Representative Forum is functional. However, sessions did not managed to sit due to unrests within the Municipal area.
Council committees (s79)	Y	Audit and Performance Audit Committee and MPAC
Supply chain committees (SCM)	Y	All bid committees have been established

MANAGEMENT AND OPERATIONAL SYSTEMS

The table below indicates the availability and status of the following management and operational systems.

System	Availability Y/N	Status
Complaints management system	N	To be included as part of the customer care policy
Risk management (RM) strategy	Y	The policy and strategy was approved by Council in January 2014.
Fraud prevention plan (FPP)	Y	The reviewed FPP is awaiting Council approval. The current plan was approved by Council in December 2009
Communication strategy	Y	Draft strategy to be submitted to Council for approval
Public participation strategy	Y	Approved by Council in Dec. 2010

KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

The table below indicates the availability and status of the following systems and functions.

System/function	Availability Y/N	Status
Information technology (IT)	Y	The division is functional
Availability of skilled staff	Y	Skills audit to be finalised
Organisational structure	N	Service Provider to be appointed
Vacancy rate	Y	Vacancy rates reflected in 2013/14 Annual Report
Skills development plan	Y	WSP compiled and submitted to LGSETA
Human resource management strategy or plan	Y	HR strategy was approved.
Individual performance and organisational management systems	Y	PMS available only at Section 56 Managers, EPMDS submitted to Senior Management and to be further submitted to Council for Approval. It is envisaged that performance management system will be cascaded to lower levels thereof.
Monitoring, evaluation and reporting processes and systems	Y	Municipal monitoring and evaluation process (Back to Basics) is conducted and Municipality reports to District Municipality on monthly basis. The final report is then served at District Coordinating(DCF) and Intergovernmental Relations Forums (IGR)

KPA 6: FINANCIAL VIABILITY AND MANAGEMENT

The table below indicates the availability and status of the following systems and functions

System/function/policies	Availability Y/N	Status
Tariff policies	Y	To be revised as part of annual budget process
Rates policies	Y	To be revised as part of annual budget process
SCM policy – staffing, staffing of the finance and SCM units	Y	To be revised as part of annual budget process
Payment of creditors	N	All creditors are not paid within 30 days
Auditor- General findings (action plan)	Y	Action plan compiled and currently being implemented
Financial management systems	Y	e-Venus is the main system in operation
Financial reporting systems	Y	e-Venus is the main system in operation
Revenue enhancement/management plan	Y	Revenue Enhancement Strategy is being revised and Operation Patala has been launched
Asset management policy and system	Y	To be revised as part of annual budget process
GRAP compliance	Y	As per 2013/14 audit report

CHAPTER 3: DEVELOPMENT OBJECTIVES AND STRATEGIES

3.1 INTRODUCTION

Municipalities are at the forefront of the national effort to redress the political, social and economic imbalances of the past. In light of the above, municipalities are faced with great challenges in promoting human rights, meeting community needs, addressing past backlogs and planning for a sustainable future. Effective planning and development within municipalities is imperative to ensure the maximization of social development and economic growth.

Municipalities in South Africa utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sustainable long-term development. An Integrated Development Plan (IDP) gives an overall framework for development. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those involved in the development of a municipal area. The IDP enables municipalities to use scarce resources most effectively and efficiently to speed up delivery.

It is important that a municipal IDP correlate with National and Provincial intent so as to co-ordinate the work of all spheres of government. Such a coherent plan will ensure the improvement of the quality of life for all citizens. Applied to the Metsimaholo Local Municipality (MLM) issues of national and provincial importance should be reflected in the IDP of the municipality. For this reason this chapter commences with an overview of national and provincial intent that influences the integrated development plan and intended development strategies/priorities of the MLM.

3.2 POLICY AND LEGISLATIVE CONTEXT

3.2.1 GREEN PAPER ON NATIONAL STRATEGIC PLANNING 2009

The Green Paper on National Strategic Planning sets out an institutional framework for planning and describes the outputs of planning. The key outputs of planning include the development of a long term vision and plan for South Africa. These outputs would play a role in shaping policies and programmes, budgets and resource allocation.

The establishment of a National Planning Commission is proposed that will direct the development of a long-term strategic plan, called South Africa Vision 2030. The aim of such a strategic plan is to ensure the mobilisation of society and greater coherence in government's work. The plan will establish a long-term vision for South Africa that is based on the values of the Constitution as well as key priorities identified in the Medium Term Strategic Framework (MTSF). The overarching objective with respect to planning is to enhance South Africa's socio-economic development by improving planning and coordination within government and managing the country's development processes.

The preparation of the three key products of the planning cycle is proposed namely:

- The long term product (National Strategic Vision);
- Medium term product (MTSF); and
- Short term product (Action Programme).

The development of national spatial guidelines is proposed. These guidelines will serve as tools for bringing about coordinated government action and alignment, which are focused on the "systematic coordination of various policies and activities aimed at influencing future developments".

An overarching spatial framework and guidelines spelling out government's spatial priorities are needed to focus government action and provide the platform for alignment and coordination.

New forms of engagement with social partners are needed to get contributions to the formulation of a national plan and buy-in to the result. Section 19 of the Green Paper therefore contains information on the role of other spheres of government in national planning. It states that the key principle of effective government planning relates to the notion that different spheres of government are able to affect one another. Planning should not be unidirectional, rigid or top-down; it must inform and be informed by sector plans and provincial and local plans. Various spheres of government should work together to establish effective and efficient plans that will promote the functionality and institutional integrity of government.

Long-term objectives and milestones for planning should be developed. For this reason, a monitoring and evaluation function should be implemented to measure the achievement of the long-term objectives. Performance monitoring and evaluation will

assess progress, identify constraints, weaknesses and failures in implementation, and effect mechanisms of correction or enhancement.

The products of planning – from the national vision, the MTSF, provincial growth and development instruments, to municipal development plans and programmes of action – will have to be aligned. The national strategic plan therefore defines the framework for detailed planning and action across all spheres of government. Strategic priorities established within the national strategic plan should therefore guide and govern the planning and action of all government institutions.

3.2.2 NATIONAL DEVELOPMENT PLAN (VISION FOR 2030)

“The Vision Statement and the National Development Plan presented here is a step in the process of charting a new path for our country. By 2030, we seek to eliminate poverty and reduce inequality. We seek a country wherein all citizens have the capabilities to grasp the ever-broadening opportunities available. Our plan is to change the life chances of millions of our people, especially the youth; life chances that remain stunted by our apartheid history.”

- Trevor Manuel, MP, Minister in the Presidency, On behalf of the National Planning Commission, 11/11/2011

Creating a virtuous cycle of growth and development

It is possible to eliminate poverty and to sharply reduce inequality by 2030. The commission proposes that these be the guiding objectives of the national plan over the next 20 years. All elements of the plan must demonstrate their effect on these two goals.

The national plan has to attack the blight of poverty and exclusion, and nurture economic growth at the same time; creating a virtuous cycle of expanding opportunities, building capabilities, reducing poverty, involving communities in their own development, all leading to rising living standards. Such a virtuous cycle requires agreement across society about the contribution and sacrifices of all sectors and interests. This will translate into greater confidence and a greater field of opportunities for individuals and the country. Growth and development, and reducing poverty and inequality, are the core elements of this virtuous cycle. Strong leadership throughout society, national consensus, social cohesion and a capable state are its key enablers.

Success will be measured by the degree to which the lives and opportunities of the poorest South Africans are transformed in a sustainable manner. Presently, the country does not have a standard definition of poverty. The commission recommends using a poverty line of about R418 (in 2009 prices) per person per month. This recommendation is based on a proposal by Statistics South Africa for a poverty line for the country that takes into account the prices of a basket of food and other essential items. Success would mean reducing the proportion of people living below this level from the current 39

percent of the population to zero. This is a mammoth but achievable task. The proposed poverty line should not detract from the fact that poverty is a multidimensional concept, incorporating more than just income, and we have to make progress on all of these dimensions.

A reduction in inequality will be achieved if the Gini co-efficient falls from the current level of 0.7 to 0.6 by 2030.⁶⁹ South Africa today has one of the world's highest levels of inequality. While the proposed reduction would mark a significant shift, a high level of inequality would persist in 2030.

The Central Challenges

The *Diagnostic Report* of the National Planning Commission identified nine main challenges:

1. Too few people work
2. The standard of education for most black learners is of poor quality
3. Infrastructure is poorly located, under-maintained and insufficient to foster higher growth
4. Spatial patterns exclude the poor from the fruits of development
5. The economy is overly and unsustainably resource intensive
6. A widespread disease burden is compounded by a failing public health system
7. Public services are uneven and often of poor quality
8. Corruption is widespread
9. South Africa remains a divided society.

Of these elements, the commission believes that two are critical and interrelated: too few people work and the quality of education available to the majority is poor. While all nine challenges must be tackled in an integrated manner, increasing employment and improving the quality of education must be the highest priorities. Failure to raise employment and improve the quality of education would signal failure. Both require community involvement, better public service delivery and a higher degree of social cohesion that promotes cooperation between all sectors to support economic growth and job creation.

Writing a new story for South Africa

Developing and upgrading capabilities to enable sustainable and inclusive development requires a new approach and a new mindset. The story we propose to write involves:

- Creating jobs and livelihoods
- Expanding infrastructure
- Transitioning to a low-carbon economy
- Transforming urban and rural spaces
- Improving education and training

⁶⁹A measure of the inequality of distribution. A value of 0 equals full equality and 1 maximum inequality

- Providing quality health care
- Building a capable state
- Fighting corruption and enhancing accountability
- Transforming society and uniting the nation.

External drivers of change

International and regional developments affect South Africa's fortunes in complex ways. The plan discusses some of the following trends:

- International political and economic developments
- Globalisation
- Africa's development
- Climate change
- Technological change

Key Priority Areas and Proposals

TABLE 62 : NDP – KEY PRIORITY AREAS AND PROPOSALS

PRIORITY 1: ECONOMY AND EMPLOYMENT	
Objectives	Actions
<ul style="list-style-type: none"> • The unemployment rate should fall from 24.9 percent in June 2012 to 14 percent by 2020 and to 6 percent by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million. • The proportion of adults working should increase from 41 percent to 61 percent. • The proportion of adults in rural areas working should rise from 29 percent to 40 percent. • The labour force participation rate should rise from 54 percent to 65 percent. • Gross Domestic Product (GDP) should increase by 2.7 times in real terms, requiring average annual GDP growth of 5.4 percent over the period. GDP per capita should increase from about R50 000 per person in 2010 to R110 000 per person in 2030 in constant prices. • The proportion of national income earned by the bottom 40 percent should rise from about 6 percent today to 10 percent in 2030. • Broaden ownership of assets to historically disadvantaged groups. <ul style="list-style-type: none"> ○ Exports (as measured in volume terms) should grow by 6 percent a year to 2030 with non-traditional exports growing by 10 percent a year. ○ Increase national savings from 16 percent of GDP to 25 percent. ○ The level of gross fixed capital formation should rise from 17 percent to 30 percent, with public sector fixed 	<ol style="list-style-type: none"> 1. Reduce the cost of living for poor households and costs of doing business through microeconomic reforms. 2. Develop proposals for an acceptable minimum standard of living and proposals on how to achieve this over time. 3. Remove the most pressing constraints on growth, investment and job creation, including energy generation and distribution, urban planning etc. 4. Position South Africa to attract offshore business services, and build on the advantage provided by its telecommunications, banking and retail firms operating in other countries. 5. Increase the benefit to the country of our mineral resources by: <ul style="list-style-type: none"> ○ Giving clear certainty over property rights (the right to mine) ○ Increasing rail, water and energy infrastructure

PRIORITY 1: ECONOMY AND EMPLOYMENT	
Objectives	Actions
<ul style="list-style-type: none"> ○ investment rising to 10 percent of GDP by 2030. ○ Public employment programmes should reach 1 million by 2015 and 2 million people by 2030. 	<ul style="list-style-type: none"> ○ Structure a taxation regime that is fair, equitable and predictable and that recognises the non-renewable nature of mineral resources. 6. Broaden the expanded public works programme to cover 2 million fulltime equivalent jobs by 2020. 7. Offer a tax incentive to employers to reduce the initial cost of hiring young labour market entrants. Facilitate agreement between employers and unions on entry-level wages. 8. Give a subsidy to the placement sector to identify, prepare and place matric graduates into jobs. 9. Business and labour to develop their own proposals to reduce youth unemployment. 10. Adopt a more open immigration approach to expand supply of high-level skills. 11. Adopt an approach to handling probationary periods that reflects the intention of probation. 12. Simplifies dismissal procedures for non-performance or misconduct, especially for smaller firms. 13. Strengthen dispute resolutions mechanisms in the labour market with a view to reducing tension and violence

PRIORITY 2 : ECONOMIC INFRASTRUCTURE	
Objectives	Actions
<ul style="list-style-type: none"> • The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest. • The country would need an additional 29 000MW of electricity by 2030. About 10 900MW of existing capacity is to be retired, implying new build of more than 	<p>Coal</p> <ul style="list-style-type: none"> 14. Ensure domestic security of coal supply for existing power stations through industry compact, more comprehensive coal field planning and opening up the coal mining . 15. Invest in a new heavy-haul rail corridor for the coal mines/field,

PRIORITY 2 : ECONOMIC INFRASTRUCTURE	
Objectives	Actions
<p>40 000MW.</p> <ul style="list-style-type: none"> • At least 20 000MW of this capacity should come from renewable sources. • At least 20 000MW of this capacity should come from renewable sources • Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water. • Reduce water demand in urban areas to 15 percent below the business-as-usual scenario by 2030. • The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless • Competitively priced and widely available broadband. 	<p>upgrade the central basin coal network and expand export capacity in the line.</p> <p>Gas</p> <p>16. Enable exploratory drilling to identify economically recoverable coal seam and shale gas reserves, while environmental investigations will continue to ascertain whether sustainable exploitation of these resources is possible. If gas reserves are proven and environmental concerns alleviated, then development of these resources and gas-to-power projects should be fast-tracked.</p> <p>17. Incorporate a greater share of gas in the energy mix, both through importing liquefied natural gas and if reserves prove commercial, using shale gas. Develop infrastructure for the import of liquefied natural gas, mainly for power production, over the short to medium term.</p> <p>18. Move to less carbon-intensive electricity production through procuring at least 20 000MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar water heating.</p> <p>19. Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator and accelerated procurement of independent power producers.</p> <p>20. Ring-fence the electricity distribution businesses of the 12 largest municipalities (which account for 80 percent of supply), resolve maintenance and refurbishment backlogs and develop a financing plan, alongside investment in human capital.</p> <p>21. Revise national electrification plan and ensure 90 percent grid access by 2030 (with balance met through off-grid technologies).</p> <p>Liquid fuels</p> <p>22. Upgrade fuel refineries to ensure they meet new fuel quality standards and insist on larger strategic fuel stocks to ensure security of supply.</p> <p>23. Continue to import refined fuels, ensuring that the growing deficit in petroleum products is met, and defer decision on a new refinery to 2017.</p>

PRIORITY 2 : ECONOMIC INFRASTRUCTURE	
Objectives	Actions
	<p>Water resources</p> <p>24. A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.</p> <p>25. Timely development of several new water schemes to supply urban and industrial centres, (Vaal River/Dam) and a national water conservation programme to improve water use and efficiency</p> <p>26. Create regional water and wastewater utilities, and expand mandates of the existing water boards</p> <p>(Between 2012 and 2017).</p> <p>Transport</p> <p>28. Consolidate and selectively expand transport and logistics infrastructure, with key focus areas being:</p> <ul style="list-style-type: none"> ○ Expanding capacity of the coal, iron ore and manganese lines, with consideration given to concessioning parts of the rail network. ○ Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by enhanced links with road-based services. <p>Information and communications infrastructure</p> <p>29. Establishing a national, regional and municipal fibre-optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.</p> <p>30. Change the regulatory framework to ensure that Internet broadband capacity improves, prices fall significantly and access improves</p>

PRIORITY 3: ENVIRONMENTAL SUSTAINABILITY	
Objectives	Actions
<ul style="list-style-type: none"> • A set of indicators for natural resources, accompanied by publication of annual reports on the health of identified resources to inform policy. • A target for the amount of land and oceans under protection (presently about 7.9 million hectares of land, 848kms of coastline and 4 172 square kilometres of ocean are protected). • Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025. • By 2030, an economy-wide carbon price should be entrenched. • Zero emission building standards by 2030 • Absolute reductions in the total volume of waste disposed to landfill each year. • At least 20 000MW of renewable energy should be contracted by 2030. • Improved disaster preparedness for extreme climate events. • Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture. 	<p>31. An independent Climate Change Centre, in partnership with academic and other appropriate institutions, is established by government to support the actions of government, business and civil society.</p> <p>32. Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas</p> <p>33. Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings</p> <p>34. Carbon-pricing mechanisms, supported by a wider suite of mitigation policy instruments to drive energy efficiency.</p> <p>35. All new buildings to meet the energy efficiency criteria set out in South African National Standard 204.</p> <p>36. Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers..</p>

PRIORITY 4: INCLUSIVE RURAL ECONOMY	
Objectives	Actions
<ul style="list-style-type: none"> • An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030. • Maintain a positive trade balance for primary and processed agricultural products. 	<p>37. Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments</p> <p>38. Substantially increase investment in irrigation infrastructure</p> <p>39. Create tenure security for communal farmers, especially women, investigate different forms of financing and vesting of private property rights to land reform beneficiaries that does not hamper beneficiaries with a high debt burden.</p>

PRIORITY 5 : SOUTH AFRICA IN THE REGION AND THE WORLD	
Objectives	Actions
<ul style="list-style-type: none"> Intra-regional trade in Southern Africa should increase from 7 percent of trade to 25 percent of trade by 2030. South Africa's trade with regional neighbours should increase from 15 percent of our trade to 30 percent. 	<p>40. Focus trade penetration and diplomatic presence in fast-growing markets (Asia, Brazil and Africa).</p> <p>41. Implement a focused regional integration strategy with emphasis on:</p> <ul style="list-style-type: none"> Road, rail and port infrastructure in the region Reducing red tape, corruption and delays at border posts Using financial institutions to partner with businesses wanting to expand on the continent Strengthening regional cooperation in food and energy markets and water management. Identifying and promoting practical opportunities for cooperation based on complementary national endowments.

PRIORITY 6: TRANSFORMING HUMAN SETTLEMENTS	
Objectives	Actions
<ul style="list-style-type: none"> Strong and efficient spatial planning system, well integrated across the spheres of government. Upgrade all informal settlements on suitable, well located land by 2030. More people living closer to their places of work. Better quality public transport. More jobs in or close to dense, urban townships. 	<p>42. Reforms to the current planning system for improved coordination.</p> <p>43. Develop a strategy for densification of the Metsimaholo Local Municipality and resource allocation to promote better located housing and settlements.</p> <p>44. Substantial investment to ensure safe, reliable and affordable public transport.</p> <p>45. Introduce spatial development framework and norms, including improving the balance between location of jobs and people.</p> <p>46. Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product and finance options that would allow for more household choice and greater spatial mix and flexibility. This should include a focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes.</p> <p>47. National spatial restructuring fund, integrating currently defused funding.</p> <p>48. Establish a national observatory for spatial data and analysis.</p> <p>49. Provide incentives for citizen activity for local planning and development of spatial compacts.</p> <p>50. Introduce mechanisms that would make land markets work more</p>

PRIORITY 6: TRANSFORMING HUMAN SETTLEMENTS	
Objectives	Actions
	effectively for the poor and support rural and urban livelihoods.

PRIORITY 7 : IMPROVING EDUCATION, TRAINNG AND INNOVATION	
Objectives	Actions
<ul style="list-style-type: none"> • Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations. Dedicated resources should be channelled towards ensuring that all children are well cared for from an early age and receive appropriate emotional, cognitive and physical development stimulation. • All children should have at least 2 years of pre-school education. • About 90 percent of learners in grades 3, 6 and 9 must achieve 50 percent or more in the annual national assessments in literacy, maths and science. • Between 80 – 90 percent of learners should complete 12 years of schooling and or vocational • education with at least 80 percent successfully passing the exit exams • Eradicate infrastructure backlogs and ensure that all schools meet the minimum standards by 2016. • Expand the college system with a focus on improving quality. Better quality will build confidence in the college sector and attract more learners. The recommended participation rate of 25 percent would accommodate about 1.25 million enrolments. • Provide 1 million learning opportunities through Community Education and Training Centres • Improve the throughput rate to 80 percent by 2030. • Produce 30 000 artisans per year. • Increase enrolment at universities by at least 70 percent by 2030 so that enrolments increase to about 1.62 million from 950 000 in 2010. • Increase the number of students eligible to study towards maths and science based degrees to 450 000 by 	<p>Childhood development</p> <p>51. Design and implement a nutrition programme for pregnant women and young children, followed by a childhood development and care programme for all children under the age of 3</p> <p>52. Increase state funding and support to ensure universal access to two years of early childhood development exposure before grade 1.</p> <p>53. Strengthen coordination between departments, as well as the private and non-profit sectors. Focus should be on routine day-to-day coordination between units of departments that do similar work.</p> <p>Schooling</p> <p>54. The interests of all stakeholders should be aligned to support the common goal of achieving good educational outcomes that are responsive to community needs and economic development.</p> <p>Educational institutions should be provided with the capacity to implement policy. Where capacity is lacking, this should be addressed as an urgent priority.</p> <p>Teachers should be recognised for their efforts and professionalism. Teaching should be a highly valued profession.</p> <p>55. Introduce incentive schemes linked to the annual national assessments to reward schools for consistent improvements.</p> <p>56. Top performing schools in the public and private sectors must be recognised as national assets. They should be supported and not saddled with unnecessary burdens.</p> <p>57. Strengthen and expand Funza Lushaka and ensure that graduates of the programme are immediately absorbed into schools. It should not be left to graduates to find placements in schools.</p> <p>58. Investigate introducing professional certification. Newly qualified</p>

PRIORITY 7 : IMPROVING EDUCATION, TRAINNG AND INNOVATION	
Objectives	Actions
<p>2030.</p> <ul style="list-style-type: none"> • Increase the percentage of PhD qualified staff in the higher education sector from the current 34 percent to over 75 percent by 2030. • Produce more than 100 doctoral graduates per million per year by 2030. That implies an increase from 1420 in 2010 to well over 5 000 a year. • Expand science, technology and innovation outputs by increasing research and development spending by government and through encouraging industry to do so. 	<p>teachers would need to demonstrate certain competencies before they are employed in schools, and after that they would be offered preliminary or probationary certification, to be finalised based on demonstrated competence. The professional certification of all teachers would need to be renewed periodically.</p> <p>59. Change the appointment process to ensure that competent individuals are attracted to become school principals.</p> <p>Candidates should undergo a competency assessment to determine their suitability and identify the areas in which they would need development and support.</p> <p>Eliminate union influence in promoting or appointing principals. The Department of Basic Education and provincial departments of education must ensure that human resources management capacity is improved and recruitment undertaken correctly.</p> <p>Implement an entry level qualification for principals.</p> <p>Further education and training</p> <p>60. Support the development of specialised programmes in universities focusing on training college lecturers and provide funding for universities to conduct research on the vocational education sector.</p> <p>61. Build the capacity of FET institutions to become the preferred institutions for vocational education and training. Learners should be able to choose the vocational pathway before completing Grade 12. Expand the geographical spread of FET institutions.</p> <p>62. Build a strong relationship between the college sector and industry. SETAs have a crucial role in building relationships between education institutions and the employers.</p> <p>Higher education</p> <p>63. Implement a National Programme to develop the Next Generation of Academics for South African Higher Education.</p> <p>64. Complete the construction of two new universities in Mpumalanga and the Northern Cape; new medical schools in Limpopo and a number of academic hospitals; expand the infrastructure of existing institutions and allow all universities to use of distance education to reach more learners.</p> <p>65. Provide an option of a four-year university degree, combined with</p>

PRIORITY 7 : IMPROVING EDUCATION, TRAINNG AND INNOVATION	
Objectives	Actions
	<p>bridging courses and more support for universities to help students from disadvantaged backgrounds.</p> <p>66. Provide all students who qualify for the National Student Financial Aid Scheme with access to full funding through loans and bursaries to cover the costs of tuition, books, accommodation and other living expenses. Students who do not qualify should have access to bank loans, backed by state sureties. Both the National Student Financial Aid Scheme and bank loans should be recovered through arrangements with the South African Revenue Service. Service-linked scholarships should be available in areas such as nursing, teaching and social work.</p> <p>67. Relax immigration requirements for highly skilled science and mathematics teachers, technicians and researchers. All graduates from foreign countries should be granted 7-year work permits.</p>

PRIORITY 8 : HEALTH CARE FOR ALL	
Objectives	Actions
<ul style="list-style-type: none"> • Increase average male and female life expectancy at birth to 70 years. • Progressively improve TB prevention and cure. • Reduce maternal, infant and child mortality. • Significantly reduce prevalence of non-communicable chronic diseases. • Reduce injury, accidents and violence by 50 percent from 2010 levels. • Deploy primary healthcare teams provide care to families and communities. • Everyone must have access to an equal standard of care, regardless of their income. • Fill posts with skilled, committed and competent individuals. 	<p>Address the social determinants that affect health and disease</p> <p>68. Promote healthy diets and physical activity.</p> <p>Strengthen the Health system</p> <p>69. Bring in additional capacity and expertise to strengthen health system at the district level; implement a national health information system to ensure that all parts of the system have the required information to effectively achieve their responsibilities; put in place a human resource strategy with national norms and standards for staffing, linked to a package of care; determine minimum qualifications for hospital managers.</p> <p>Prevent and reduce the disease burden and promote health</p> <p>70. Prevent and control epidemic burdens through deterring and treating HIV/AIDS, new epidemics and alcohol abuse; improve the allocation of resources and the availability of health personnel in the public sector; and improve the quality of care, operational efficiency, health worker morale and leadership and innovation.</p> <p>Implement National Health Insurance</p> <p>71. Implement the scheme in a phased manner, focusing on:</p>

PRIORITY 8 : HEALTH CARE FOR ALL	
Objectives	Actions
	<p>Improving quality of care in public facilities</p> <p>Reducing the relative cost of private medical care</p> <p>Increasing the number of medical professionals</p> <p>Introducing a patient record system and supporting information technology systems.</p> <p>Build human resources in the health sector</p> <p>72. Accelerate the production of community health specialist in the five main specialist areas (medicine, surgery, including anaesthetics, obstetrics, paediatrics, and psychiatry) and train more nurses.</p> <p>73. Recruit, train and deploy 700 000 community health workers to implement community-based primary health care.</p>

PRIORITY 9 : SOCIAL PROTECTION	
Objectives	Actions
<ul style="list-style-type: none"> • Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor. • All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety. • Address problems such as hunger, malnutrition and micronutrient deficiencies that affect physical growth and cognitive development, especially among children. • Address the skills deficit in the social welfare sector. • Provide income support to the unemployed through various active labour market initiatives such as public works programmes, training and skills development, and other labour market related incentives. • All working individuals should make adequate provision for retirement through mandated savings. The state should provide measures to make pensions safe and sustainable. 	<p>74. Together with social partners, determine a social floor that can be progressively realised through rising employment, higher earnings and social grants and other aspects of the social wage.</p> <p>75. Increase the supply of four categories of social service professionals to 55 000, to respond to the demand for appropriate basic social welfare services, i.e. social workers, auxiliary or assistant social workers, community development workers, and child and youth care workers.</p> <p>76. Identify the main elements of a comprehensive food security and nutrition strategy and launch a campaign.</p> <p>77. Create incentives that encourage a culture of individual saving for risks and loss of income due to old age, illness, injury or loss of work for workers in both the formal and informal sectors.</p> <p>78. Explore designs of a mixture of financing and institutional frameworks that enables those in the informal economy to participate in contributory social insurance schemes.</p> <p>79. Pilot mechanisms and incentives to assist the unemployed to</p>

PRIORITY 9 : SOCIAL PROTECTION	
Objectives	Actions
<ul style="list-style-type: none"> • Social protection systems must respond to the growth of temporary and part-time contracts, and the increasing importance of self-employment and establish mechanisms to cover the risks associated with such. • Create an effective social welfare system that delivers better results for vulnerable groups, with the state playing a larger role compared to now. Civil society should complement government initiatives. 	<p>access the labour market.</p> <p>80. Expand existing public employment initiatives to create opportunities for the unemployed.</p> <p>81. Develop a consolidated institutional framework that supports coherent policy implementation, integrated social security administration, and effective regulation and oversight of the system.</p>

PRIORITY 10 : BUILDING SAFER COMMUNITIES	
Objectives	Actions
<ul style="list-style-type: none"> • In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside. • The police service is a well-resourced professional institution staffed by highly skilled officers who value their works, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice. 	<p>82. Safety audits done in all communities focussing on crime and safety conditions of the most vulnerable in the community.</p> <p>83. All schools should have learner safety plans.</p> <p>84. Demilitarise the police force and train all police personnel in professional police ethics and practice.</p> <p>85. Increase community participation in crime prevention and safety initiatives.</p> <p>86. The National Rural Safety Strategy Plan must be implemented in high risk areas involving all role-players and stakeholders.</p> <p>87. Mobilise youth for inner city safety to secure safe places and spaces for young people.</p> <p>88. A judiciary-led independent court administration must be developed.</p> <p>89. Clear criteria for appointment of judges must be put in place. (With emphasis on the candidates' progressive credentials and transformative judicial philosophy and expertise).</p> <p>90. Compulsory community service must be extended to all law graduates to enhance access to justice and provide work opportunities for graduate lawyers.</p>

PRIORITY 11 : BUILDING A CAPABLE AND DEVELOPMENTAL STATE	
Objectives	Actions
<ul style="list-style-type: none"> • A state that is capable of playing a developmental and transformative role. • A public service immersed in the development agenda but insulated from undue political interference. • Staff at all levels has the authority, experience, competence and support they need to do their jobs. • Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system. • Clear governance structures and stable leadership enable state-owned enterprises (SOEs) to achieve their developmental potential. 	<p>Stabilise the political-administrative Interface</p> <p>91. Create an administrative head of the public service with responsibility for managing the career progression of heads of department. Put in place a hybrid approach to top appointments that allows for the reconciliation of administrative and political priorities.</p> <p>92. Enhance the role of the Public Service Commission to champion and monitor norms and standards to ensure that only competent and suitably experienced people are appointed to senior positions</p> <p>93. Amend the Public Service Act to locate responsibility for human-resources management with the head of department.</p> <p>Make the public service and local government careers of choice</p> <p>94. Establish a formal graduate recruitment scheme for the public service with provision for mentoring, training and reflection. Formulate long-term skills development strategies for senior managers, technical professionals and local government staff.</p> <p>95. Use assessment mechanisms such as exams, group exercises and competency tests to build confidence in recruitment systems.</p> <p>96. Use placements and secondments to enable staff to develop experience of working in other spheres of government.</p> <p>Improve relations between national, provincial and local government</p> <p>97. Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity.</p> <p>98. Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity.</p> <p>99. Adopt a less hierarchical approach to coordination so that routine issues can be dealt with on a day-to-day basis between mid-level officials. Use the cluster system to focus on strategic cross-cutting issues and the Presidency to bring different parties together when coordination breaks down.</p>

PRIORITY 11 : BUILDING A CAPABLE AND DEVELOPMENTAL STATE	
Objectives	Actions
	<p>Achieve the developmental potential of state-owned enterprises</p> <p>100. Develop public interest mandates for SOEs. Improve coordination between policy and shareholder ministries by making them jointly responsible for appointing the board. Ensure appointment processes are credible and that there is greater stability in appointments.</p>

PRIORITY 12 : FIGHTING CORRUPTION	
Objectives	Actions
<ul style="list-style-type: none"> A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people. 	<p>101. The capacity of corruption fighting agencies should be enhanced and public education should be part of the mandate of the anti-corruption agencies.</p> <p>102. The Municipal Anti-Corruption Forum should be established and strengthened (resourced).</p> <p>103. Expand the scope of whistle-blower protection to include disclosure to bodies other than the Public Protector and the Auditor-General. Strengthen measures to ensure the security of whistle-blowers.</p> <p>104. Centralise oversight of tenders of long duration or above a certain amount.</p> <p>105. An accountability framework should be developed linking the liability of individual public servants to their responsibilities in proportion to their seniority.</p> <p>106. Clear rules restricting business interests of public servants should be developed.</p> <p>107. Corruption in the private sector is reported on and monitored by an agency similar to the Public Protector.</p> <p>108. Restraint-of-trade agreements for senior civil servants and politicians at all levels of government.</p> <p>109. All corrupt officials should be made individually liable for all losses incurred as a result of their corrupt actions.</p>

PRIORITY 13 : NATION BUILDING AND SOCIAL COHESION	
Objectives	Actions
<ul style="list-style-type: none"> Our vision is a society where opportunity is not determined by race or birth right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa. 	<p>110. At school assembly the Preamble of the Constitution to be read in language of choice.</p> <p>111. Bill of responsibilities to be used at schools and prominently displayed in each work place.</p> <p>112. Sustained campaigns against racism, sexism, homophobia and xenophobia.</p> <p>113. The Commission of Gender Equality and the ministry should audit and deal with gaps in legislation and develop joint targets, indicators and timelines for monitoring and evaluating progress towards gender equality.</p> <p>114. Employment Equity to continue and new models of BEE to be explored to improve the efficacy of the programme. Clear targets should be set for broadening economic participation, enhancing predictability for economic actors.</p> <p>115. Improving public services and spaces as well as building integrated housing and sport facilities in communities to ensure sharing of common spaces across race and class.</p> <p>116. Incentivising the production and distribution of all art forms that facilitate healing, nation building and dialogue.</p> <p>117. All South Africans to learn at least one indigenous language, business to encourage and reward employees who do so.</p> <p>118. Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards and Community Policing Forums.</p> <p>119. Work towards a social compact for growth, employment and equity.</p>

To make meaningful, rapid and sustained progress in reducing poverty and inequality over the next two decades, South Africa needs to write a new story. At the core of this plan is a new development paradigm that seeks to involve communities, youth, workers, the unemployed and business in partnership with each other, and with a more capable state. The aim is to develop the capabilities of individuals and of the country, and to create opportunities for all South Africans.

3.2.3 THE NEW GROWTH PATH

“As a developmental state that is located at the centre of a mixed economy, we see our role as being to lead and guide the economy and to intervene in the interest of the poor, given the history of our country.

Informed by this responsibility, in 2010 we launched the New Growth Path framework and identified our job drivers as infrastructure development, tourism, agriculture, mining, manufacturing and the green economy. “

- State of the Nation Address by His Excellency Jacob G Zuma, President of the Republic of South Africa on the occasion of the Joint Sitting of Parliament, 9 February 2012

Government, under the leadership of Minister Ebrahim Patel, on 23 November 2010 released the [Framework of the New Economic Growth Path](#) aimed at enhancing growth, employment creation and equity. The policy's principal target is to create five million jobs over the next 10 years. This framework reflects government's commitment to prioritising employment creation in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda.

Central to the New Growth Path is a massive investment in infrastructure as a critical driver of jobs across the economy.

- The framework identifies investments in five key areas namely: energy, transport, communication, water and housing. Sustaining high levels of public investment in these areas will create jobs in construction, operation and maintenance of infrastructure.
- The new growth path sees the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme.
- Specific measures, particularly changes to procurement policy and regulations, are identified to ensure that this is achieved. Risks include the still fragile global recovery; competition and collaboration with the new fast-growing economies; and competing interests domestically.

The New Growth Path identifies five other priority areas as part of the programme to create jobs, through a series of partnerships between the State and the private sector.

- [Green economy](#): expansions in construction and the production of technologies for solar, wind and biofuels is supported by the draft [Energy on Integrated Resource Plan](#). Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade.
- Agriculture: jobs will be created by addressing the high input costs and upscaling processing and export marketing. Support for small holders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits the Government to unblocking stalled land transfers, which constrain new investment.
- Mining: calls for increased mineral extraction and improving infrastructure and skills development. It focuses support for beneficiation on the final manufacture of consumer and capital goods, which can create large-scale employment. It foresees the establishment of a state mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector.

- Manufacturing: calls for re-industrialisation in the South African economy based on improving performance through innovation, skills development and reduced input costs in the economy. The document targets a doubling of South Africa's research and development investment to 2% of gross domestic product by 2018.
- Tourism and other high-level services: hold employment potential and the framework calls for South Africa to position itself as the higher education hub of the African continent.

Smarter coordination between government and stronger partnerships with the private sector and organised labour will galvanise our resources in achieving the aims of the New Growth Path.

- Government calls on every South African to contribute to building our nation over the coming 20 years to ensure a collective effort, creativity and solidarity.
- Good leadership and strong governance are critical in ensuring that South Africa takes charge of the new opportunities. Government commits to cut wasteful spending, tackle corruption and align the allocation of public money with developmental priorities.
- Government recognises that job targets can only be achieved if the State performs better and if the private sector grows in labour-absorbing parts of the economy.
- The New Growth Path identifies measures to strengthen the capacity of the state and enhance the performance of the private sector to achieve employment and growth goals.

The New Growth Path proposes major improvements in government, with a call for slashing unnecessary red tape, improving competition in the economy and stepping up skills development.

1. The role of government departments and agencies in meeting set targets for scarce and key skills is critical. This emphasis on skills applies across the economy and will be a centrepiece of partnership with business and labour.
2. Key targets include the aim to produce 30 000 engineers by 2014, with a focus on Mathematics and Science as well as changes to university funding formulae to achieve this, and 50 000 artisans by 2015, with annual targets for [Eskom](#) and Transnet and for individual [Sector Education and Training Authority](#) institutions to achieve this.
3. The document calls for greater focus on workplace training, targeting on-the-job training and refresher programmes for 10% of the workforce every year.
4. It also calls for measures to make it easier to import scarce skills by streamlining the work permit and visa system. This will be accompanied by a skills transfer programme to ensure that local skills development is enhanced.

The framework identifies a “development package” – a coordinated set of actions across a broad front, this consists of macroeconomic strategies, microeconomic measures and stakeholder commitments to drive employment and economic growth.

- The document recognises the challenges of an uncompetitive currency and sets out clear steps for government to address the impact of the Rand on the economy.
- In expanding on government's tools to address inflation, a stronger role will be considered for competition policy and strategic investigations into conduct leading to high and volatile prices for intermediate inputs for producers and basic consumer goods, including important commodities such as maize, steel and fertilisers.
- Government calls for greater focus by South African business on opportunities in Africa's fast-growing economies. This is accompanied by commitments to improve cross-border

infrastructure and measures to address unnecessary regulatory obstacles to the movement of people and goods, as part of building a common market on the continent.

3.2.4 Medium Term Strategic Framework (MTSF)

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to follow the adoption of the NDP in September 2012. The introduction of a long-term plan brings greater

coherence and continuity to the planning system and means that the MTSF now becomes a five year building block towards the achievement of the vision and goals of the country's long-term plan. In the words of President Zuma:

"The Plan has been adopted as a National Plan for the whole country. It is our roadmap for the next 20 years. All the work we do in government is now part of the comprehensive National Development Plan, including all operational plans, be they social, economic or political."

The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

Within the NDP vision, key policy instruments developed in the previous term will continue to drive government's policy agenda. These include the New Growth Path, which sets the trajectory of economic development, the National Infrastructure Plan, which guides the rollout of infrastructure to improve people's lives and enable economic growth, and the Industrial Policy Action Plan, which focuses on promoting investment and competitiveness in leading sectors and industries. Government will also take forward key social development initiatives, including social security and retirement reform, National Health Insurance, improvements in basic education and expansion of technical and vocational education.

The NDP provides the framework for achieving the radical socio-economic agenda set out in the governing party's election manifesto. It recognises the need for a capable and developmental state, a thriving business sector and strong civil society institutions with shared and complementary responsibilities. It identifies decent work, education and the capacity of the state

as particularly important priorities. It also highlights the need to improve the quality of administration of many government activities.

The 2014-2019 electoral mandate focuses on the following priorities:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
 - Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two over-arching strategic themes – *radical economic transformation and improving service delivery*.

The conversion of the (2014) Election Manifesto is a strategic continuation and the MTSF into a set of 14 outcomes backed by measurable outputs and key activities to achieve the outputs was the product of consultation and discussion at both the Ministerial and Administrative levels. The diagram below seeks to align the 2014 Election Manifesto and MTSF key strategic objectives and the Outcomes. There appear to be a high degree of correlation and consistency across the three. The outcomes are not another set of priorities per se. They reflect the desired development impacts we seek to achieve given government's policy priorities as contained in the 2014 Election Manifesto and the MTSF. In this sense the outcomes with measurable outputs and key activities is thus the core strategy to achieve the Election Manifesto and MTSF priorities.



FIGURE 38 : GOVERNMENT POLICY PRIORITIES AND OUTCOMES

3.2.4.1 Linking MTSF with Outcome 9: Responsive, Accountable, Effective and Efficient Local Government

TABLE 63 : LINKING OTUTCOME 9 WITH MTSF

MTSF PRIORITIES	MTSF ACTIONS
Members of society have sustainable and reliable access to basic services.	<ul style="list-style-type: none"> • Joint initiative for each service (water, sanitation, electricity, refuse removal and roads) led by relevant sector in conjunction with MISA and provinces launched to undertake the following in predominantly (but not exclusively) rural municipalities. • Establish service delivery norms and standards for basic services and determine and quantify service backlogs per municipality in predominantly rural areas according to these norms and standards. • Determine and agree on a portfolio of projects needed to overcome the backlogs for these municipalities and prepare a pipeline of costed projects to address maintenance, refurbishment and new infrastructure needs in each municipality. (i.e. prepare an infrastructure capital and maintenance plan for each municipality).

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

MTSF PRIORITIES	MTSF ACTIONS
	<ul style="list-style-type: none"> • Develop and implement mechanisms to either support these municipalities to plan, implement and operate and maintain municipal infrastructure projects where support is needed or devise alternate institutional mechanisms to plan, implement and operate and maintain infrastructure where capacity is absent (i.e. an institutional and financial plan for the municipality). • Establish a focused information and programme management and monitoring system to track the implementation of the pipeline of projects. • Support municipalities to develop mechanisms to extend free basic services to indigent households.
Public trust in and credibility of local government improved.	<ul style="list-style-type: none"> • Municipalities supported to develop participatory ward level service improvement plans (covering service delivery quality and reliability, clearing of curb-sides & vacant land, road quality, etc). • Policy developed for municipalities to make project and delivery information available and transparent to enable communities to hold municipalities accountable.
Municipalities demonstrate good financial governance and management.	<ul style="list-style-type: none"> • Assist municipalities to improve own revenues by putting in place measures to improve property valuation rating and levying of user charges. • Targeted support provided to municipalities to develop, implement and monitor action plans to address previous audit outcomes. • Monitor in-year financial reports and address deficiencies. • Ensure spending on repairs and maintenance as a proportion of operational expenditure is in line with percentage prescribed by NT. • Review municipal costing and pricing of core services to reflect cost reflective tariffs with appropriate cross-subsidisation to eligible households. • Ensure all municipal SDBIPs gives effect to IDP and meets requirements as per the MFMA in terms of service delivery targets by top manager and by ward & ultimately is linked to budgets.
Municipalities demonstrate quality management and administrative practices.	<ul style="list-style-type: none"> • Develop in-depth understanding of operating environment of municipalities through thorough assessment of administrative and management practices in conjunction with provinces. • Engage provinces and municipalities to improve performance based on assessment. • Provinces assisted to monitor implementation of improvement plans and provide support to municipalities where needed. • Provinces assisted to put in place requisite capacity to implement the model and assessment tool.
Municipalities recruit and develop skilled and competent personnel who are responsive to citizens' priorities and capable of delivering quality services.	<ul style="list-style-type: none"> • Develop career paths for technical specialists including ensuring adequate attention is given to the reproduction of technical skills. • Formulate guidelines on standard salary levels and standard assessment procedures for different jobs; develop mechanisms to assist municipalities in assessing applicants where necessary. • Develop operational guidelines and staffing frameworks for different municipal functions (especially technical services and SCM and HRM). • Provincial head plays an oversight role as per MSA Amendment Act and regulations in relation to the competencies, recruitment and performance of municipal managers and senior managers in the province. • Municipalities assisted and monitored to meet the following requirements: <ul style="list-style-type: none"> • Compliance of the MSA Amendment Act and competency criteria • Identify municipalities not complying and institute support measures to non-compliant municipalities • provinces to identify reasons for critical vacancies and skills gaps and undertake appropriate supportive actions. • Provinces develop long-term human resource plans to ensure the sustainable supply of key skills required at the municipal level. • Locate the responsibility for running the recruitment process for senior managers who report to the municipal manager with the municipal manager but with the final authority for approving selections remaining with the municipal council (as set out in

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

MTSF PRIORITIES	MTSF ACTIONS
	<p>the Regulations on Appointment and Conditions of Employment of Senior Managers).</p> <ul style="list-style-type: none"> • Pilot a graduate recruitment scheme for local government, providing municipalities with a first port of call for the recruitment of critical skills.
Local public employment programmes expanded through the Community Work Programme.	<ul style="list-style-type: none"> • Effective and efficient programme management and administration. • Proactively build capacity of non-profit implementing agencies at site level. • Monitor and report on programme management and administration performance as well as capacity building initiatives for Non-Profit Organisations. • Scale up existing sites to 3000 participants per site. • Plans for expanding sites to cover 2 wards in 234 municipalities developed and implemented so that the CWP reaches 1 million participants.
Quality of governance arrangements and political leadership enhanced.	<ul style="list-style-type: none"> • Ensure municipal councils approve budgets timeously. • Ensure municipal councils consider and approve annual reports of the previous financial year by 31 January. • Ensure all municipal councils consider the oversight report and submit audited financial statements on time. • Ensure councillors are trained to conduct themselves as per the Code of Conduct set out in Schedule 1 of the Systems Act.
Corruption within local government is tackled more effectively and consistently.	<ul style="list-style-type: none"> • Strengthen accountability and responsibility of local government officials. • Municipal officials held accountable for their actions with respect to matters involving public funds. • Ensure that unauthorised expenditure is properly investigated in terms of section 32 of the MFMA and is dealt with accordingly. • Develop the necessary systems to ensure all appointments at senior management level are checked to ensure the individual has not previously been dismissed from another municipality (as required in the Local Government Regulations on Appointment and Conditions of Senior Managers section 19). • Ensure disclosure of financial interests by senior managers (as required in the Local Government Regulations on Appointment and Conditions of Senior Managers section 27) is implemented and that disclosures are scrutinized. • Make rules preventing municipal officials doing business with the state. • Details of procurement made openly available to citizens. • Introduce a tiered system of review of tenders that applies differential levels of oversight to different forms of procurement (A fuller set of actions relating to supply chain management will be included in Outcome 12, and consideration will need to be given to how those actions will impact on local government). • Develop systems to support officials responsible for procurement through provision of information on standard prices, the reputation of different suppliers and technical advice. • Scrutinise tenders for value for money.
Concrete actions that ensure a better fit between responsibility and the variation in capacities within municipalities supported.	<ul style="list-style-type: none"> • Strengthen role of districts where local municipal capacity is weakest and/or develop regional utilities and or shared arrangements for delivery of key local government services on an agency basis where district and municipal capacity is weak. • Facilitate agreement on a case-by-case basis on the division of service jurisdictions and funding between locals and districts. • Explore the option of establishing on a case-by-case basis single-tier municipalities for secondary cities. • Develop a framework for a more focused role for provinces in monitoring, supporting and engaging municipalities with respect to governance and institutional arrangements. • Develop and streamline reporting requirements for municipalities to reduce reporting burden.

The process from priority setting based on the 2014 Election Manifesto and MTSF through the outcomes definition with measurable outputs and key activities, has laid a solid basis for signalling what the current Administration will be seeking to achieve by 2019.

3.2.5 OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT

“Problems at municipalities range from issues of poor governance and accountability, weak financial management, high vacancies in critical senior management posts and in a number of instances, an inability to deliver even a core set of critical municipal services efficiently and effectively.....All these problems combined have shattered the confidence of the majority of our people in our local government system.”

Vision for Outcome 9

1. Develop a more rigorous, data driven and detailed segmentation of municipalities that better reflect the varied capacities and contexts within municipalities and lays the basis for a differentiated approach to municipal financing, planning and support
2. Ensure improved access to essential services
3. Initiate ward-based programmes to sustain livelihoods
4. Contribute to the achievement of sustainable human settlements and quality neighbourhoods
5. Strengthen participatory governance
6. Strengthen the administrative and financial capability of municipalities
7. Address coordination problems and strengthen cross-departmental initiatives

Linking Outputs to Outcome 9

TABLE 64 : LINKING OUTPUTS TO OUTCOME 9

	Outputs	Sub-outputs	Action required
1	Implement a differentiated approach to municipal financing, planning and support	1.1 Policy Framework for differentiation developed	Segmentation model
1.2 Grant the 6 metro's and top 21 municipalities more autonomy in respect of infrastructure and housing delivery		<ul style="list-style-type: none"> a. Accelerate the implementation of the MIG-City programme to the top 21 municipalities; and b. Accelerate the housing accreditation process in the metros and 21 municipalities 	
1.3 Design a very focused intervention for clearly defined smaller municipalities		<ul style="list-style-type: none"> a. Producing IDP's simplified to focus on planning for the delivery of a set of 10 critical municipal services b. Supported by a simple revenue plan c. Supported by auditing and filling the critical posts of MM & Senior Managers with competent and suitably qualified individuals 	
2	Improving Access to Basic Services	2.1 Improve universal access to basic services by 2014 as follows:	<ul style="list-style-type: none"> a. Water from 92% to 100% b. Sanitation from 69% to 100% c. Refuse removal from 64% to 75% d. Electricity from 81% to 92%
2.2 Establishment of a Bulk Infrastructure Fund to better align and coordinate municipal infrastructure funding with a view to:		<ul style="list-style-type: none"> a. Unlock delivery of reticulation services b. Fund bulk infrastructure, c. Procure well located land d. Align Provincial Infrastructure Grants and MIGs with housing projects and grants e. Upgrade and rehabilitate bulk infrastructure (such as WWTWs) 	
2.3 Establishment of a special purpose vehicle (SPV) to provide specialised technical and financial support to municipalities (infrastructure provisioning)		<p>In particular the SPV should support targeted municipalities to:</p> <ul style="list-style-type: none"> a. Appropriately structure capital funding and mobilise operational funding to strengthen municipal service provision b. Deliver new infrastructure to eradicate backlogs, rehabilitate existing infrastructure and provide for effective operation and maintenance of infrastructure. 	
3	Implementation of the Community Work Programme	3.1 Create at least 237 000 work opportunities and contribute to the target of 4.5million EPWP job opportunities by 2014	<ul style="list-style-type: none"> a. Provide an employment safety net targeting a social protection gap b. Supplement other livelihood strategies and not to replace or displace them: with no expectation that participants will be able to 'exit' into sustainable jobs any time soon c. Contribute to the development of public assets in poor communities d. Strengthen community Development
3.2 Establish where feasible, functional cooperatives at the local level by 2014.			

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

	Outputs	Sub-outputs	Action required
			Approaches e. Strengthen the economic 'agency' of people in marginalised economic areas; providing work experience, enhancing dignity and promoting social and economic inclusion
4	Actions supportive of the human settlement outcomes	4.1 Initiate actions to increase densities in metros and large towns by 2014;	
		4.2 Initiate actions to release public land for low income and affordable housing to support the delivery of 400 000 housing units on "well located land" with a 30 to 45 minute journey to work and services and using less than 8% of disposable income for transport by 2014;	
		4.1 Support the expansion of the national upgrading support programme in 45 priority municipalities to facilitate the upgrading of informal settlements	Specifically support the grading and rezoning of informal settlements by the priority municipalities
5	Deepen democracy through a refined Ward Committee model	5.1 Review and strengthen the legislative framework for Ward Committees and community participation to:	a. Broaden participation of and better organize various sectors at a local level; and b. Propose revised / new responsibilities and institutional arrangements for Ward Committees and Community Development Workers
		5.2 Put support measures in place to ensure that at least 90% of all Ward Committees are fully functional by 2014	Find a new approach to better resource and fund the work and activities of Ward Committees
6	Administrative and financial capability	6.1 Improved audit outcomes of municipalities; 6.2 Reduced municipal debt; 6.3 Reduced municipal overspending on operational expenditure (OPEX); 6.4 Reduced municipal under spending on capital expenditure (CAPEX); 6.5 Increased municipal spending on repairs and maintenance; and 6.6 Support access to basic services through improved administrative and HR practices	
7	Single Window of Coordination	<ul style="list-style-type: none"> The Single Window of Coordination is a concept and organisational form to bring about greater cohesion in the work of government, particularly, but not exclusively at the national level. an institutional mechanism to lessen the fragmentation within the cooperative governance arrangements impacting on local government provide for a more focused oversight and support role for provinces and provide for a greater knowledge bank on municipal environments cross-departmental committee comprising the departments of Human Settlements, Environment and Water Affairs, Rural Development, Energy and National Treasury under the leadership of the Department of Cooperative Governance 	

3.2.6 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The premise on which the National Spatial Development Perspective (NSDP) (2006) is based is one which seeks to redress the spatial imbalances caused by Apartheid planning. The aim is to encourage government to make urbanisation and urban economic development central in its prioritisation for development spending.

The NSDP seeks to set a spatial rationale for focusing all government (national, provincial and local) efforts on centralised areas. It does recognise development in areas where economic growth is not growing as fast, hence appropriate interventions need to be established.

The NSDP contains a set of normative principles to guide investment decisions and planning at provincial and local level:

Principle 1: Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2: Government has a constitutional obligation to provide basic services to all citizens wherever they reside.

Principle 3: Beyond the constitutional obligation government spending on fixed investment should be focused on localities of economic growth and/or potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.

Principle 4: Efforts to address social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, Government should concentrate primarily on human capital development by providing social transfers such as grants, education and training, and poverty-relief programmes.

Principle 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

The NSDP introduces a spatial analysis approach whereby the space economy is analysed in terms of “potential” and “need”, which was used to develop an overview of the national space economy and the identification of 26 areas of national economic significance and a number of nationally significant poverty concentrations.

3.2.7 FREE STATE VISION 2030

The PGDS is a critical instrument to shape and coordinate the allocation of national, provincial and local resources, and private sector investment to achieve sustainable development outcomes based on provincial development needs and priorities.

The Free State Vision 2030, marks a break with the current five-year planning approach and is a reflective long-term strategic framework envisioned to create an environment to respond to the complexities that characterise the provincial development landscape. Underpinning the vision is the ability of government together with the people to map out the destiny of the province.

DRAFT

The figure below outlines the Free State Vision 2030 and its six pillars.

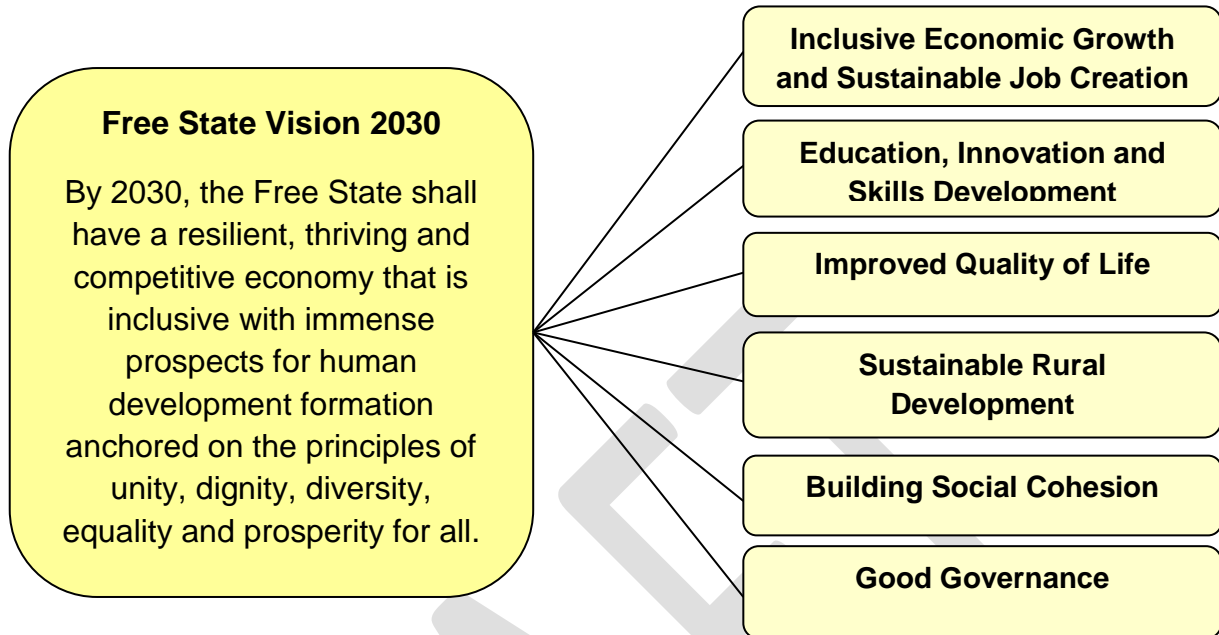


FIGURE 39 : FREE STATE VISION 2030 AND PILLARS

The Free State Vision 2030 and its concomitant pillars have been translated into high level targets which are meant to give practical meaning to the ideals contained in the vision statement and to further provide a systematic and integrated outlook on the implementation and impact of interventions undertaken.

TABLE 65: FREE STATE 2030 TARGETS

Free State Vision 2030: Pillars	Targets
Economic Restructuring, Growth and Employment Creation	<ul style="list-style-type: none"> • Increase the provincial growth rate from 2.1% in 2010 to 7% in 2030 • Increase the contribution of non-petro-chemicals sub-sectors to the manufacturing sector from 25% to 50% • Increase the contribution of the manufacturing sector from 14% to 28% • Increase the contribution of the agricultural sector from 3.8% to 10% • Increase the provincial contribution to the SA economy from 5% in 2010 to 15% in 2030 • Increase the GDP per capita income from R32 304 in 2010 to R110 000 in 2030 • Reduce unemployment rate from 25.5% in 2011 to 6% by 2030 • Increase the availability, affordability and speed of broadband from 256kbs in 2011 to at least 2mbs in 2030
Education, Innovation and	<ul style="list-style-type: none"> • Eradicate micro-nutrient deficiencies in children under 18 months • Ensure that all children have at least two years pre-school education

Free Vision Pillars	State 2030: Targets
Skills Development	<ul style="list-style-type: none"> • Increase Grade R enrolment from 58% in 2010 to 80% in 2030 • Increase Grade 12 pass rate with at least 50% from 70.7% in 2011 to 95% in 2030 • Increase Grade 12 Mathematics and Science pass rate from 67% in 2010 to 90% • Increase the number of people with Grade 12 who are 15+ years from 23% in 2010 to 80% in 2030 • Increase the FET graduation rate to 75% in 2030
Improved Quality of Life	<ul style="list-style-type: none"> • Reduce the Gini-coefficient from 0.64 in 2010 to 0.3 in 2030 • Increase the proportion of people with access to electricity from 90% in 2010 to 100% • Develop integrated, affordable and environmentally-friendly public transport system • Increase the proportion of people with access to water in their dwelling from 45% in 2009 to 100% in 2030 • Increase the proportion of people with access to flush or chemical toilets from 70% in 2009 to 100% in 2030 • Reduce the housing informal settlement backlog from 23.4% in 2010 to 0% in 2030 • Increase the number of people living closer to their places of work to 20% in 2030 • Reduce infant mortality rate from 31.4% in 2010 to 7% in 2030 • Promote health education as an essential part of the school curriculum • Reduce HIV prevalence from 22.6% of the population in 2010 to 14% in 2030 and ensure that the under-20 age group is largely HIV-free generation • Increase life expectancy from 46 in 2011 to 70 in 2030 • Increase the TB cure rate from 71.3% in 2010 to 100% in 2030 • Reduce the number of people living in poverty from 44.7% in 2010 to 0% in 2030 • Reduce the number of municipalities with green-drop score from 17 in 2010 to 0 in 2030 and those with blue-drop score from 12 to 0 • Increase the land dedicated to formal conservation from 1.6% of the land surface to 3% in 2030 • Reduce property-related crimes from 1 020 per 100 000 in 2010 to 200 per 100 000 in 2030
Sustainable Rural Development	<ul style="list-style-type: none"> • Increase the provision of quality basic services and invest in education, health care and public transport • Increase investment in agro-processing, tourism, aqua-culture and crafts industries • Increase financial support to rural communities • Increase investment in irrigation technologies and implement conservation measures • Improve access to markets for small-scale farmers and rural cooperatives

Free Vision Pillars	State 2030:	Targets
Build Cohesion	Social	<ul style="list-style-type: none"> • Popularize and promote rights and responsibilities embedded within the Constitution • Introduce African languages in all schools to facilitate understanding, tolerance, respect and diversity • Promote Sport and Recreation as an essential part of the education curriculum • Develop and embed shared values amongst communities • Strengthen participatory democracy to encourage citizenry expression to guide and influence behaviour • Increase socio-economic access and opportunities to all to eliminate any forms of prejudice and marginalization • Create a safe and secure environment for individuals

3.2.8 LOCAL GOVERNMENT TURNAROUND STRATEGY (LGTAS)

Chapter 2 of the IDP provides an introduction on the Local Government Turnaround Strategy (LGTAS). LGTAS is an initiative to restore confidence in the local sphere of government. This initiative was approved by Cabinet in December 2009 when a comprehensive Turnaround Strategy for Local Government was accepted.

LGTAS works towards ensuring that municipalities are the primary delivery machine of the developmental state at a local level. Restoring confidence of the majority of people in South Africa in municipalities will be achieved by rebuilding and improving the basic requirements for a functional, responsive, accountable, effective and efficient local government.

The LGTAS is underpinned by two important considerations. It is accepted that each municipality faces different social and economic conditions and has different performance levels and support needs, and therefore a more segmented and distinguished approach is required to address the various challenges of municipalities. The problems in local government are both a result of internal factors within the direct control of municipalities as well as external factors over which municipalities do not have much control.

The aim of the turnaround strategy is to:

- restore the confidence in the municipalities, as the primary delivery machine of the developmental state at a local level; and
- rebuild and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government.

The five strategic objectives of the local government turnaround strategy are to:

- Ensure that municipalities meet basic needs of communities. This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;
- Build clean, responsive and accountable local government. Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
- Improve functionality, performance and professionalism in municipalities. Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
- Improve national and provincial policy, support and oversight to local government; and
- Strengthen partnerships between local government, communities and civil society. Ensure that communities and other development partners are mobilised to partner with municipalities in service delivery and development.

The key interventions under these five strategic objectives focus on ensuring that:

- national government (including state enterprises) organises itself better in relation to local government;
- provinces improve their support and oversight responsibilities over local government;
- municipalities reflect on their own performance and identify their own tailor made turnaround strategies all three spheres of government improve inter-governmental relations in practice;
- political parties promote and enhance the institutional integrity of municipalities; and
- a social compact on local government is put in place where all citizens, including public officials at all levels, those in the private sector, trade unions, professional bodies and traditional leaders are guided in their actions and involvement by a common set of governance values.

Some of the immediate implementation priorities of the local government turnaround strategy (pre-2011 local government elections) are to:

- address the immediate financial and administrative problems in municipalities;
- promulgate regulations to stem indiscriminate hiring and firing in municipalities;
- tighten and implement a transparent municipal supply chain management system; and
- ensure that the programmes of national and provincial government and state owned enterprises are reflected in municipal integrated development plans and overcome "one size fits all" approach by differentiating responsibilities and simplifying integrated development plans.

Some of the main post-2011 priorities of the local government turnaround strategy include the following, which are part of vision 2014:

- Infrastructure backlogs should be reduced significantly;
- All citizens must have access to affordable universal basic services;
- Formalisation of all informal settlements;
- Clean cities, through the management of waste in such a way that it creates employment and wealth; and
- A single election for national, provincial and local government (key benefits include: single manifesto, one financial year, single public service, common five year medium term planning, aligned human resource and budgeting frameworks).

The local government turnaround strategy will be managed driven through a national coordinating unit in the Department of Cooperative Governance and Traditional Affairs that will serve as a “nerve centre” for implementation.

An immediate task of the local government turnaround strategy is that agreements will be reached with each province on the roll-out programme in the context of the different provincial needs and capacities. This will guide how municipalities will be supported to prepare and implement their own tailor made turnaround strategies that must be incorporated into their integrated development plans and budgets by March 2010. Key stakeholders and ward committees will be mobilised early in 2010. By July 2010, all municipalities will be in full implementation mode of the national and their own turn around strategies. The implementation of the local government turnaround strategy presents the entire country and all communities with an opportunity to work together with their municipalities in improving and accelerating service delivery.

3.2.9 SPATIAL LAND USE MANAGEMENT (SPLUMA)

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic of South Africa on 5 August 2013. It will come into operation on a date fixed by the President by proclamation in the Government Gazette. SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

The following principles apply to spatial planning, land development and land use management:

TABLE 66 : PRINCIPLES OF SPATIAL LAND USE MANAGEMENT:

Principle	Outcomes
<p>Spatial Justice</p>	<ul style="list-style-type: none"> • Past spatial and other development imbalances must be redressed through improved access to and use of land • spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation; • spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons; • land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas; • land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and • a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;
<p>Spatial Sustainability</p>	<ul style="list-style-type: none"> • promote land development that is within the fiscal, institutional and administrative means of the Republic; • ensure that special consideration is given to the protection of prime and unique agricultural land; • uphold consistency of land use measures in accordance with environmental management instruments; • promote and stimulate the effective and equitable functioning of land markets; • consider all current and future costs to all parties for the provision of infrastructure and social services in land developments; • promote land development in locations that are sustainable and limit urban sprawl; and • result in communities that are viable;

<p>Efficiency</p>	<ul style="list-style-type: none"> • land development optimises the use of existing resources and infrastructure; • decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and • development application procedures are efficient and streamlined and timeframes are adhered to by all parties;
<p>Spatial Resilience</p>	<ul style="list-style-type: none"> • whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks
<p>Good Administration</p>	<ul style="list-style-type: none"> • all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act; • all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks; • the requirements of any law relating to land development and land use are met timeously; • the preparation and amendment of spatial plans, policies, and land use schemes as well as procedures for development applications.



3.2.10 BACK TO BASICS:

We need to do things differently if we want different solutions. “We cannot solve today’s problems with the same level of thinking that created the problems in the first place” (Albert Einstein). The situation needs a change of paradigm that focuses on serving the people and not political elites and organizations. This is the essence of our ‘back to basics’ approach.

BACK -TO - BASIS PRIOTIES:

The immediate priorities for Back to Basics Approach (transformation) are:

Priority 1: Get all municipalities out of a dysfunctional state and at the very least able to perform the basic functions of local government. This will be through enforcement of current policies and legislation, and systematically managing performance and accountability, and enforcement of the system for managing consequences. Minimum performance requirements include ensuring the proper functioning of council structures and council processes, and the provision of basic services.

Priority 2: Support municipalities that are at a minimum basic level of performance to progress to a higher path. Here the focus will be on building strong municipal administrative systems and processes. It includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. The oversight system for local government must be improved through creating real-time monitoring systems. A targeted, vigorous and brisk response must ensure that corruption and fraud are rooted out. Measures will be taken to ensure that municipalities engage with their communities. Support measures will be put in place to create an enabling environment for local economic development to stimulate competitive, inclusive and sustainable economies.

Priority 3: Support and incentivise municipalities that are performing well to remain there. Given that in these municipalities the basics are largely in place, the main focus here will be on transforming the local space economy and integrating and densifying our communities to improve sustainability. In this regard, the Integrated Urban Development Framework provides an important building block. The National Spatial Development Framework must be developed to ensure effective alignment of our national economic, environment and social programmes with those of our municipalities. We will develop innovative ways to incentivise those municipalities doing well.

The linking of Municipal performance to the Back –to- Basics approach is defined on the table below:

TABLE 67 : LINKING MUNICIPAL PERFORMANCE TO BACK –TO- BASICS APPROACH:

Outputs	Sub- Outputs	Action Required
Good Governance	Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability	<p>Good governance is at the heart of the effective functioning of municipalities. Municipalities will be constantly monitored and evaluated on their ability to carry out the following basics:</p> <ul style="list-style-type: none"> • The holding of Council meetings as legislated. • The functionality of oversight structures, s79 committees, audit committees and District IGR Forums • Whether or not there has been progress following interventions over the last 3 – 5 years. • Assess the existence and efficiency of Anti-Corruption measures. • The extent to which there is compliance with legislation and the enforcement of by laws • The rate of service delivery protests and approaches to address them
Public Participation	Put people and their concerns first and ensure constant contact with communities through effective public participation platforms.	<p>Measures will be taken to ensure that municipalities engage with their communities. We will enforce compliance with the provisions of the Municipal Systems Act on community participation. Municipalities must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:</p> <ul style="list-style-type: none"> • Assessing the existence of the required number of functional Ward committees. • The percentage of ward committee’s grants spent. • The number of council effective public participation programmes conducted. • The regularity of community satisfaction

		surveys carried out.
Financial Management	Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.	<p>Sound financial management is integral to the success of local government. National Treasury has legislated standards and reporting requirements, and based on our monitoring of the indicators, we will identify the key areas emerging from the profiles and partner with National Treasury to support the remedial process. Performance against the following basic indicators will be constantly assessed:</p> <ul style="list-style-type: none"> • The number disclaimers in the last three – five years. • Whether the budgets are cash backed. • The percentage revenue collected. • The extent to which debt is serviced. • The efficiency and functionality of supply chain management.
Infrastructure Services	. Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency.	<p>The planning, implementation and maintenance of basic infrastructure is critical for sustaining basic standards of living and economic activity in our towns and cities. All municipalities will develop service standards for each service, and will establish systems for monitoring adherence to these standards. Municipalities will be required to report on ward-level service delivery plans. We expect municipalities to perform the following basic activities, and the performance indicators will measure the ability of our municipalities to do so:</p> <ul style="list-style-type: none"> • Develop fundable consolidated infrastructure plans. • Ensure Infrastructure development maintenance and reduce losses with respect to: <ul style="list-style-type: none"> - Water and sanitation.

		<ul style="list-style-type: none"> - Human Settlements. - Electricity. - Waste Management. - Roads. - Public Transportation. • Ensure the provision of Free Basic Services and the maintenance of Indigent register
<p>Institutional Capacity</p>	<p>. Build and maintain sound institutional and administrative capabilities administered and managed by dedicated and skilled personnel at all levels.</p>	<p>There has to be a focus will be on building strong municipal administrative systems and processes. It includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for Councillors and municipal officials so that they are able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes. The basic requirements to be monitored include:</p> <ul style="list-style-type: none"> • Ensuring that the top six post (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning) vacancies are filled by competent persons (qualifications) • That the municipal organograms are realistic, underpinned by a service delivery model and affordable; • That there are implementable human resources development and management programmes; and • There are sustained platforms to engage organised labour to minimise disputes and disruptions

3.2 .11 MUNICIPAL BACK TO BASICS

The updated Municipal BACK TO BASICS template is included as Annexure A of the Draft IDP.

3.3 METSIMAHOLO LOCAL MUNICIPALITY

3.3.1 INTRODUCTION

According to Section 53 of the Constitution a municipality must:

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

The above implies that municipalities must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by national and provincial government will therefore guide the strategic priority areas identified by municipalities. Such strategic priority areas include to build a developmental government that is efficient, effective and responsive; to strengthen accountability and to strive for accountable and clean government; to accelerating service delivery and supporting the vulnerable; and to foster partnerships, social cohesion and community mobilisation.

The MLM collected and based its strategy on the strategic areas identified by both National and Provincial Government. Relevant information on National and Provincial strategies was used during a strategic planning session to unpack requirements set for local government. Strategic areas that received particular attention during the Mayoral Lekgotla include basic services and infrastructure investment, social and community services and financial viability. A reviewed strategic plan was compiled in response to and based upon information obtained and guidelines provided during the strategic planning session (February 2012). Recommendations were made during the Mayoral Lekgotla to specifically focus on the development of new strategies to minimize the impact of the economic meltdown. According to the recommendations, emphasis should be placed on the provision of effective and efficient basic services and the development of the identified nodal areas.

This section of the IDP reports on the strategy that the MLM will follow to ensure the achievement of national and provincial strategic priority areas aligned to its own uniquely identified strategic objectives (with outcomes). Information on the alignment and its impact on the operations of the MLM are important because it helps the municipality to focus on the most important needs of local communities – taking into account the resources available at local level.

3.3.2 VISION STATEMENT

Our Vision (where do we want to go?)

“To be the economic powerbase and municipality of excellence.”

3.3.3 MISSION STATEMENT

Our Mission (What we will do to realise our vision)

“To promote the sustainable socio-economic development of our communities through effective, efficient and affordable service delivery and sound institutional and financial management.”

3.3.4 VALUES STATEMENT

Our Values (The talk we want to walk)

- ***Professionalism***

To always deal with our customers (internal & external) and stakeholders by displaying respect, approachability and responsiveness

- ***Commitment***

To fulfill our duties and responsibilities both at institutional and individual levels with an unwavering commitment to our vision and mission

- ***Integrity***

Engaging with communities, stakeholders and customers in an ethical, just, fair, accountable, open, transparent and honest manner and taking responsibility for our actions

- ***Excellence***

Meeting and exceeding service standards and customer/community expectations

- *Passion*

To do our work with energy, purpose and enthusiasm

3.3.5 CLUSTERS AND MUNICIPAL FUNCTIONS

To facilitate improved internal coordination and integration of functions, the municipality has adopted the cluster approach in developing and formulating its strategic objectives, performance indicators and targets. The following clusters have been adopted:

TABLE 57: CLUSTERS AND MUNICIPAL FUNCTIONS

Cluster	Municipal Functions
Economic and Infrastructure Development Cluster (EIDC)	Water Sanitation Roads and storm water Electricity Housing Urban Planning Local Economic Development
Social Protection and Community Development Cluster (SPCDC)	Refuse Removal (Cleansing) Community Services Parks and Recreation Special Programmes
Governance and Administration Cluster (GAC)	Political Offices Office of the Municipal Manager Financial Services Corporate Services

3.3.6 MUNICIPAL DEVELOPMENT STRATEGIES

The municipality has through its strategic planning and public participation processes ensured that the Municipal Strategic Priorities were unpacked by developing key performance areas (KPAs), programmes, objectives, key performance indicators (KPIs) and targets for each of the KPAs and programmes.

The said objectives, indicators and targets have been aligned to the Provincial Priority Outputs, where possible and will form the basis for the development of the municipality's Service Delivery and Budget Implementation Plan (SDBIP) and Annual Performance Plans of Senior Management for the 2014/15 financial year.

The table below provides a summary of the strategic priorities, KPA and programmes.

TABLE 69 : MUNICIPAL STRATEGIC PRIORITIES

Strategic Priority	Key Performance Area	Programmes
SP1: Build our local economy to create more employment, decent work and sustainable livelihoods	KPA2: Local Economic Development	P8-Local Economic Development P9-Job Creation P10-Sustainable livelihoods
SP2: Broaden access to and improve the quality of municipal services	KPA1: Service delivery and infrastructure development	P1-Water P2-Sanitation P3-Electricity P4-Roads and storm water P11-Waste management P12-Community facilities
SP3: Build united, non-racial, integrated and safer communities	KPA3: Community development and social cohesion KPA1: Service delivery and infrastructure development	P13-Clean communities P14-Safe communities P15-Healthy communities P16-Arts and culture P17-Disaster management P5-Human settlements P6-Spatial development P7-Public transport
SP4: Promote active community participation	KPA4: Public participation and Good governance	P18-Participatory governance
SP5: Ensure more effective, accountable and clean local government that works together with national and provincial government	KPA4: Public participation and Good governance KPA5: Financial management and viability KPA6: Institutional development and Transformation	P19-Corporate governance P20-Intergovernmental Relations P21-Customer care P22-Revenue and cash flow management P23-SCM and Expenditure management P24-Budgeting and reporting P25-Clean Audit P26-Asset management P27-Facilities management P28-Human capital P29-Institutional excellence

3.3.7 5-YEAR CLUSTER STRATEGIC PLANS

Based on the above table clusters developed detailed Five-Year Strategic Plans, which include the strategic priorities, KPAs, objectives, KPIs and targets, risks and mitigating actions for each function. The Five-Year Cluster Strategic Plans are contained in the tables below.

ECONOMIC AND INFRASTRUCTURE DEVELOPMENT CLUSTER

TABLE EID CLUSTER – 5 YEAR STRATEGIC PLAN

Strategic Priority (SP2): Broaden access to and improve the quality of municipal services													
Key Performance Area (KPA 1): Service delivery and infrastructure development													
Programme 1: Water													
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions	
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17			
To ensure access to potable water by 2014	1.1 No of total HHs with access to potable water in formalised areas (yard metered connection)	Technical Services		46255	51 893	45 755	46 255	48 792	50 292	51 893	Lack of funding to install connections in newly proclaimed areas	Proactively engage with FS Dept. of Human Settlements	
	1.2 No. of HHs provided with new metered yard connections			500	6 138 ⁷⁰	0	500	2 537	1 500	1 601	Lack of funding for connections in newly proclaimed areas	Proactively engage with FS Dept. of Human Settlements	
To ensure sufficient bulk supply of purified water	1.3 % of purification works (WTW) in Refenggotso augmented			100%	100%	99% ⁷¹	100%					Vandalism-lack of security	Deployment of security personnel alarm system to be install
	1.4 % of 9ML reservoir completed			100%	100%	99%	100%					Vandalism-lack of security	Deployment of security personnel alarm system to be install
	1.5 % of bulk line completed for Themba Kubheka		100%	100%	0%	100%					No risk	Not applicable	
	1.6 % of bulk line completed for Moodraai		0%	100%	0%	0%	0%	100%			Insufficient funding to construct water network	Acquire funding	

⁷⁰Backlog = Themba Kubheka (2 537); Moodraai (3 101)

⁷¹ Practical completion of WTW achieved/Commissioning and handover & release of retention outstanding (1%)

2014/15: Themba Kubheka house connections, 2 537

2015/16: Moodraai 1 500 stands

2016/17: Moodraai 1 601 stands

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP2):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 1):Service delivery and infrastructure development												
Programme 1: Water												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	area											
	1.7 % of maintenance plan developed and submitted for approval			100%	100%	100%	100%	100%	100%	100%	limited budget to reach targets in maintenance plan	Budget to be adjusted
To ensure the effective and efficient management of water resources	1.8 % of water distribution losses maintained		Financial Services	14%	14%	16%	14%	14%	14%	14%	Aged infrastructure and illegal connections	MOU outcome to be implemented
	1.9 % of reported water leaks repaired within an average of 48 hours			95%	100%	100%	100%	100%	100%	100%	Lack of internal capacity to respond on time	New organogram to be implemented
	1.10 % compliance with the blue drop water quality accreditation system ⁷²			97%	99%	96%	97%	98%	99%	99%	Financial and personnel capacity	All processes and training to be finalized
	1.11 % of WSDP developed and approved			90%	90%	90%	90%	90%	90%	90%	Lack of support from DWA	To be finalized
	1.12 % of water demand management plan developed and approved			75%	100%	0% (Ph 3&4)	75%	100%	100%	100%	Lack of funding	Acquire funding

Note that blue drop assessment is done annually by DWA

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP2): Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 1): Service delivery and infrastructure development												
Programme 2: Sanitation												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To provide decent sanitation to all households by 2014	2.1 No. of HHs with access to decent sanitation			43055	51 893	39 868	43 055	46 055	48 592	51 893	Lack of funding to install connections in newly proclaimed areas	Business plan be submitted to Human Settlement requesting funds
	2.2 No. of households provided with sewer house connections			3187	11 888 ⁷³	2 400	3 187	3 000	2 537	3 301	New informal areas developing	Business plan be submitted to Human Settlement requesting funds
To ensure sufficient bulk infrastructure	2.3 % WWTW capacity augmented in O/Ville and D/Ville			0%	100%	0%	0%	40%	80%	100%	Lack of funding	Business plan be submitted to Human Settlement and DWA requesting funds
	2.4 No. of kms of outfall sewer line replaced			0 km	8km	0km	0km	2km	3km	3km	Lack of funding	Metsimaholo budget internal
	2.5 % of maintenance plan developed and submitted for approval			100%	100%	100%	100%	100%	100%	100%	Insufficient maintenance budget to reach targets in maintenance plan	Ward based budget to be considered
To ensure the effective and efficient management of the sanitation system and network	2.6 % of reported sewer blockages attended to within an average of 48 hours			92%	95%	91%	92%	93%	94%	95%	Lack of internal capacity (personnel and vehicles) to respond on time	Appoint staff and acquire vehicles
	2.7 % compliance with the green drop quality accreditation system ⁷⁴			70%	80%	70%	70%	80%	80%	85%	Financial and personnel capacity	All process and training to be finalized

⁷³Total no. of HHs is 45 755; Backlog of 11 699 = Gortin (3 187); Amelia (3 000); Themba Kubheka (2 537); Moodraai (2 975)

⁷⁴Note that green drop assessment is done every 2 years; Assessment was done for current year (2012/13)

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP2): Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 1): Service delivery and infrastructure development												
Programme 3:Electricity												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						Yr.1 2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure access to electricity by all communities	3.1 No. of HHs with access to basic electricity in formal areas	Technical Services		43175	51 893	41 722	43 175	(Amelia & Gortin) 46 675	(TK) 47 875	(TK) 51 893	Availability of funds (DoE)	Application to DoE
	3.2 No. of HHs provided with new metered stand connections in formal areas			1 453	6 037	0	1 453	3 500	1 200	4 018	Availability of funds (DoE)	Application to DoE Take this KPA OUT
	3.3 No. of new high mast lights installed			25	80	25	25	0	10	20	Lack of security and road safety	Application to MIG, after electrification of the new area
To ensure sufficient bulk supply of electricity	3.4 No. of new main/mini sub-stations erected (Amelia & Themba Khubeka)		1	2	0	1	0	1	0	Availability to electricity	Application to DoE	
	3.5 % of maintenance plan developed and submitted for approval		100%	100%	100%	100%	100%	100%	100%	Insufficient maintenance budget to reach targets in maintenance plan	Budget constraints	
To ensure the effective and efficient management of the electricity network	3.6 % of electricity master plan developed and approved		75%	100%	0%	75%	100%	100%	100%	No future planning	Provision on Budget	
	3.7 % electricity distribution losses maintained	Financial Services	13%	10%	14%	13%	12%	11%	10%	Loss of income	Audit of meters, data and law enforcement	
	3.8 Average response time maintained for reported outages for households		2 hrs	2hrs	2hrs	2hrs	2hrs	2hrs	2hrs	Lack of internal capacity (personnel and vehicles) to respond on time	Filling of vacancies	
	3.9 Average response time maintained to reported outages by industrial consumers		24hrs	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs	Lack of internal capacity to respond on time	Filling of vacancies	
	3.10 Average response time maintained for faulty street- and high mast		3 months	2 months	4 months	3 months	2 months	2 months	2 months	Lack of internal capacity	Acquire staff and material	

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

lights												
--------	--	--	--	--	--	--	--	--	--	--	--	--

Strategic Priority (SP2): Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 1): Service delivery and infrastructure development												
Programme 4: Roads and storm water												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						Yr.1 2012/13	Yr.2 2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure sufficient roads and storm water networks to all communities	4.1 Total kms of roads upgraded to surfaced roads (tar/paved)	Technical Services		10 km	60km	6km	10km	10km	12km	12km	Budget constraints	Engagement with DBSA loan to be utilised in upgrading of roads
	4.2 Total kms of un-engineered roads (dirt roads) graded			10km	50 km	10km	10km	10km	10km	10km	Budget constraints	Engagement with DBSA loan to be utilised in upgrading of roads
	4.3 % of maintenance plan developed and submitted for approval			100%	100%	100%	100%	100%	100%	100%	Insufficient maintenance budget to reach targets in maintenance plan	Budget constraints
	4.4 Total kms of new storm water channels erected			0 km	20kms	7.4kms	0km	0km	6.6km	6km	Lack of funding	MIG and internal funding

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP2):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 1):Service delivery and infrastructure development												
Programme 4:Roads and storm water												
Key Performance Indicator (KPI)	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions		
				2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17				
4.5 % of roads and storm water master plan developed and approved	Lead MLM Dept	75%	100%	0%	75%	100%	100%	100%	Budget constraints	Sasol/DoT and MIG to be engaged		
4.6 % of pavement management system developed and approved		0%	100%	0%	0%	0%	0%	100%	Budget constraints	Sasol/DoT and MIG to be engaged		
4.7 % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget		60%	100%	100%	100%	100%	100%	100%	N/A	N/A		
4.8 % actual capital expenditure (OPEX) as a percentage of the approved/adjusted budget		70%	100%	100%	100%	100%	100%	100%	N/A	N/A		
4.9 % of Auditor General queries resolved by end of April		50%	100%	50%	50%	90	100%	100%	Delay in resolving queries raised by AG for compliance	Ensure timeous resolving of queries raised by AG		
4.10 % of report submitted on performance assessment of the service providers		0%	100%	0%	0%	100%	100%	100%	Non compliance to assessment of service providers	Ensure regular assessment on performance of service providers		

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP3): Build united, non-racial, integrated and safer communities												
Key Performance Area (KPA 1): Service delivery and infrastructure development												
Programme 5: Human Settlements												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To provide sustainable human settlements and improved quality of household life through accelerated delivery of housing opportunities and access to basic services	5.1 All beneficiaries identified as per approved housing allocations(as per MEC announcement)	Planning & LED	Corporate Services	100%	100%	0%	100%	100%	100%	100%	Insufficient information submitted by beneficiaries	Community education programmes (accurate data to be submitted)
	5.2 % of subsidy applications received submitted to Province within 3 months of receipt of approved allocations		Corporate Services	100%	100%	0%	100%	100%	100%	100%	Incomplete information submitted by applicants	Community education programmes (accurate data to be submitted)
	5.3 Housing sector plan reviewed and submitted to Council for approval			100%	100%	100%	100%	100%	100%	100%	Incoherent housing delivery projects	Implement the proposals of the sector plan
	5.4 Housing accreditation application submitted to Province (Level 1 & 2)			0%	100%	0%	0%	50%	100%		Lack of funding to increase unit's capacity	Negotiate funding from Province and secure Council approval
	5.5 No. of informal areas formalised (Themba Khubeka & Moodraai)		Technical Services	0	2	0	0	1	1	0	Delay in approval of township establishments	Regular monitoring of processes for updates
To stimulate development through effective and efficient spatial planning and building control	5.6 Spatial development framework (SDF) reviewed and submitted to Council for approval	Planning & LED		100%	100%	100%	100%	100%	100%	100%	Incoherent spatial developmental patterns	Implement the spatial development proposals
	5.7 Integrated land use management(IL UMS) scheme developed and submitted to Council for approval		Municipal Manager	0%	100%	0%	0%	0%	100%		Delays in approval by Province	Constant engagement with Province
	5.8 No. of re-zonings, subdivisions and consolidation applications		All Depts	100%	100%	100%	100%	100%	100%	100%	Insufficient information submitted by applicants	Engage applicants in terms of supporting documentation to be submitted on a continuous basis

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

	evaluated and submitted to Province within 60 working days of receipt										
	5.9 No. of building plans approved within 30 days of receipt of fully completed applications		100%	100%	100%	100%	100%	100%	100%	Incomplete risk register	Maintain and update register monthly
	5.10 No. of building plan inspections conducted upon request within 30 days as per industry standard		90%	100%	70%	90%	100%	100%	100%	Incomplete inspection register	Maintain the inspection register monthly

Strategic Priority (SP1): Build our local economy to create more employment, decent work and sustainable livelihoods

Key Performance Area (KPA 2): Local Economic Development

Programme 6: Public transport

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure that an effective and efficient public transport system is developed and maintained	6.1 % of Integrated Transport Plan (ITP) developed and approved	Public Safety	Technical Services	0%	100%	0%	0%	50%	100%		Lack of funding	Budget constraints
	6.2 No. of new taxi ranks completed	Technical Services		1	6	0	1	1	1	3	Lack of funding	Ward based budget to be considered
	6.3 No. of kms of pedestrian sidewalks and bicycle lanes erected			0km	10kms	2km	0km	0km	4km	4km	Lack of funding	Ward based budget to be considered

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP1): Build our local economy to create more employment, decent work and sustainable livelihoods												
Key Performance Area (KPA 2): Local Economic Development												
Programme 7: Local Economic Development												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Dept s	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	7.1 LED Strategy developed and approved by Council			0	100%	0%	0%	100%			No clear plan to enhance LED	Finalise and approve LED strategy. Decent employment through inclusive economic growth
To ensure support (non-financial and financial) for small enterprises, co-operatives and the informal sector	7.2 No of LED platforms convened	Planning & LED		0	6	0	0	2	2	2	Lack of proper coordination	Strengthening communication channels
	7.3 Incentive policy developed and approved by Council			0	100%	0	0	50%	100%		Lack of investment	Approve and implement the incentive policy
	7.4 Development of tourism brochure			0	100%	0	0	50%	100%		Lack of information for tourists	Finalise and approve the brochure
	7.5 Identification and registration of local heritage sites			0	2	0	0	0	1	1	Lack of information on local history	Continuous information dissemination
	7.6 No of tourism events organised			0	6	0	0	2	2	2	Inadequate tourism initiatives due to inadequate funding	Mobilise funding
	7.7 No. of social labour plan (SLP) projects completed ⁷⁵			1	5	1	1	1	1	1	No funding from Mining houses	Engage with mines and DMR
	7.8 No. of local jobs summit			0	4	0	1	1	1	1	Lack of interest from stakeholders	Proper briefings and marketing

Note that SLP projects are implemented by the various companies and the municipality does not have direct control over the said projects

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

organise d and convene d												
-----------------------------------	--	--	--	--	--	--	--	--	--	--	--	--

Strategic Priority (SP1):Build our local economy to create more employment, decent work and sustainable livelihoods

Key Performance Area (KPA 2): Local Economic Development

Programme 8:Job Creation

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To make a meaningful and visible contribution to employment creation	8.1 Number of quarterly statistical reports compiled on employment opportunities created as part of LED (NKPI: 7)	Planning & LED	All Depts	4	20	4	4	4	4	4	Departments not keeping proper records and submitting information to LED on time	Develop template in consultation with relevant departments
	8.2 Number of quarterly statistical reports compiled on employment opportunities created through EPWP initiatives (NKPI: 7)		All Depts	4	20	4	4	4	4	4	Departments not keeping proper records and submitting information to LED on time	Develop template in consultation with relevant departments
	8.3 Number of quarterly statistical reports compiled on employment opportunities created through CWP by 2014 (NKPI: 7)		All Depts	4	20	4	4	4	4	4	Departments not keeping proper records and submitting information to LED on time	Develop template in consultation with relevant departments
	8.4 Actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget				60%	100%	100%	100%	100%	100%	N/A	N/A
	8.5 Actual capital expenditure (OPEX) as a percentage of the approved/adjusted budget				70%	100%	100%	100%	100%	100%	N/A	N/A
	8.6 Auditor General queries resolved by end of April				50%	100%	100%	100%	100%	100%	Delay in resolving queries raised by AG for compliance	Ensure timeous resolving of queries raised by AG
	8.7 Report submitted on performance assessment				0%	100%	0%	0%	100%	100%	Non compliance to assessment of	Ensure regular assessment on performance of

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP1): Build our local economy to create more employment, decent work and sustainable livelihoods												
Key Performance Area (KPA 2): Local Economic Development												
Programme 8: Job Creation												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	of the service providers										service providers	service providers

DRAFT

Strategic Priority (SP1): Build our local economy to create more employment, decent work and sustainable livelihoods												
Key Performance Area (KPA 2): Local Economic Development												
Programme 9: Sustainable Livelihoods												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						Yr.1 2012/13	Yr.2 2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure that poor households have access to free basic municipal services (NKPI: 5)	9.1 Advertise for registration of IGG annually	Financial Services		0 %	100%	0 %	0 %	100%	100%	100%		
	9.2 % of indigent register compiled and updated annually			47%	100%	100%	100%	100%	100%	100%		
	9.3 Number of households on indigent register captured			8 433	12 000	10 000	10500	11 000	11500	12 000		

DRAFT

SOCIAL PROTECTION AND COMMUNITY DEVELOPMENT CLUSTER

TABLE 71 : SPCD CLUSTER – 5 YEAR STRATEGIC PLAN

Strategic Priority (SP2):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 1):Service delivery and infrastructure development												
Programme 10:Waste Management												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To provide affordable, effective, efficient, economical and accessible waste management services to all communities.	10.1 No. of households having access to basic refuse removal services (removal at least once a week)	Social Services	Fleet management	47 000	50 000	46 000	47 000	48 000	49 000	50 000	Non-maintenance of equipment and constant break-downs; non availability of extra vehicles	Implementation of new fleet management policy and system, purchasing of new vehicles
	10.2 No of formal businesses receiving a daily refuse removal service		Fleet management	100%	100%	100%	100%	100%	100%	100%	Non availability of vehicles; Lack of capacity	Leasing or purchasing of vehicles. Appointment of staff
	10.3 IWMP reviewed annually and submitted to Council for approval			100%	100%	0%	100%	100%	100%	100%	Plan not being approved annually and inadequate funding	Engage with the District and secure funding
	10.4 % of Approved Integrated Waste Management Plan (IWMP) implemented			25%	100%	0%	25%	50%	75%	100%	Inadequate implementation of plan due lack of funds	
	10.5 Functional waste management information system reported (NKPI: 1)monthly		ICT	12%	12	12	12	12	12	12	Non implementation of WIS information system non compliance	Ensure compliance and access the WIS information
	10.6 Existing landfill site closed		LED	25%	100%	0%	25% (EIA)	100%			Non availability of Funds(EIA); long Process to obtain permit	Secure(MIG) funds and fast track process to acquire permit
	10.7 Closed landfill site rehabilitated			0	50%	0%	0%	0%	0%	50%	Inadequate funding	Secure funding
	10.8 % of new landfill site established			25%	50%	0%	25% (EIA)	25%	50%	75%	Current site reaching max. capacity	Expedite establishment of new site

Strategic Priority (SP2):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3):Community Development and Social Cohesion												
Programme 11:Community Facilities												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To promote access and utilisation of public and community amenities.	11.1 Number of new family parks established	Social Services		2	10	2	2	2	2	2	Inadequate funds from private sector (maintenance)	Secure funds
	11.2 Number of new sports grounds established			4	18	4	4	2	4	4	Inadequate funds (maintenance)	Secure funds
	11.3 Number of new cemeteries established (Amelia & extension of O/Ville)			1	2	0	1	1	0	0	Insufficient funding	Secure funding internally & externally
	11.4 Number of existing community halls maintained			7	7	6	7	7	7	7	Lack of security & maintenance plan	Intensify security and enforce maintenance plan.
	11.5 Number of existing swimming pools maintained			2	2	2	2	2	2	2		
	11.6 Number of existing family parks maintained			14	14	14	14	14	14	14	Shortage of resources(staff and equipment)	Appointment of staff and community involvement
	11.7 Number of existing sports grounds maintained			20	20	20	20	20	20	20		
	11.8 Number of stadiums maintained			2	2	2	2	2	2	2		
	11.9 High Performance Centres (HPCs) maintained			1	1	1	1	1	1	1		
	11.10 MPC maintained			1	1	1	1	1	1	1	Lack of staff and effective marketing	Secure funds and appoint permanent staff.
	11.11 Number of existing cemeteries maintained			8	8	8	8	8	8	8	Lack of monitoring. Staff &resources	Regular monitoring and appoint staff. Budget for resources

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP2): Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3): Community Development and Social Cohesion												
Programme 11: Community Facilities												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	11.12 Abrahamsrust facility maintained as per approved maintenance plan			50%	100%	100%	100%	100%	100%	100%	Lack of proper maintenance plan and budget	Develop maintenance and budget plans
	11.13 Day Visit Facilities (OV/DV) maintained and as per approved maintenance plan			70%	100%	25%	70%	100%	100%	100%	Lack of proper maintenance plan and budget	Develop maintenance and budget plans

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP3): Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3): Community Development and Social Cohesion												
Programme 12: Clean Communities												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To develop and promote a clean and environmentally-friendly town & communities	12.1 Annual clean & green-ward competition organised in all wards	Social Services	Speaker's Office	5 Wards	100%	0%	5Wards	6 Wards	5 Wards	5 Wards	Inadequate funding(District) to host competition	Carry out cleaning campaigns from time to time
	12.2 Number of waste management education and awareness programmes implemented		Speaker's Office	4	20	4	4	4	4	4	Lack of community and stakeholders participation	Ensure mass mobilisation of awareness campaigns
	12.3 Number of illegal dumps removed			40	135	60	40	20	10	5	Lack of personnel to enforce By -laws and public education/awareness	Appoint staff to enforce By- laws, conduct cleaning awareness campaigns

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP3):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3):Community Development and Social Cohesion												
Programme 13:Safe Communities												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To support and strengthen the fight against crime in all communities	13.1 Participation of MLM in established Security Cluster	Social Services		100%	100%	100%	100%	100%	100%	100%	Non-functioning the cluster	Ensure community involvement for active functioning of CPF
	13.2 By-Law enforcement unit established and functional			90%	100%	80%	90%	100%	100%	100%	Lack of funding for personnel and vehicles	Appointment of staff and procurement of vehicles
	13.3 Number of school road safety programmes implemented (in consultation with Principals)			15	75	15	15	15	15	15	.No access to funds for road safety programmes since funding is allocated at Provincial level	Cascade the function and transfer of funds to local municipality
	13.4 % support for local, provincial and national crime prevention initiatives			100%	100%	100%	100%	100%	100%	100%	Overtime restrictions	Appoint/Increase personnel
	13.5 % community access to fire-fighting services (wards?)			100%	100%	100%	100%	100%	100%	100%	Lack of sub stations (DV)which leads to long travelling distances	Establish sub stations(DV)
	13.6 Response time to fire-fighting emergencies			Within 20 mins	Within 10 mins	Within 30 mins	Within 20 mins	Within 20 mins	Within 20 mins	Within 10 mins	Delays in building sub-station in DV	Fast track the establishment of sub stations
	13.7 Number of fire-safety programmes conducted			10per quarter	200	10per quarter	10per quarter	10per quarter	10per quarter	10per quarter	No Peer Programme officer	Appoint peer programme officer
	13.8 % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget			60%	100%	0%	0%	100%	100%	100%	N/A	N/A

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP3):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3):Community Development and Social Cohesion												
Programme 13:Safe Communities												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						Yr.1 2012/13	Yr.2 2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	13.9 % actual capital expenditure (OPEX) as a percentage of the approved/adjusted budget			70%	100%	0 %	0 %	100%	100%	100%	N/A	N/A
	13.10 % of Auditor General queries resolved by end of April			50%	100%	50%	50%	100%	100%	100%	Delay in resolving queries raised by AG for compliance	Ensure timeous resolving of queries raised by AG
	13.11 % of report submitted on performance assessment of the service providers			0%	100%	0%	0%	100%	100%	100%	Non compliance to assessment of service providers	Ensure regular assessment on performance of service providers

Strategic Priority (SP3):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3):Community Development and Social Cohesion												
Programme 14:Healthy Communities												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To increase awareness and participation of communities in HIV/AIDS, TB, STIs, and other illnesses.	14.1 Number of community awareness programmes conducted on HIV/AIDS, TB and STIs	Social Services	Executive Mayor's Office Speaker's Office	2	10	2	2	2	2	2	No HIV/AIDS coordinator. Special Programmes Coordinator & YDO lack the skills of dealing with these communicable diseases.	Appoint HIV/AIDS Coordinator. Staff skills training. Partnering with Dept. of Health.
To increase access to community development services	14.2 Number of sport development programmes organised/offered			4	20	4	4	4	4	4	No sports development officer	Appoint sports development officer

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP3):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3):Community Development and Social Cohesion												
Programme 14:Healthy Communities												
	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						Yr.1 2012/13	Yr.2 2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	14.3 Number of library development programmes organised/offered			900	4 600	850	900	900	950	1050	Staff shortage	Appointment of staff
	14.4 Number of new members to libraries			500	2500	500	500	500	500	500	Shortage of staff	Appointment of staff
	14.5 Number of youth development programmes organised	Executive Mayor's Office		2	10	2	2	2	2	2	Only one Youth Unit officer available and lack of proper youth organisations' database.	Appoint additional YDOs and create a youth organisations database.
	14.6 Number of programmes organised for women			2	10	2	2	2	2	2	Insufficient funding. No database of Women's Organisations.	Partner with NGOs, Province and other govt depts.Keep an updated database
	14.7 Number of programmes organised for children			2	10	2	2	2	2	2	Insufficient funding.No proper database kept	Secure external funding.Keep updated database& liaise with DoE and Social Welfare
	14.8 Number of programmes organised with the aged			2	10	2	2	2	2	2	Mode of transport used (taxis) often not friendly to the aged and the disabled lack of proper updated database. Disabled and aged organisations not serviced.	Keep proper database of the aged and disabled organisations. Conduct monthly visits to these organisations.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP3):Broaden access to and improve the quality of municipal services													
Key Performance Area (KPA 3):Community Development and Social Cohesion													
Programme 15:Arts and Culture													
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions	
						Yr.1 2012/13	Yr.2 2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17			
To improve access and maximise utilization of arts and culture resources	15.1 Annual arts and culture festival organised/hosted			0	3	0	0	1	1	1	Inadequate Funds .	Board members to be appointed	
	15.2 Number of arts and culture programmes organised			12	48	0	12	12	12	12	Lack of Marketing strategy.	Develop marketing strategy;	
	15.3 Number of events/programmes held at theatre			4	20	4	4	4	4	4	Limited access and affordability for local artists and non maintenance of theatre equipments	Review of tariffs. Develop and implement maintenance plan.	
	15.4 Number of local artists participating in theatre programmes			4	20	4	4	4	4	4	Lack of marketing strategy and no database of local artists	Develop marketing strategy. Develop database for local artists	
	15.5 Number of local schools participating in theatre programmes			1	1	1					Non-funding and lack of coordination.	Secure funds and proper coordination.	

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP3):Broaden access to and improve the quality of municipal services												
Key Performance Area (KPA 3):Community Development and Social Cohesion												
Programme 16:Disaster Management												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To increase awareness and participation of communities in disaster management.	16.1 Increased number of disaster awareness programmes conducted in partnership with District and local Industries	Social Services		1 per quarter	20	4	4	4	4	4	District competency; No staff dedicated to this function.	Cascading of function to local municipality and appointment of staff
	16.2 % of disaster management plan developed and implemented			100%	100%	100%	100%	100%	100%	100%	Inconsistency in reviewing the plan	Regular annual review of the plan
	16.3 Number of volunteers trained on disaster management			30	150	30	30	30	30	30	Outstanding guidelines from Province	Fast track the availability of guidelines from Province

GOVERNANCE AND ADMINISTRATION CLUSTER

TABLE 72 GOVERNANCE CLUSTER – FIVE YEAR STRATEGIC PLAN

Strategic Priority (SP4): Promote active community participation												
Key Performance Area (KPA 4): Public Participation and Good Governance												
Programme 17: Participatory Governance												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To improve the level of functionality of public participation systems in the municipality (NKPI: 10)	17.1 Number of Functional Ward Committees established	Speaker's Office	Corporate Services	21	21	21	21	21	21	21	Inadequate support/resources from municipality; Possible re-demarcation of municipal boundaries	Access grant funding (MSIG); Constant engagement with demarcation board
	17.2 Number of CDW's deployed in all 21 wards			17	21	17	21	21	21	21	Delays by Province in appointing CDW's; Re-demarcation implications	Establish communication protocol with FS CoGTA. Review when re-demarcation outcomes are confirmed
	17.3 Number of ward committees trained on identified core skills areas			0	21	21	21	21	21	21	Delays in finalising skills audit	Finalise skills audit
	17.4 Number of monthly community meetings held per ward			4 meetings per ward	4 per ward per annum	4 per ward	4 per ward	4 per ward	4 per ward	4 per ward	Unavailability of ward committee members for community meetings	Compile annual meetings schedule for approval by ward committees
To actively support community-initiated social activities (2011 LGEM Local Priority 4)	17.5 Number of skills programmes implemented for burial societies, stokvels, religious groups, etc.	Executive Mayor's Office	Financial Services Corporate Services	3 per annum	4 per annum	2 per annum	3 per annum	4 per annum	4 per annum	4 per annum	Database and needs analysis of community-initiated social activities not compiled	Employ EPWP workers or interns to assist with compilation of database and needs analysis
To improve external and internal communication	17.6 Number of monthly updates of municipal website completed	MM's Office	All Depts	12 updates	12 updates per annum	12 updates	12 updates	12 updates	12 updates	12 updates	Lack of internal capacity/training. Lack of compliance with s75 of MFMA	Internal information sharing system to be developed by Communications Dept.
	17.7 Number of newsletters produced and published			6	6 per annum	2	6	6	6	6	Lack of internal capacity. Infrequent communication with communities	Improve internal processes
	17.8 Number of interactions arranged with the print and			12	12 per annum	12	12	12	12	12	No proper coordination of placement of adverts in	Centralization of placement of adverts by SCM

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP4): Promote active community participation												
Key Performance Area (KPA 4): Public Participation and Good Governance												
Programme 17: Participatory Governance												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	electronic media										media/ non-payment of services	
	17.9 Number of quarterly interactions held with relevant municipal and community stakeholders (business, religious, etc.)			4	4 per annum	4	4	4	4	4	Lack of internal coordination	Implement standard operating procedures
	17.10 % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget			60%	100%	0%	0%	100%	100%	100%	N/A	N/A
	17.11 % actual capital expenditure (OPEX) as a percentage of the approved/adjusted budget			70%	100%	0%	0%	100%	100%	100%	N/A	N/A
	17.12 % of Auditor General queries resolved by end of April			50%	100%	0%	0%	100%	100%	100%	Delay in resolving queries raised by AG for compliance	Ensure timeous resolving of queries raised by AG
	17.13 % of report submitted on performance assessment of the service providers			0%	100%	0%	0%	100%	100%	100%	Non compliance to assessment of service providers	Ensure regular assessment on performance of service providers

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government													
Key Performance Area (KPA 4): Public Participation and Good Governance													
Programme 18: Corporate Governance													
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions	
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17			
To ensure that effective and efficient systems and processes of good governance are implemented and maintained (NKPI: 9)	18.1 % of credible 5-Year IDP compiled according to CoGTA guidelines	Municipal Manager's Office	All Depts	100%	100% (next 5-year IDP in 2016/17)	0%	0%	0%	0%	100% (new 5-year IDP compiled)	IDP process plan not implemented. Unfavourable CoGTA assessment	Improved internal coordination of IDP process plan	
	18.2 % of annual review of approved 5-year IDP conducted in terms of MSA and MFMA (Annual Revised IDP must be adopted by Council by the end of May each year)			All Departments	100%	100%	100% (First Review)	100% (Second Review)	100% (Third Review)	100% (Fourth Review)	0% (No annual review taking place)	IDP process plan not implemented. Unfavourable CoGTA assessment (sector plans)	Improve internal processes to adhere to approved process plan. Ensure sector plans are finalized and included in IDP.
	18.3 % of compliant annual SDBIP approved within 28 days after the approval of the budget				100%	100%	100%	100%	100%	100%	100%	Delay in submission of SDBIP within 28 days after approval of budget	Draft SDBIP to be submitted to Mayor within 14 days after budget approval
	18.4 % Security management strategy compiled and approved (reviewed annually)				0%	100%	0%	0%	100%	100%	100%	Delay in compiling and approving strategy	Ensure compilation and approval of strategy
	18.5 % Security management policy and plan compiled and approved (reviewed annually)				0%	100%	0%	0%	100%	100%	100%	Delay in compiling approving the plan	Ensure compilation and approval of plan
	18.6 % report on Security incidents submitted to senior management				0%	100%	0%	0%	100%	100%	100%	Non submission of reports	Ensure submission for compliance

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 4): Public Participation and Good Governance												
Programme 18: Corporate Governance												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	(monthly) and council (quarterly)											
	18.7 % of annual internal audit plan approved by audit committee before end of June each year			70%	100%	100%	100%	100%	100%	100%	N/A	N/A
	18.8 % execution of annual internal audit plan			70%	100%	100%	100%	100%	100%	100%	N/A	N/A
	18.9 % developed three rolling coverage plan			100%	100%	100%	100%	100%	100%	100%	Slow response to audit queries	Submit reports to Senior Management & Audit committee
	18.10 Number of audit committees held per annum			4	4 per annum	4	4	4	4	4	N/A	N/A
	18.11 % review of audit charters completed annually (reviewed charters must be approved by the Audit Committee)			100%	100%	100%	100%	100%	100%	100%	N/A	N/A
	18.12 % review of risk management strategy & policy (approved by risk management committee)			50%	100%	100%	100%	100%	100%	100%	Non submission of the policy and strategy to Council	Resubmission of the policy and strategy to senior management, risk committee and Council
	18.13 % of risk register compiled and updated quarterly			100%	100%	100%	100%	100%	100%	100%	Lack of cooperation by departments	Develop a system/program; and enforcement by MM
	18.14 Number of risk management committee meetings held			3	4 per annum	4	4	4	4	4	Non adherence as per approved schedule	Meetings to be held as per approved schedule

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 4): Public Participation and Good Governance												
Programme 18: Corporate Governance												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	18.15 % of approved fraud prevention and anti-corruption strategy annually reviewed			90%	100%	100%	100%	100%	100%	100%	Delays in approval of reviewed strategy	Timely submission of report for processing; Strict adherence to meeting schedule.
	18.16 % of approved fraud prevention and anti-corruption strategy annually implemented			0%	100%	25%	50%	75%	100%	100%	Lack of internal advocacy and limited resources	Internal awareness sessions for departments; Make budget submissions to finance
To ensure that a functional and effective Organisational Performance Management System (PMS) is adopted and implemented (NKPI: 3)	18.17 % of compliant performance agreements for MM and s56 managers compiled and signed on time (NKPI: 2)	Municipal Manager's Office	Executive Mayor's Office	80%	100%	100%	100%	100%	100%	100%	Delays in signing of performance agreements	Performance agreements must be signed before end of July each year
	18.18 % of Employee PM&D policy submitted to Council for approval		Corporate Services	0%	100%	0%	100%	100%	100%	100%	Protracted consultations with labour	Timely engagement in LLF on draft policy
	18.19 % of PMS cascaded to all levels of employees in the municipality	Corporate Services	All Depts	0%	100%	0%	20%	60%	80%	100%	Lack of internal capacity	Filling of PMS posts in corporate services
	18.20 No. of quarterly institutional performance reports submitted to Council within 30 days after the end of each quarter	Municipal Manager's Office	All Depts	2	4 per annum	4	4	4	4	4	4	Late submission of inputs and reports by departments

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 4): Public Participation and Good Governance												
Programme 18: Corporate Governance												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	18.21 % of MSA and MFMA compliant Annual Report tabled in Council by 31 January each year		All Depts	100%	100%	100%	100%	100%	100%	100%	Delays in finalisation and submission of annual report	Executive Mayor & MM to ensure compliance
	18.22 Oversight report submitted to Council within two months after tabling of Annual Report	Speaker's Office	MM's Office	End of March	End of March each year	End of March	End of March	End of March	End of March	End of March	Delays in tabling of Annual Report & finalisation of oversight report	Ensure that Annual Report is tabled annually by end of January
	18.23 % of monthly report submitted to senior management regarding D/ville & O/ville units			0%	100%	0%	0%	100%	100%	100%	N/A	N/A
	18.24 % of actual revenue collected against budget from day visit areas (D/ville & O/ville)			0%	100%	0%	0%	100%	100%	100%	Lack of Revenue collection	Ensure revenue collection strategy is in place

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 4): Public Participation and Good Governance												
Programme 19: Intergovernmental Relations (IGR)												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure effective participation by the municipality in all IGR forums and programmes (Nkpi: 12)	19.1 % of IGR meetings and forums at District, Provincial and National levels attended according to schedules (DCF, PCF, Provincial and National Forums)	Executive Mayor's Office	MM's Office All Depts	100%	100%	100%	100%	100%	100%	100%	No clear roles and responsibilities. Invitations not provided for meetings to be attended	Clear roles and responsibilities be provided. Invitations be provided in time for all IGR meetings
	19.2 % of relevant IGR reports submitted to senior management (14 days after each meeting)			0%	100%	100%	100%	100%	100%	100%	No clear and proper roles and responsibilities. Invitations not provided for meetings to be attended	IGR workshop be provided for the implementation of all programmes and resolutions
	19.3 % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget			60%	100%	0 %	0 %	90%	100%	100%	N/A	N/A
	19.4 % actual capital expenditure (OPEX) as a percentage of the approved/adjusted budget			70%	100%	0 %	0 %	90%	100%	100%	N/A	N/A
	19.5 % of Auditor General queries resolved by end of April			50%	100%	0%	0%	100%	100%	100%	Delay in resolving queries raised by AG for compliance	Ensure timeous resolving of queries raised by AG
	19.6 % of report submitted on performance assessment of the service providers			0%	100%	0%	0%	100%	100%	100%	Non compliance to assessment of service providers	Ensure regular assessment on performance of service providers
	19.7 % of Communication strategy developed and approved (reviewed annually)			0%	100%	0%	0%	100%	100%	100%	Delay in compiling and approving strategy	Ensure compilation and approval of strategy
	19.8 % of Communication policy developed and approved (reviewed annually)			0%	100%	0%	0%	100%	100%	100%	Delay in compiling and approving policy	Ensure compilation and approval of policy

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 4): Public Participation and Good Governance												
Programme 20: Customer Care												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure that an effective and efficient customer care function is established	20.1 % of customer care policy (model) compiled and adopted	Corporate Services	All Depts	0%	100%	0%	0%	50%	75%	100%	Draft policy not yet approved	Draft policy to be submitted for approval
	20.2 % of customer care model implemented (as per approved implementation plan)			0%	100%	0%	0%	50%	75%	100%	The customer care training is yet to take place	Training to be conducted after approval of policy and model
	20.3 % of Municipal employees (frontline staff) who received customer care training			0%	100%	0%	0%	0%	100%	100%	Lack of Staff	Employ and train suitable staff
	20.4 % of Municipal customer care system and centre established			0%	100%	0%	0%	0%	100%	100%	Lack of system in place	Develop customer care system and centre

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Programme 21: Revenue and Cash Flow Management												
Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions	Corrective Measures
					2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17			
21.1 Annual property rates and service charges more than 70% of total revenue	Financial Services		74%	80%	72%	74%	75%	76%	78%			
21.2 % of consumer debtors revenue collected (actual total collections as a percentage of total levies/billings)			88%	95%	90%	88%	85%	90%	92%	Cash flow constraints Billing not performed in time Political interference	Maintain billing schedule. Involve councillors to sensitise community on the importance of paying rates and services	
21.3 % actual revenue generated as a percentage of the approved/adjusted budget			98%	98%	98%	98%	98%	98%	98%	Illegal connections - services not being billed. Re-zonings not passed on from LED to Finance	Data purification Supplementary valuation roll	
21.4 Billing done monthly no later than month end		All Depts		100%			100%	100%	100%	Non collection of revenue Cash flow constraints	Implementation of the credit control measures	
21.5 All meter readings to be completed by no later than 25 th of every month		All Depts		100%			100%	100%	100%	Incorrect billing Continuous use of estimate billing Customer dissatisfaction Negative impact on cash flow	Maintain meter reading programme Employ additional meter readers where necessary Utilise EPWP workers	
21.6 Warning letters issued no later than 20 th of the month		All Depts		100%			100%	100%	100%	Political interference Negative impact on cash flow Accumulation of arrears on customer accounts	Utilise services of attorneys Revenue enhancement programme be prioritised	
21.7 Ensure that all cut offs have been effected by the service provider by no later than 25 th of each month				100%			100%	100%	100%	Poor management of service provider Loss of revenue	Maintain cut off schedules Review cut offs approved versus actual cut offs done Analyse cut off versus reconnections done	

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Programme 21:Revenue and Cash Flow Management												
Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions	Corrective Measures
					2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17			
21.8 Implement data purification project				100%			100%	100%	100%	Extent of funding available	Cost benefit analysis for viability of ongoing data purification	
21.9 Implementation of operations Patala				100%			100%			Non-cooperation by all the identified stakeholders of the programme Impact on cash flow and arrears	Programme to be devised annually	
21.10 Daily cash flow submitted to the Executive Mayor			100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation	Cash flow done daily and emailed	

Strategic Priority (SP5):Ensure more effective, accountable and clean local government that works together with national and provincial government

Key Performance Area (KPA 5):Financial Management and Viability

Programme 22:Expenditure Management and SCM

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To implement an effective and efficient system of expenditure and supply chain management	22.1 Creditors paid within 30 days of receipt of invoice(MFMA)				100%	100%	100%	100%	100%	100%	Non-compliance with MFMA Cash flow constraints Non-cooperation by other clusters	Revenue enhancement Credit control Management of expenditure Cash flow management
	22.2 Bank recons done monthly			No actuals available	100%	100%	100%	100%	100%	100%	Standard procedures and controls training & communication	Monthly progress reports
	22.3 Salaries paid on time			No actual data	27th of every month	27th of every month	27th of every month	27th of every month	27th of every month	27th of every month	Labour unrest Cash flow constraints Under collection of revenue Potential labour unrest	Cash flow management Implementation of operation Patala Inform Council
	22.4 Salary deductions paid on time		All Depts	No actual data	7th of every month	7th of every month	7th of every month	7th of every month	7th of every month	7th of every month	Legal Compliance Fruitless and wasteful	Standard procedures and controls training & communication

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5):Ensure more effective, accountable and clean local government that works together with national and provincial government

Key Performance Area (KPA 5):Financial Management and Viability

Programme 22:Expenditure Management and SCM

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
							month	month	month	month	expenditure	
	22.5 Creditors paid within 30 days of receipt of invoice(MFMA)				100%	100%	100%	100%	100%	100%	Non-compliance with MFMA Cash flow constraints Non-cooperation by other clusters	Revenue enhancement Credit control Management of expenditure Cash flow management
	22.6 Insurance premium paid on time			100%	100%	100%	100%	100%	100%	100%	Cash flow constraints Assets will be uninsured	
	23.7 Insurance claims received from depts. Submitted to insurer within 7 days			100%	100%	100%	100%	100%	100%	100%	Loss of income Unsettled claims and disputes	Monthly reporting
	22.8 Annual review of insurance premiums			100%	100%	100%	100%	100%	100%	100%	Assets being uninsured Risk of losses being sustained	Monthly reporting
	22.9 Awarding quotations between R30000 and R200000 within 21 days of receipt of the request		All Dept.		14 days			21days	14days	14days	Slow turnaround times by SCM Cash flow constraints Non availability of committee members for meetings No scribe for meetings from Corporate services	SCM processes be streamlined and prioritised in relation to critical projects SCM turnaround times to be improved Corporate services to avail a scribe for minutes of meetings Planning of meetings and meeting schedules to be adhered to
	22.10 Adjudication of tender for bids above R200 000 within 90 days of the closing date of				60 days			90 days	60 days	60 days	Slow turnaround times by SCM Cash flow constraints Non availability of committee members for meetings No scribe for meetings from	SCM processes be streamlined and critical expenditure items prioritised SCM turnaround times to be improved Corporate services to avail a scribe for minutes of

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5):Ensure more effective, accountable and clean local government that works together with national and provincial government

Key Performance Area (KPA 5):Financial Management and Viability

Programme 22:Expenditure Management and SCM

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	advert										Corporate services	meetings Planning of meetings and meeting schedules to be adhered to
	22.11 Compliance with approved SCM policy, procedures and SCM legislation			100%	100%	100%	100%	100%	100%	100%	Non-compliance with laws and regulations	Annual review and update of SCM Policy Monitoring of changes in legislation and regulations
	22.12 Annual update of database			100%	100%	100%	100%	100%	100%	Capacity constraints Lack of cooperation by suppliers	Annual advertisement in the newspaper and notice board and website	100%
	22.13 Quarterly reporting to Council on tenders awarded			100%			100%	100%	100%		Standard procedures and controls training & communication; Monthly progress reports	100%
	22.14 Quarterly reporting to Council on deviations				100 %			100 %	100 %	100 %	Non Compliance with the SCM policy and Treasury	Quarterly reporting to Council on the implementation of the SCM policy
	22.15 Quarterly reporting to Council on procurement from 30k – 200k				100 %			100 %	100 %	100 %	Regulation as well as the amended Act	
	22.16 Reporting to Council on stock counts done bi-annually				100%			100%	100%	100%	Procurements not centralised with SCM	Appointments of critical positions in SCM to be prioritised.
	22.17 Stock losses not to exceed 10% of physical stock				5%			10%	5%	5%	Stock counts not done Poor security at stores Poor controls at stores	Upgrade controls and security at the stores
	22.18 Tender turnaround time		All Depts	No actual data	21 days	21 days	14 days	14 days	14 days	14 days	Non Compliance with the SCM policy and	Quarterly reporting to Council on the implementation of

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5):Ensure more effective, accountable and clean local government that works together with national and provincial government

Key Performance Area (KPA 5):Financial Management and Viability

Programme 22:Expenditure Management and SCM

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	maintained for bids between R30 000 and R200 000										Treasury Regulation as well as the amended Act	the SCM policy
22.19	Tender turnaround time maintained for bids above R200 000		All Depts	No actual data	90 days	90 days	90 days	90 days	90 days	90 days		
22.20	% compliance maintained with approved SCM policy and procedures (includes elimination of internal and external audit queries)				All Depts	100%	100%	100%	100%	100%	100%	100%

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 5): Financial Management and Viability												
Programme 23: Budgeting and Reporting												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	23.1 % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget for finance	Financial Services	All Depts	90%	92%	90%	90%	90%	91%	92%	Slow turnaround times by SCM Cash flow constraints	SCM processes be streamlined and improved turnaround times
	23.2 % actual operating expenditure (OPEX) as a percentage of the approved/adjusted budget for finance			90%	92%	90%	90%	90%	91%	92%	Slow turnaround times by SCM Cash flow constraints	SCM processes be streamlined and improved turnaround times
	23.3 % of MSIG allocation spent			100%	100%	100%	100%	100%	100%	100%	Non-compliance with the MSIG conditions Under spending of grants	Compile MSIG implementation plan
	23.4 Draft Budget compiled and tabled by no later than 31 March			100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation Scheduling of council meetings Non Cooperation from other clusters	Schedule of council meetings in advance in line with the legislative requirements Budget steering committee meetings
	23.5 Adjustment Budget tabled by no later than end February			100%	100%	100%	100%	100%	100%		Non-compliance with legislation Scheduling of council meetings Non Cooperation from other clusters	Schedule of council meetings in advance in line with the legislative requirements Budget steering committee meetings Informal Council meeting
	23.6 % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted	Financial Services	All Depts	40%	80%	60%	65%	70%	75%	80%	Late appointment of contractors	SCM processes be streamlined and prioritised in relation to critical projects

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 5): Financial Management and Viability												
Programme 23: Budgeting and Reporting												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	budget											
	23.7 % actual operating expenditure (OPEX) as a percentage of the approved/adjusted budget		All Depts	91%	95%	92%	90%	91%	92%	93%	Non compliance to SCM policy	SCM processes be streamlined and critical expenditure items prioritised
	23.8 % actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget		All Depts	5%	10%	5%	6%	7%	8%	10%	Lack of funding (affordability); Extent of maintenance backlogs	Compilation of proper maintenance plans and costing
	23.9 % of MSIG allocation spent		MM's Office	100%	100%	100%	100%	100%	100%	100%	Non compliance with the MSIG	Compile MSIG implementation plan
	23.10 Annual Budget (MTREF) compiled and approved by end of May each year			100%	100%	100%	100%	100%	100%		Non-compliance with legislation Scheduling of council meetings Non Cooperation from other clusters	Schedule of council meetings in advance in line with the legislative requirements Budget steering committee meetings Informal Council meeting
	23.11 Monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than 10 working days after the end of each month			50%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation Ledger not closed on time	Timetable of key due dates to be drawn and implemented

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5):Ensure more effective, accountable and clean local government that works together with national and provincial government

Key Performance Area (KPA 5):Financial Management and Viability

Programme 23:Budgeting and Reporting

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	23.12 Monthly National Treasury returns submitted on time			100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation	Reports from treasury
	23.13 Quarterly National Treasury returns submitted on time			100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation	Reports from treasury
	23.14 DoRA returns submitted on time (FMG & DWA) monthly			100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation	Reports from treasury
	23.15 Mid-year budget assessments report submitted to Mayor by 25 January each year (s72 of MFMA)			100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation	Reports from treasury

Strategic Priority (SP5):Ensure more effective, accountable and clean local government that works together with national and provincial government

Key Performance Area (KPA 5):Financial Management and Viability

Programme 24:Clean Audit

Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure that the municipality received a	24.1 Annual Financial Statements submitted to	Financial Services		100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation	AFS preparation process plan to be developed

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 5): Financial Management and Viability												
Programme 23: Budgeting and Reporting												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
Clean Audit Report by 2014	the Auditor-General by the end of August	Municipal Manager	All Depts									with year-end procedures and timelines
	24.2 Actual improvement in annual audit outcomes received from the Auditor-General			Disclaimer	Clean audit	Qualified	Un-qualified	Un-qualified	Clean audit	Clean audit	Action plan not implemented accordingly Lack of monitoring of the action plan	Interim audits be conducted by the AG Steering committee meetings to be held regularly
	24.3 PROPAC resolutions implemented annually affecting finance			100%	100%	100%	100%	100%	100%	100%	100%	Non-compliance with legislation

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 5): Financial Management and Viability												
Programme 25: Asset Management												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure the effective, efficient and economical management of municipal assets	25.1 Fixed Asset Register (FAR) compiled and updated annually in line with GRAP requirements	Financial Services	All Depts	100%	100%	100%	100%	100%	100%	100%	FAR updated monthly	FAR updated monthly
	25.2 Physical verification of assets done annually		All Depts		100%	100%	100%	100%	100%	100%	FAR updated monthly	FAR updated monthly

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Key Performance Area (KPA 5):Financial Management and Viability												
Programme 26:Facilities Management												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Corrective Measures
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure the effective, efficient and economical management of municipal facilities	26.1 % of fleet management policy developed and submitted to Council for approval	Corporate Services	All Depts	0%	100%	0%	100%	100%	100%	100%	Delays in finalisation and approval of policy and centralisation of function	
	26.2 % of centralised fleet management unit established			0%	100%	0%	50%	100%	100%	90% of fleet has been provided. Management of fleet is decentralised		
	26.3 % of municipal buildings and corporate facilities managed effectively, efficiently and economically (includes council offices, equipment, furniture, etc.) as per allocated maintenance budget			20%	100%	60%	100%	100%	100%	100%		

Key Performance Area (KPA 5): Financial Management and Viability												
Programme 26: Facilities Management												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Corrective Measures
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure the effective, efficient and economical management of municipal facilities	26.4 % of ICT policy compiled and submitted to Council for approval	Municipal Manager's Office		100%	100%	100%	100%	100%	100%	100%	Lack of ICT policy being reviewed annually	ICT policy to be reviewed annually
	26.5 % of ICT Steering committee established			0%	100%	100%	100%	100%	100%	100%	Committee members not understanding roles	Terms of reference and meeting schedule finalised; Workshop for members on their roles and functioning of the committee
	26.6 Downtime of critical systems reduced to less than 5% of total uptime required			5%	5%	5%	5%	5%	5%	5%	Incidents of nature i.e storms, lighting etc	Having effective backup systems

Key Performance Area (KPA 5):Financial Management and Viability												
Programme 26:Facilities Management												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Corrective Measures
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To ensure the effective, efficient and economical management of municipal facilities	26.7 % of workstations functional and on-line			90%	95%	91%	92%	93%	94%	95%	No reliable management system in place	Updated monthly reports on the status of workstations
	26.8 % of user complaints attended to within 24 hours of receipt			90%	95%	91%	92%	93%	94%	95%	No reliable management system in place	Implement effective helpdesk system

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 6): Institutional Development and Transformation												
Programme 27: Human Capital												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To provide sufficient and skilled human capital to enable all departments to function optimally in order to enhance institutional capacity and effective service delivery	27.1 % of funded critical posts filled by suitably qualified candidates	Corporate Services	All Depts	30%	100%	40%	50%	80%	0%	100%	Delays in recruitment processes	Finalise review of the organisational
	27.2 Turnaround time maintained on recruitment: funded vacancies (from date of advertisement)			120 working days	90 working days	90 working days	90 working days	90 working days	90 working days	90 working days		
	27.3 % of organisational structure compiled and reviewed annually			50%	100%	100%	100%	100%	100%	100%	Operational constraints	
	27.4% of job grading and evaluation completed (reviewed annually if required)				100%			100%	100%	100%		
	27.5% of workplace skills plan (WSP) and annual training report (ATR) compiled and submitted annually to the LGSETA			100%	100%	100%	100%	100%	100%	100%	WSP not effectively implemented	Quarterly implementation reports to Senior Management & MAYCO
	27.6 % of staff trained as per WSP targets on an annual basis			80%	100%	100%	100%	100%	100%	100%		
	27.7 % of employment equity (EE) plan and report			100%	100%	100%	0%	0%	100%	100%	Delays in submission of plan and report	Develop schedule of key deadlines

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 6): Institutional Development and Transformation												
Programme 27: Human Capital												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	compiled and submitted annually to the Department of Labour											
	27.8 % implementation of EE plan as per approved targets and measures			0%	100%	0%	0%	100%	100%	100%	recruitment of the disabled and other races (Coloureds and Indians)	priority and focus will be given to specified categories of people
	27.9 % of human resource-related policies compiled and reviewed annually			90%	100%	100%	100%	100%	100%	100%	21 HR policies have been approved by Council on 6 Feb. 2013	Annual Review
	27.10 Fully functional Local Labour Forum (LLF) established (no. of meetings held per annum)			7 meetings per annum	10	10	10	10	10	10	Unavailability of all stakeholders	Commitment from stakeholders to adhere to the schedule of meetings
	27.11 % of disputes and grievances (stage 1 to 3) handled in terms of the collective agreement (turnaround time is within 90 days)			90%	100%	100%	100%	100%	100%	100%	Delays caused by parties	Develop mechanisms to avoid delays
	27.12 % of service excellence awards finalised by end of November each year			0%	100%	0%	0%	0%	100%	100%	Policy constraints	Finalise PMS policy to provide framework for awards

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government													
Key Performance Area (KPA 6): Institutional Development and Transformation													
Programme 28: Institutional Excellence													
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions	
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17			
To create a working environment that enables good staff morale, high performance and effective functioning of council structures	28.1 Number of organisation development interventions implemented annually	Corporate Services	Speaker's Office	0	6	0	0	1	2	2	The OD exercise could not be embarked upon due to budgetary constraints	Sufficient provision for the exercise has been made in the budget for 2014/15 financial year. Secure funding	
	28.2 % of annual council programme compiled and approved by end of July each year			100%	100%	100%	100%	100%	100%	100%	Delays in compilation and approval of annual programme; Lack of compliance with legislative deadlines	Timely submission of proposed programme to internal meetings; Ensure programme is aligned to MFMA calendar	
	28.3 % of agendas for council, mayoral committee and portfolio committees delivered on time (Council - 5 days and Committees - 48 hours)			90%	100%	100%	100%	100%	100%	100%	Late receipt of agenda items from report-initiating departments	Compile schedule and ensure strict adherence	
	28.4 Number of quarterly reports to Council on the monitoring implementation of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr)			0%	4 per annum	4	4	4	4	4	4	Manual system in place and delays by departments in submitting information	Schedule of deadlines approved by MM and SM
	28.5 % of Auditor General queries resolved by end of April												
	28.6 % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget												

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 6): Institutional Development and Transformation												
Programme 28: Institutional Excellence												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	28.7% actual capital expenditure (OPEX) as a percentage of the approved/adjusted budget											

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 6): Institutional Development and Transformation												
Programme 28: Institutional Excellence												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
To create a working environment that enables good staff morale, high performance and effective functioning of council structures	28.8 % of All leave applications to be captured in PayDay system within 30 days of submission	Corporate Services	All Depts.	0	100%	0	0	100%	100%	100%	Delay in submitting leave taken for timeous capturing	Timeous submission of leave taken for early capturing
	28.9 % of Approval of all Bylaws (Reviewed annually)			0	100%	0	0	100%	100%	100%	Delay in approving the by laws	Ensure the approval and annual reviews
	28.10 % of Development and updating of contract register quarterly (Legal)			0	100%	0	0	100%	100%	100%	Non availability/updating of the register	Ensure register is in place and updated quarterly
	28.11 Conducting of awareness campaigns on Collective Agreements (LR) (Annually)			0	3	0	0	1	1	1	Non attendance of targeted audience	Ensure compulsory attendance
	28.12 % of disciplinary cases Conducted and finalized within 90 days			0	100%	0	0	100%	100%	100%	Delay in finalizing cases within prescribed time	Ensure finalization of cases
	28.13 % of legal opinions provided on legal matters (Legal)			0	100%	0%	0%	100%	100%	100%	Cases finalized without opinion provided	Ensure legal opinion is provided before finalizing any legal matter that needs legal opinion
	28.14 % of civil Matters/ cases defended			0	100%	0	0	100%	100%	100%	N/A	N/A

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 6): Institutional Development and Transformation												
Programme 28: Institutional Excellence												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	against the municipality(Legal)											
	28.15 Control and management of the usage of telephone systems (monthly deductions of private calls from salary)			0	100%	0%	0%	100%	100%	100%	Lack of effective control and management system	Ensure system is ice and regular deduction for private calls
	28.16 % of Telephone policy developed and approved (Reviewed annually)			0	100%	0%	0%	100%	100%	100%	Delay in developing and approving policy	Ensure policy is developed and reviewed annually
	28.17 % of Data Card policy developed and approved (Reviewed annually)			0	100%	0	0	100%	100%	100%	Delay in developing and approving policy	Ensure policy is developed and reviewed annually
	28.18 % of updated Declaration of Interest and Gift Register maintained			0	100%	0	0	100%	100%	100%	Non compliance to the standard	Ensure that declaration of interest and gifts is disclosed and reported into the register
	28.19 Number of Occupational Health and Safety Risk Assessment (annually)			0	3	0	0	1	1	1	N/A	N/A
	28.20 No of Occupational Health and Safety Awareness Workshops (Annually)			0	12	0	0	4	4	4	Non compliance with regard to personal protective equipment	Procurement of enough protective equipment
	28.21 % of Injuries reported and processed incident must within 7 working days to the commissioner)			0	100%	0	0	100%	100%	100%	Rejection of claims that will result in Municipality taking full liability.	Comply with required standard (submission within 7 working days)
	28.22 % of Evacuation Plan developed and implemented (Annually)			0	100%	0	0	100%	100%	100%	Lack of effective and responsive plan(siren)	Development of effective and responsive plan (i.e. installation of siren)
	28.23 Number of Employee Wellness Programmes provided to employees (e.g alcohol			0	3	0	0	1	1	1	Lack of funding	Avail funding to execute programmes

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Strategic Priority (SP5): Ensure more effective, accountable and clean local government that works together with national and provincial government												
Key Performance Area (KPA 6): Institutional Development and Transformation												
Programme 28: Institutional Excellence												
Objectives	Key Performance Indicator (KPI)	Lead MLM Dept	Other MLM Depts	Baseline 2013/14	Five Year Target 2016/17	Annual Targets					Risks identified	Mitigating Actions
						2012/13	2013/14	Yr.3 2014/15	Yr.4 2015/16	Yr.5 2016/17		
	and drug abuse, family violence)											
	28.24 Employee Wellness Day arranged annually			0	3	0	0	1	1	1	Lack of funding	Avail funding to execute programmes
	28.25 % of Review of Records Management policy (Annually)			0	100%	0	0	100%	100%	100%	Delay in reviewing the record management policy annually	Ensure the annual review
	28.25 % of Development and approval of Records Management Strategy			0	100%	0	0	100%	100%	100%	Delay in development of the strategy	Ensure the development and annual review of strategy

The 5-Year Strategic Plans form basis for the compilation of the Annual SDBIPs and Performance Agreements of the Municipal Manager and Senior Managers.

CHAPTER 4: SECTOR PLANS

This chapter will provide a high-level overview of how the sector plans relate to the status quo analysis, strategic objectives and programmes and projects. Sector plans must indicate strategic interventions that respond to the status quo assessment.

At the core of the new system of local government is the ability of municipalities to coordinate and integrate programmes of other government spheres and sectors implemented in their space. This role is very critical given that all government programmes and services are delivered in municipal spaces. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development and ensure that local government outcomes contained in the White Paper on Local Government are attained.

The approaches and plans to achieve these outcomes are contained in various national and provincial legislations and policy frameworks.

National departments, through legislation and policies, express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector-specific plans to guide the rendering of certain services.

4.1 HIERARCHY OF SECTOR PLANS

Sector plans should not be developed in isolation of one another, but there must be a sequential way of developing them. The development of these plans requires cooperation among various units in the municipality so that linkages are identified to ensure that service-specific plans contribute to the long-term vision of the municipality. In this regard, the sector plans can be arranged into five levels as indicated in the table below.

TABLE 73 : HIERARCHY OF SECTOR PLANS

Level 1	Spatial Vision	Spatial Development Framework (SDF)
Level 2	Social, Economic and Environmental Vision	Integrated Human Settlement Plan (IHSP) Local Economic Development Plan (LEDP) Environmental Management Plan (EMP)
Level 3	Service-oriented Sector Plans	Water Services Development Plan (WSDP) Integrated Waste Management Plan (IWMP) Integrated Transport Plans (ITP) Integrated Energy Plans (IEP) Sports and Recreations Plan (SRP)
Level 4	Strategy Support Plans	Disaster Management Plan (DMP) Integrated Comprehensive Infrastructure Plans (ICIP)
Level 5	Implementation Support Plans	Financial Plan/Strategy Institutional Plan

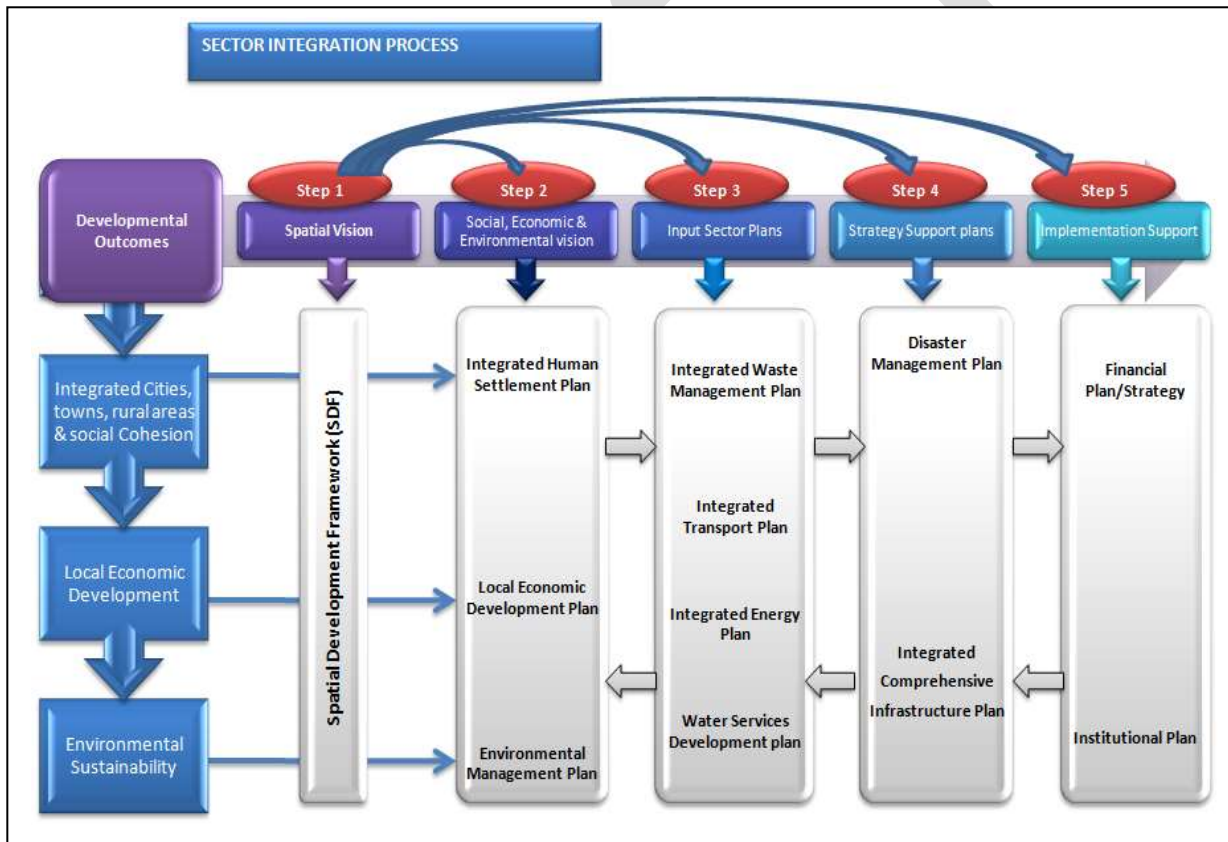


FIGURE 60: SECTOR INTEGRATION PROCESS

4.2 STATUS QUO OF MLM SECTOR PLANS

The Table below reflects the current status for Metsimaholo Local Municipality with regard to the Plans and Strategies:

TABLE 75 : STATUS OF SECTOR PLANS AND STRATEGIES

	Sector Plan/Strategy <i>(as required for the 2013/14 IDP)</i>	Responsible Director	Current status <i>(Indicate what the current status of the plan/strategy is)</i>	Target date for completion <i>(if the plan/strategy is not completed or finalised indicate the target date)</i>	Is document available?	Action steps to be taken <i>(List all the actions required to finalise the plan/strategy by the specified target date)</i>
1	Spatial Development Framework (SDF)	DEDP	Consultation stage	June 2015	Yes	Draft 2015/16 SDF to be submitted to Council at the end of May 2015
2	Housing Sector Plan	DEDP	Plan has been Approved by Council		Yes	N/A
3	LED Strategy and Plan	DEDP	Draft LED Strategy is in place	March 2015	Yes	To be taken to Council after Public Participation by end of March 2015
4	Air Quality Management Plan	DSS	District competency	Dec 2015	No	Plan will be updated and resubmitted to Council for approval
5	Disaster Management	DSS	District competency	Dec 2015	Yes	District Disaster

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

	Sector Plan/Strategy <i>(as required for the 2013/14 IDP)</i>	Responsible Director	Current status <i>(Indicate what the current status of the plan/strategy is)</i>	Target date for completion <i>(if the plan/strategy is not completed or finalised indicate the target date)</i>	Is document available?	Action steps to be taken <i>(List all the actions required to finalise the plan/strategy by the specified target date)</i>
	Plan					Management plan covers issues of local municipalities
6	Integrated Waste Management Plan (IWMP)	DSS	Plan has been Approved by Council in 2014		Yes	N/A
7	HIV/AIDS Strategy	DODCS	Policy approved by Council	Feb 2013	Yes	N/A
8	Comprehensive Infrastructure Plan (CIP)/ Infrastructure Investment Plan	DTIS	No plan has been developed	Dec 2017	No	To Appointed service provider to finalise CIP when Funding is available.
9	Water Services Development Plan (WSDP)	DTIS	DWA appointed PSP and phase 1 was completed; Phases 2, 3 & 4 are with DWA for authorisation	July 2015	No	To Appointed service provider to finalise CIP when Funding is approved.
10	Operation and Maintenance	DTIS	No plan has been developed/av	Dec 2015	No	

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

	Sector Plan/Strategy <i>(as required for the 2013/14 IDP)</i>	Responsible Director	Current status <i>(Indicate what the current status of the plan/strategy is)</i>	Target date for completion <i>(if the plan/strategy is not completed or finalised indicate the target date)</i>	Is document available?	Action steps to be taken <i>(List all the actions required to finalise the plan/strategy by the specified target date)</i>
	Plans		ailable			
11	Roads and Storm Water Master Plan	DTIS	No plan has been developed/available	Dec 2015	No	To Appointed service provider to finalise a Plan when Funding is approved
12	Integrated Transport Plan (ITP)	DTIS	No plan has been developed/available	Dec 2017	No	To Appointed service provider to finalise a Plan when Funding is approved
13	Energy Master Plan	DTIS	No plan has been developed/available	Dec 2014	No	To Appointed service provider to finalise a Plan when Funding is approved
14	Human Resources Strategy	DODCS	Strategy has been approved by Council		Yes	
15	Performance Management Policy Framework	MM	Institutional Performance Management Framework approved by		Yes	

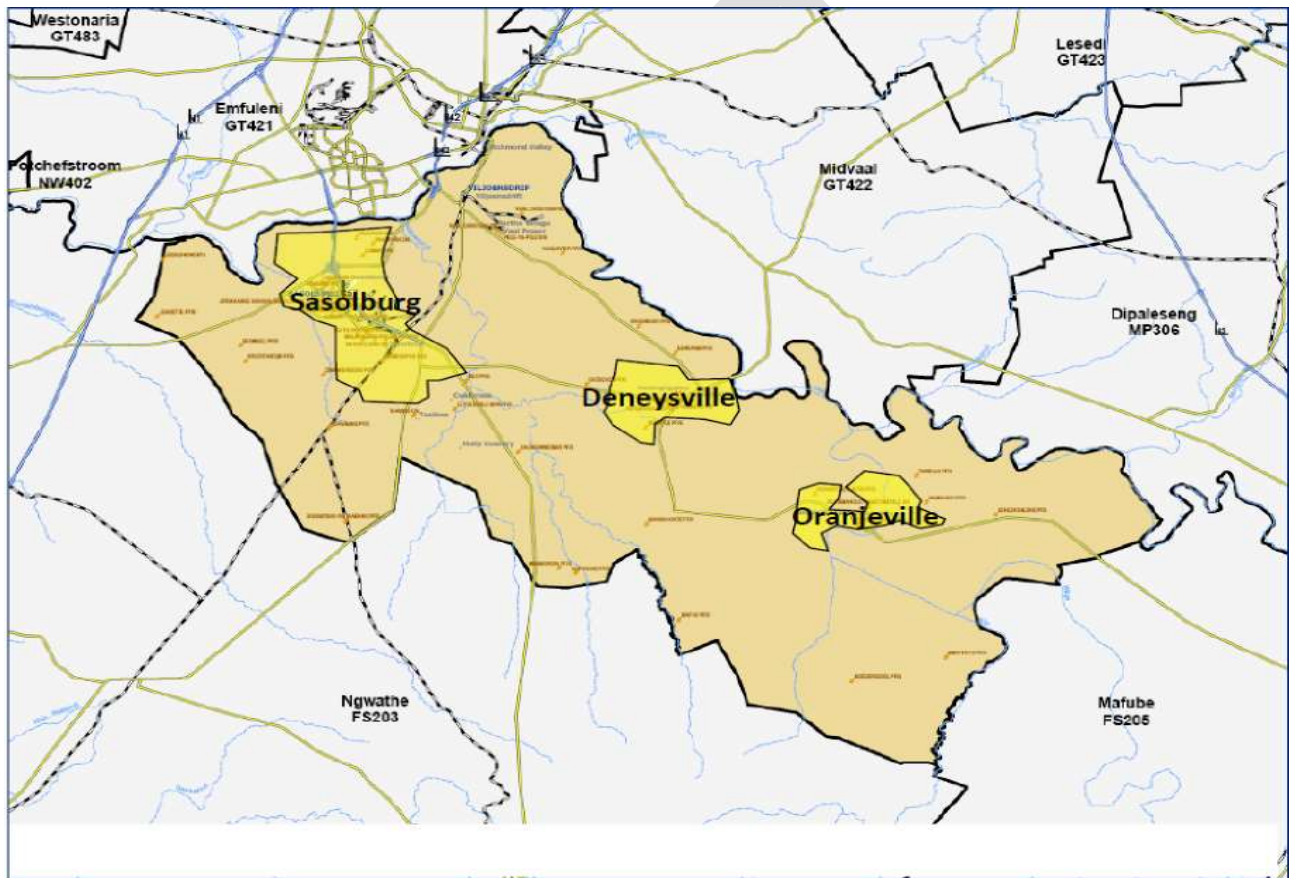
	Sector Plan/Strategy <i>(as required for the 2013/14 IDP)</i>	Responsible Director	Current status <i>(Indicate what the current status of the plan/strategy is)</i>	Target date for completion <i>(if the plan/strategy is not completed or finalised indicate the target date)</i>	Is document available?	Action steps to be taken <i>(List all the actions required to finalise the plan/strategy by the specified target date)</i>
			Council in April 2012			
16	Community Participation Strategy	MM	Approved by Council (Dec. 2010)		Yes	
17	Supply Chain Management Policy	CFO	Policy was approved by Council in February 2012		Yes	

4.3 High Level Overview of MLM Sector Plans

This section provides a high level overview of the available key sector plans as outlined under section 4.1.

METSIMAHOLO LOCAL MUNICIPALITY

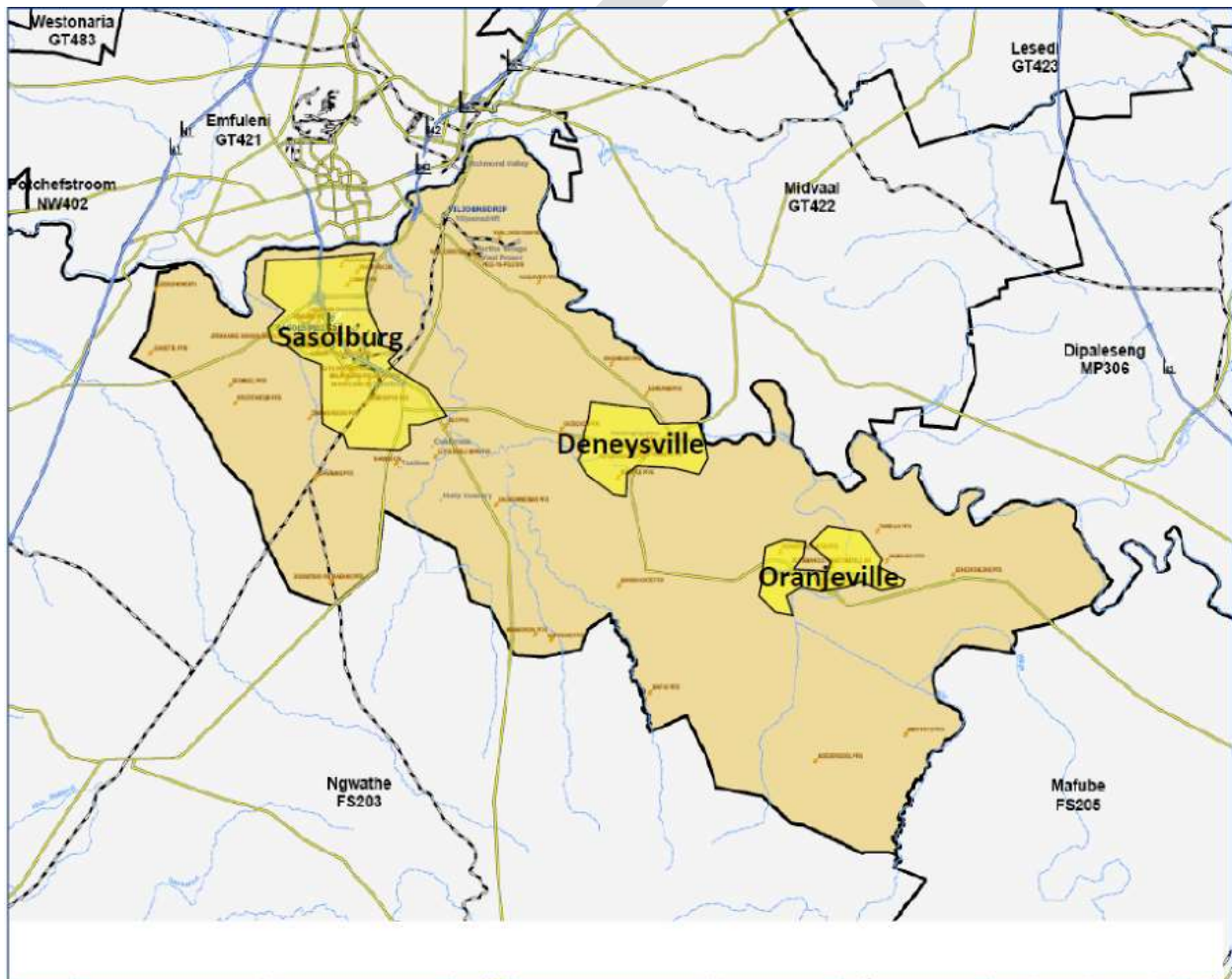
SPATIAL DEVELOPMENT FRAMEWORK (SDF)



4.3.1 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

URBAN DEVELOPMENT: HIERARCHY OF TOWNS

- ☞ **Sasolburg** with its strong service character and prominent commercial and industrial components will remain the main town and growth point of the region.
- ☞ **Deneysville and Oranjeville** will primarily serve as satellite towns housing labour who are employed in the industries of Sasolburg and Vereeniging. These towns do, however, rely heavily on the tourism sector for economic growth.
- ☞ The tourism related nature of the two urban areas should be enhanced focusing on low density residential development on the Vaal Dam riparian areas and “recreation and tourist” attractions as identified in the Vaal River Complex Regional Structure Plan.



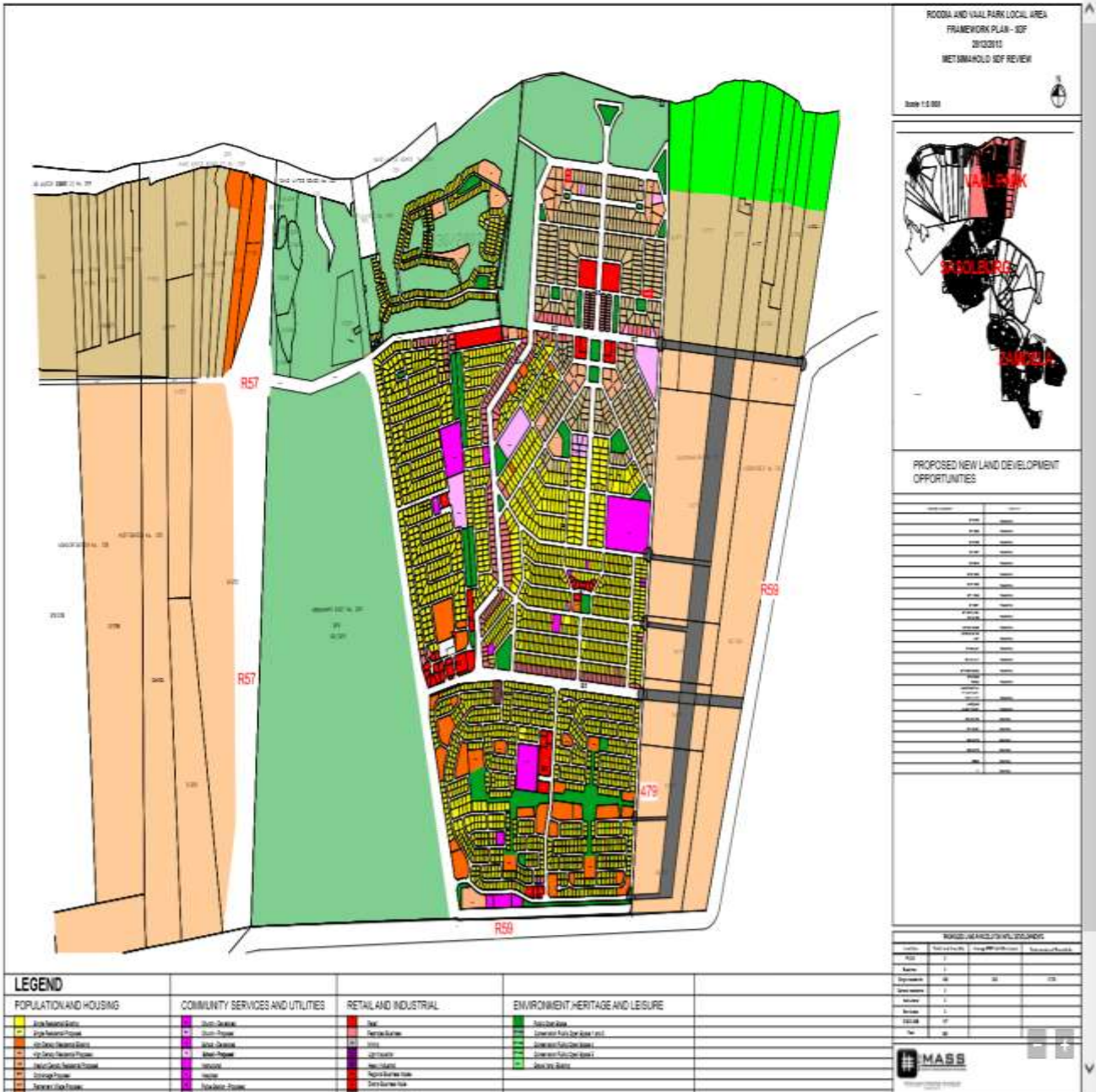


FIGURE 41 : VAAL PARK AREA MAP

URBANISATION

Future growth is attributed to the strong commercial and industrial component of the region. Growth is envisaged due to coal mining opportunities as well as the weekend related tourism potential of the area. Future urbanisation will principally be attributed to farm workers that settle in the urban areas.

- Due to the dominant regional role Sasolburg plays in terms of regional service providers and industrial and commercial development, the focus of urbanisation will probably be on this centre.
- Smaller towns such as Deneysville and Oranjeville primarily accommodate farm workers migrating to these towns.
- Future directions for residential extension, predominantly in the high density low cost residential areas, were identified for all urban areas and indicated on the Spatial Framework. These proposed directions for extension of the involved urban areas were discussed in detail and generally relates to the principles of land use development as pertained in the Development Facilitation Act and the National Environmental Management Act.

GROWTH POINTS

- ☞ Sasolburg will remain a growth point in the region as indicated above.
- ☞ Deneysville and Oranjeville will continue to serve as small towns with limited economic growth potential focussing on tourism and providing a service to the agricultural community.

INFLUENCING FACTORS

The following factors influence economic development and growth in the area:

TABLE 76 : FACTORS INFLUENCING ECONOMIC DEVELOPMENT AND GROWTH

Road Infrastructure	An effective primary road network exists in the study area. The secondary road network provides effective access to the above primary road network.
Strategic Location	The study area is situated strategically in close proximity to the Gauteng and North West Provinces.
Tourism Potential	The study area has a significant weekend related tourism potential that could, in future, contribute to the GGP of the district and should be further exploited.
Mining Opportunities	Existing mining activities significantly contribute to the GGP of the district.
Agricultural Sector	The agricultural sector of certain areas in the district is extremely prominent and contributes largely to the GGP of the Fezile Dabi

	District, which emphasise the agricultural significance of this district. The latter results to industrial development that is agricultural orientated.
AIDS	The impact of AIDS on economic growth patterns is still largely an unknown entity. An increase in mortality will, however, place a large burden on health services and the cost thereof that will influence future economic growth.
Competition	The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to a possible loss in employment.
Pollution	Impact of pollution on the Vaal River and Vaal Dam through high-density development.

LAND USE MANAGEMENT

The Local Municipality has endeavoured on a formal legislative process, in terms of the Free Sate Township Ordinance, in order to prepare an integrated land use management system. The Draft Metsimaholo Land Use Management Scheme is being prepared as a consequence of the process. The document is in the process of being finalized and will be in place and proclaimed. As a result of latter, further proposals in this respect are redundant.

CURRENT SPATIAL FRAMEWORK – RESIDENTIAL (HOUSING)⁷⁶

Sasolburg: There are currently a total of 9 167 residential sites in Sasolburg of which 697 are unoccupied. The unoccupied erven largely refers to the medium income residential erven in Welgelegen West and a large portion of the Vaal Park residential area.

The current status of the mining villages of Coalbrook and Kragbron is that of established towns although proclamation thereof never occurred. Upgrading of the existing internal service networks of these villages will, however, be a prerequisite.

Zamdela: Zamdela has a total of 24 431 residential erven of which 3 000 newly planned erven are in the process of being formalised on the Farm Moidraai 44. The establishment of an additional 3000 erven on the property appears to also be feasible.

⁷⁶ The Metsimaholo Local Municipality has not been accredited by the Provincial Department of Human Settlements. All housing construction projects in the municipality are therefore still being planned and managed directly by Province.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 77: SUMMARY OF CURRENT HOUSING TRENDS-SASOLBURG/ZAMDELA URBAN AREA

RESIDENTIAL AREA	ERVEN			ERF & LAND REQUIREMENTS
	Residential erven OCCUPIED	Residential erven UNOCCUPIED	Residential erven TOTAL	
Sasolburg	8 470 ⁷⁷	697 ⁷⁸	9 167	-
Herron Banks Phase 1 & 2		360	360	2 000 ⁷⁹
Zamdela	7 156	-	7 156	
Harry Gwala (Leitrim)	3 147	-	3 147	
Walter Sisulu (Gortin)	5 307	-	5 307	
Amelia Extension	3 257	-	3 257	
Moidraai Extension		3 000	3000	-
Hostel redevelopment into free hold stands	1 307 ⁸⁰	-	1 307	
Sub Total	28 644	4 057	32 701	3 000
Kragbron	519	Informal Villages ⁸¹ : No cadastral data available (All erven are occupied)	519	
Clydesdale	182		182	
Coalbrook	34		34	
Viljoensdrif	185		185	
Bertha Village	117		117	
Wolwehoek	25		25	
ESCOM Vaal Village	200		200	
White City – No residents ⁸²			22	
Hunters Village ⁸³	40 (of 180)		180	
New Vaal Village	574		574	
Groenpunt Correctional Services	165		165	
Richmond	unknown			
Sub Total	2 203		2 203	
TOTAL	30 847		4 057	

(Source: Local Municipality, 2009)

⁷⁷ Excluding 1341 flats

⁷⁸ To be redesigned to also accommodate middle income housing.

⁷⁹ 2000 families occupy land disorderly in the existing Zamdela. Land to accommodate this housing has been obtained.

⁸⁰ Only upgraded units of hostels 1 and 2 (707). Hostels 3 and 4 still need to be upgraded (600).

⁸¹ Although most of these areas are not necessarily included within the Urban Fringe, the Council will support the formalisation of villages and, in the event, simplify administration related thereto. It follows naturally that formalisation of these areas would necessitate the following of all relevant legal procedures.

⁸² White City is, at present empty.

⁸³ Only 40 of the 180 houses in Hunters Village are at present occupied and the area is becoming gradually derelict.

Deneysville: The Greater Deneysville has a total of 5 508 residential erven of which Refengkgotso has 3 231 and Deneysville 2 277.

Refengkgotso: Refengkgotso has no unoccupied erven while Deneysville has 1 783. A need for 2 500 residential erven exists in Refengkgotso, which will have to be provided urgently.

TABLE 78 : SUMMARY OF CURRENT HOUSING TRENDS - DENEYSVILLE/REFENGGOTSO URBAN AREA

RESIDENTIAL AREA	ERVEN			ERF & LAND REQUIREMENTS	REMARKS
	Residential erven OCCUPIED	Residential erven UNOCCUPIED	Residential erven TOTAL		
Deneysville	494	1 783	2 277	-	Immediate need 2500 erven Long term need 1000 erven
Refengkgotso	3 231	-	3 231	2 500	
TOTAL	3 725	1 783	5 508	2 500	

(Source: Local Municipality, 2009)

Vaal Dam and Vaal Barrage Riparian: Numerous subdivisions occurred adjacent the Vaal Dam and Vaal Barrage comprising of residential areas, some of which are in close proximity of Deneysville. The tendency to subdivide farmland adjacent the Vaal Dam will in all probability continue in according with the Vaal River Complex Guide Plan since these properties are becoming exceeding popular as holiday homes.

Vaal Dam Zoning Plan: All future developments, not located within the urban area, should take cognizance of the *Vaal Dam Zoning Map* which is being used by the Department of Water Affairs and Forestry to assess development applications adjacent to the dam.

According findings in the Municipal SDF (*under review June 2014*) Zamdela and Refengkgotso, experienced dramatic growth the past 10 years and nearly 9 000 erven were provide of late.

<u>RESIDENTIAL AREA</u>	<u>RESIDENTIAL ERVEN OCCUPIED</u>	<u>RESIDENTIAL ERVEN UNOCCUPIED</u>
Zamdela:	-	-
Amelia Extension 16 (Formal town)	3 257	-
Moidraai Extension (Informal town)	-	2 995
Refengkgotso:	-	-
Mooiplaats Extension (informal town)	2 526	-
TOTAL	6053	2 995

It follows that enormous pressure is placed on road networks, services and other urban amenities. Complicating the latter is the extreme scarcity in developable land for neighbourhood expansions, impacting severely on the delivery of housing in the municipality. *Influx to the area*, and the inability to timely address the human settlement needs, ultimately resulted in informal settlements and land invasion on properties not earmarked for residential purposes, gradually increasing in the Municipality.

A backlog of an estimated **7`679 human settlement households** *without* formal serviced erven and families have been identified, with the focal point on residents lacking in adequate income or means to live comfortably, who reside on un-developed or developed municipal erven or open spaces, identifiable as the most needy of households, eligible for housing and the very poorest in the local community and that policies are aimed at providing as much assistance as possible or to provide in the urgent need for land on which to settle in a less formal manner.

Directions for future urban expansion therefor need to be timeously identified. These spatial proposals are deemed essential to, amongst other:

- Ensure the timely identification of developable land,
- Prepare requests to governmental role-players to financially assist the municipality,
- Consider future provision of raw and bulk services,
- Identify suitable areas for regional and local urban amenities such as cemeteries, landfill sites and the like.

The continuous shortages experienced in land and developable hinterlands for these residential precincts, exemplifies the municipality's predicament. Moreover, the Metsimaholo Municipality is located in an area extremely rich in shallow laying coal. The latter resulted in:

- Vast areas being undermined, not suitable for the placement of housing structures; especially due to shallow underground mining activities,
- Areas of strategic importance, earmarked for similar underground mining in future (in some instances opencast mining), also not suitable for the placement of housing structures,
- Land parcels suitably located for long-term extension, but negated for urban development due to unsafe conditions.
- The recent extensions of Amelia and Mooidraai already being located on rich coal deposits but, came to pass following negotiations with mining companies.

Within this frame work **the 2011 Census results confirmed a population of 149`108 and / or 39`239 households for METSIMAHOLO.**

Important to note is that there are studies and research work confirming contrasting population data and even declining prospects for Metsimaholo's growth. However: the Directorate Economic Development and Planning for an example preferred to utilize data based on *informal*

settlement data and the daily demand for land and services which far exceeded the supply thereof.

This approach has been supported by research work released by Cabinet identifying METSIMAHOLO as one of the twenty (20) fastest growing municipalities in South Africa with a growth rate of 28,57% over ten (10) years and / or 3% per annum implicating an estimated **population between 163`375 to 169`077 by June 2014**.

Municipal data till June 2014 confirmed:

- 41`587 erven and /or portions of land established;
- 35`236 residential erven created;
- 5`032 high density units (flats / hostels) developed; and
- with the identified backlogs of 7`679 families it implicated at least 48`000 to 50`000 households by June 2014
- with an expected population growth to 230`000 people and / or 70`000 households by 2025

It follows that Metsimaholo is not exempted from challenges on land availability, township establishment and human settlement delivery processes.

Key to the mentioned challenge, Metsimaholo Local Municipality is constitutionally obligated to ensure economic growth by creating favourable conditions for sustainable economic activities within its locality. Owing to this factor provision of core infrastructure for day to day economic activities are primary objectives of the municipality. The core infrastructure and the payment of services will serve to provide the municipality with the needed revenue base.

The other key factor to local economic growth is strengthening of the agricultural sector paying, special attention to facilitating the entry of previously disadvantaged groups into this market in line with BEE principles through land acquisition and other methods.

The dominant position of Metsimaholo in the Northern Free State is apparent with 67% of the Provincial economic output generated therein. Approximately 95% of all manufacturing output is produced in Metsimaholo.

It follows that Metsimaholo can be regarded as a significant contributor to the output of the other sectors.

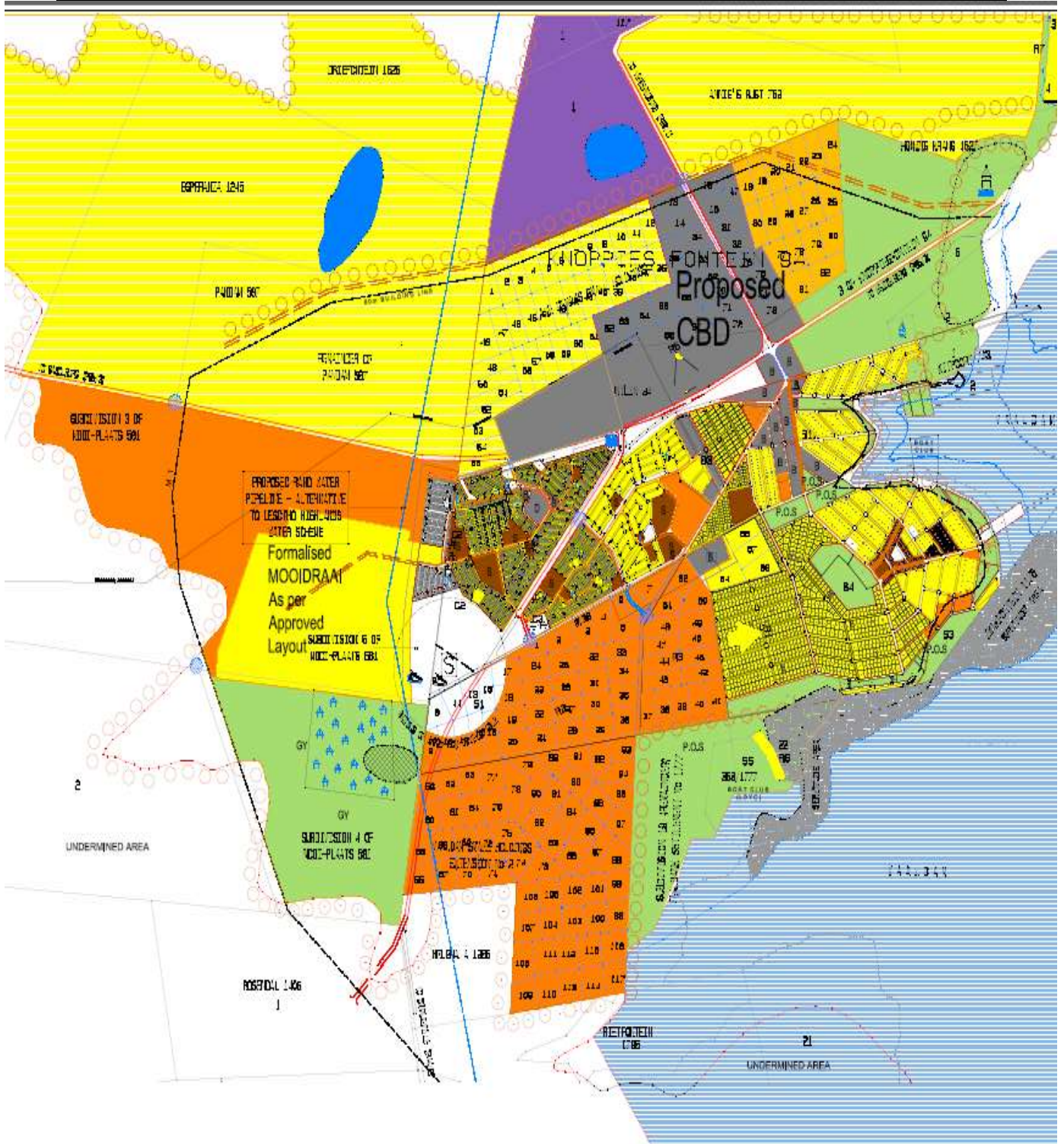


FIGURE 45 : 2013/14 SDF Proposals

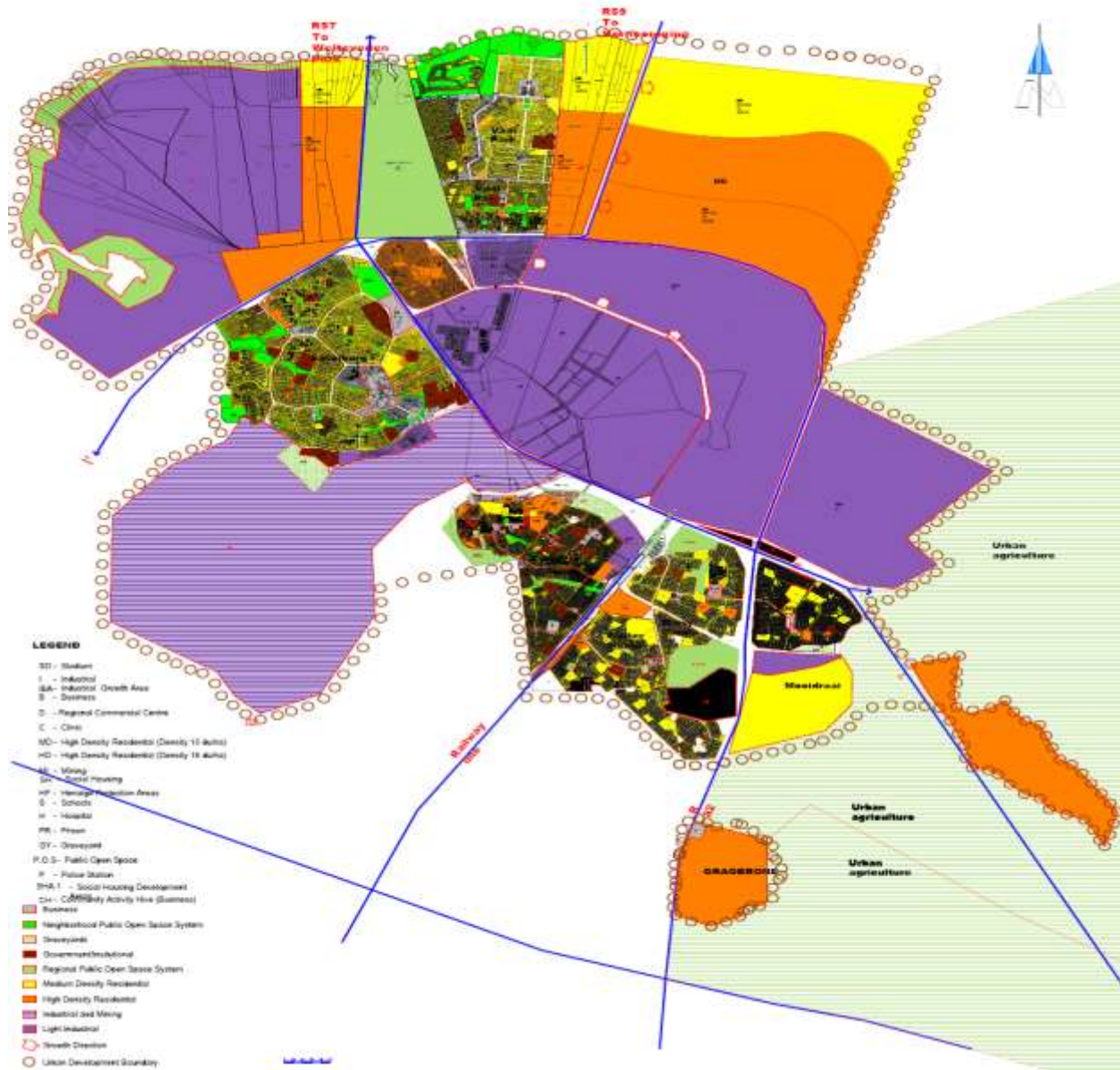


FIGURE 46 : MUNICIPAL WIDE PLANNING

METSIMAHOLO LOCAL MUNICIPALITY ECONOMIC DEVELOPMENT (LED) STRATEGY



4.3.2 LOCAL ECONOMIC DEVELOPMENT STRATEGY

MLM has a draft LED strategy which is waiting for public consultation and approval by Council. The purpose of the Draft MLM LED Strategy is to develop a framework for economic growth and development. Whilst the development of economic sectors and industries is the focal point, the objective is to ensure skills development, quality employment, SMME and Co-operative development becomes part of the outcome during implementation.

The economic outcomes of the strategy is not intended at measuring growth only, but the ability to respond to social needs like education, health, recreation and the general quality of life. Though the LED Strategy review study is not going to deal with social issues, its objectives is to assist the MLM to responds to social services. In essence, these outcomes should define the core of government's policy on the role and the function of a developmental government.

The **purpose** of the MLM LED Strategy includes the following:

- The development of local human capital that will provide capacity to the development of sectors
- The creation of quality employment for local people in various sectors of the local economy
- The stimulation of entrepreneurship through value chain development in sectors

The **objectives** of the MLM Strategy include the following:

- To beneficiate the existing manufacturing industry and diversify the local economy (that is, the ability to develop value chain in any industry)
- To develop and position the Metsimaholo economy as the most performing economy in the Free State Province.
- To develop and position the Metsimaholo economy as a leading leisure destination in the Free State Province
- To develop and position the Metsimaholo economy as a leading retail destination in the Fezile Dabi District.

The intended **impacts** include the following:

- The development of highly skilled people in the local economy
- The increase in employment of local people in the local economy
- The development of SMMEs and Co-operatives in various sectors of the local economy

THE METSIMAHOLO ECONOMY IN CONTEXT

According to the Global Insight Regional Explorer 2009, “the global economy is in the midst of the most severe recession since the Great Depression of the 1930s. Massive amounts of wealth have been and are being destroyed across many countries and industry sectors. The global financial sector continues to experience serious strains and many governments and monetary authorities are struggling to define the right combination of monetary and fiscal stimuli to jump start the global economy. Global growth projections continue to be adjusted downwards, with the most recent estimates pointing towards outright contractions in real gross domestic product (GDP) in the US, euro area and some other developed economies. The International Monetary Fund (IMF) downgraded its forecast for the global economy from the previous forecast of 2.2% and 3.8% for 2009 and 2010 respectively to 0.5% and 3.0% respectively. This year, the advanced economies are expected to contract by 2.0%, while the emerging markets will expand by just 3.3%. Among the major advanced economies, GDP is projected to decline by 1.6% in the US, 2.0% in the euro-zone and 2.6% in Japan. Among the major emerging markets, GDP is projected to rise by 6.7% in China, 5.1% in India and 1.8% in Brazil, but will slip 0.7% in Russia (SSGA, 2009).”

With global demand deteriorating rapidly, the prices of commodities fell sharply. For instance, the international price of crude oil declined from a peak of more than US\$147 per barrel in mid-2008 to levels around US\$50 per barrel at the end of December 2008, while international prices of food commodities receded by approximately 30% over the same period. Commodity prices, which have been trending higher since 2003, continued the robust rise that began in 2007 into the first half of 2008. As of mid-November, prices have fallen sharply, giving up most of their gains of the first half of the year. This contributed to significantly lower projected inflation rates (SARB, 2009). However, it seemed clear that Africa and other developing areas and countries would not be able to escape a slowing of economic growth in the wake of weaker global demand and declining prices of export commodities. The crisis in advanced economies will affect Africa via two channels. Firstly, the drop in commodity prices, combined with falling demand, will translate into weaker export earnings. Secondly, foreign direct investment will be sharply reduced; forcing businesses and governments to shelve much needed capacity expansion and infrastructure spending plans (Nedbank, 2009). Sub-Saharan Africa’s growth has been revised downwards from 5.1% and 5.7% in 2009 and 2010 respectively to 3.5% and 5.0% respectively (IMF, 2009).

Growth in the Republic of South Africa trailed growth in other African economies in 2008, slowing markedly to an estimated 3.4% from 5.1% in 2007. Power outages in 2008 plagued output growth in the mining sector, and household consumption slowed sharply, undercut by slower growth of credit, falling asset prices, and higher food and fuel prices (World Bank, 2009). The South African economy weakened considerably in the third quarter of 2008, recording the lowest quarterly growth rate in ten years. After a rebound in the second quarter of 2008, growth in real gross domestic production decelerated from a revised annualised rate of 5.1% in the

second quarter of 2008 to a mere 0.2% in the third quarter. A substantial contraction in real value added was registered by the mining sector, which was directly affected by weaker international demand, falling commodity prices and interruptions due to maintenance, safety procedures and strikes. In a similar vein, the real output originating in the manufacturing sector declined significantly in the third quarter. However, the harvesting of a bumper maize crop was reflected in a brisk positive growth rate recorded by the agricultural sector. Year-on-year CPIX inflation peaked at 13.6% in August 2008, more than double the upper limit of the inflation target range of 3% to 6%, decelerating somewhat to 10.3% in December. Headline producer price inflation amounted to a year-on-year rate of 19.1% in August 2008, the highest rate of increase in almost 22 years, before decelerating to 11.0% in December (SARB, 2009)

The Provincial Context

The Free State Province (the third largest in South Africa) lies in the heart of South Africa. Its surface area is 129480 km² [approximately 10,6% of South Africa's land area], with the Kingdom of Lesotho nestling in the hollow of its bean-like shape. It is further surrounded by the KwaZulu-Natal province to the east, the Eastern Cape to the south east, the Northern Cape to the south and west, North-West, Gauteng to the north and the further Northern Province, Mpumalanga and the Western Cape Province. In essence, the centrality of the province is perceived as an economic advantage nationally.



FIGURE 47 : MAP OF FREE STATE PROVINCE

The biggest and more important cities / towns in the Free State, include (1) Bloemfontein, (2) Welkom, the dynamic pulsing heart of the goldfields - one of the few completely pre-planned cities in the world; (3) Kroonstad, an important agricultural, administrative and educational centre founded in 1855; (4) Parys on the banks of the Vaal River; (5) Sasolburg, also known as Metsimaholo Municipality, with one of the largest “Chemical Related Industries” in South Africa, including large sections of the Vaaldam [12 228,05 ha] – the North-Eastern boundary, and (6) Bethlehem, gateway to the Eastern Highlands of the Free State.

Motheo district municipality continues to be the largest contributor to the Free State GGP, contributing 34.7% to the provincial GGP, followed by Fezile Dabi (31.4%), Lejweleputswa (18.7%), and then Thabo Mofutsanyane (12.3%). Motheo and Fezile Dabi districts’ contributions have increased from 32.3% and 25.2% in 1996 to 34.7% and 31.4% in 2007 respectively. The biggest casualty has been Lejweleputswa, whose contribution fell from 25.8% in 1996 to 18.7% in 2007, mainly due to the diminishing mining sector which contributed 44.0% to the district’s GGP in 2007 (Global Insight, 2009).

Usually the sectoral composition of the economy is reflected by the contribution of each sector to the Gross Domestic Product (GDP). It is clear from the table that the provincial economy has been shifting from reliance on the primary industries to being more service driven. In 1996 the primary and tertiary industries contributed 18.4% and 56.5% respectively to the provincial Gross Geographic Product (GGP), however, the primary industries’ contribution declined to 11.8% in 2007, whilst the tertiary industries’ contribution increased to 62.7%. The secondary industries’ contribution has remained fairly constant between 1996 and 2007, averaging 16.0%.

The table below illustrates the composition of the Free State economy by sector between 1996 and 2007.

Industry	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Primary Industries	18.4%	18.0%	14.6%	15.1%	15.0%	13.2%	14.4%	14.1%	13.7%	13.4%	12.2%	11.8%
Agriculture, forestry and fishing	5.4%	5.4%	3.7%	4.7%	5.7%	4.9%	4.7%	4.1%	4.0%	4.0%	3.4%	3.3%
Mining quarrying	13.0%	12.6%	10.9%	10.4%	9.3%	8.3%	9.7%	10.0%	9.7%	9.4%	8.8%	8.4%
Secondary Industries	15.4%	15.8%	15.8%	15.3%	16.3%	16.7%	16.4%	16.1%	16.1%	16.0%	16.0%	16.2%
Manufacturing	10.1%	10.2%	10.6%	10.7%	11.4%	11.8%	11.7%	11.3%	11.3%	11.2%	11.2%	11.2%
Electricity and water	3.3%	3.5%	3.4%	3.2%	3.1%	3.1%	3.1%	3.0%	3.0%	3.0%	2.9%	2.9%
Construction	1.9%	2.0%	1.8%	1.9%	1.7%	1.8%	1.6%	1.7%	1.7%	1.9%	1.9%	2.1%

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Tertiary industries	56.5 %	56.3 %	59.8 %	59.6 %	59.4 %	60.9 %	60.3 %	61.0 %	61.3 %	61.6 %	62.5 %	62.7 %
Wholesale & retail trade; hotels & restaurants	11.1 %	10.9 %	11.5 %	11.8 %	12.2 %	11.3 %	11.3 %	12.0 %	12.0 %	12.3 %	12.6 %	12.6 %
Transport and communication	7.4 %	7.8 %	8.4 %	8.3 %	8.6 %	9.0 %	9.1 %	9.1 %	8.9 %	8.9 %	9.0 %	9.1 %
Finance, real estate and business services	13.8 %	14.0 %	14.8 %	14.9 %	14.2 %	15.7 %	15.7 %	15.6 %	16.2 %	16.4 %	16.8 %	17.0 %
Community, social and other personal services	9.6 %	9.4 %	10.4 %	10.3 %	10.6 %	11.0 %	10.8 %	11.0 %	10.8 %	10.8 %	10.9 %	10.9 %
General government services	14.6 %	14.2 %	14.9 %	14.4 %	13.9 %	13.9 %	13.4 %	13.5 %	13.4 %	13.2 %	13.2 %	13.1 %
All industries at basic prices	90.3 %	90.0 %	90.3 %	90.5 %	90.7 %	90.8 %	91.1 %	91.1 %	91.1 %	91.1 %	90.7 %	90.7 %
Taxes less subsidies on products	9.7 %	10.0 %	9.7 %	9.5 %	9.3 %	9.2 %	8.9 %	8.9 %	8.9 %	9.0 %	9.3 %	9.3 %

Source: Stats SA, GDP Fourth Quarter, 2008

TABLE 64 : SECTORAL COMPOSITION OF FREE STATE ECONOMY : 1996- 2007

Turning to the individual sectors, the biggest sectors in 2007 were finance, real estate and business services (17.0%), general government services (13.1%), wholesale and retail trade (12.6%), and manufacturing (11.2%). The smallest sectors, on the other hand, were construction (2.1%), electricity and water (2.9%) and agriculture, forestry and fishing (3.3%). It is worth noting that the contribution of general government services, even though it is still the second highest, is on a decline. As illustrated in figure 1.2 below, the largest contribution the province makes to national output is in agriculture, fishing & forestry (9.4%), mining & quarrying (8.0%), electricity & water (6.9%) and community services (6.8%). Only manufacturing and community services have increased their contributions, from 3.5% and 6.4% in 1997 to 4.2% and 6.8% in 2007 respectively.

The Free State's contribution to the national economy has decreased from 5.9% in 1997 to 5.4% in 2007, mainly due to the decreasing contributions of agriculture, fishing & forestry and mining & quarrying. It is important to note that Free State is represented in the production output of all sectors, making the top five provinces in four sectors; namely mining of gold and uranium ore (1), agriculture and hunting (3), Fuel, petroleum, chemical and rubber products (4), and Electricity, gas, steam and hot water supply (5). Free State is the leading province in the mining of gold and uranium with a contribution of 36.3%, followed by North West (29.4%) and Gauteng (21.8%). With regard to agriculture and hunting, the Free State is the third largest contributor after Western Cape (23.7%) and KwaZulu-Natal (23.1%). Free State is also in the top four producers of fuel, petroleum, chemical and rubber products, namely Gauteng (31.9%), KwaZulu-Natal (17.2%), Mpumalanga (16.6%), and Free State (13.2%). The province is the least contributor to the national output of forestry and logging (0.3%), mining of metal ores (0.1%), and other non-metallic mineral products (0.6%).

The District Context

For the period 1996 to 2007, the Fezile Dabi District was the highest growing district with 4.4%, followed by Motheo (3.0%), Xhariep (2.3%) and Thabo Mofutsanyane (1.3%), while Lejweleputswa was the only district with negative growth (-0.6%).

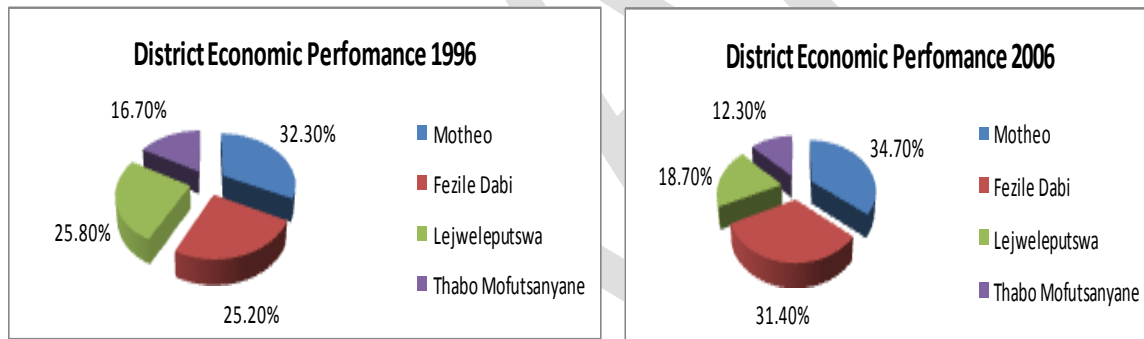


FIGURE 48: DISTRICT ECONOMIC PERFORMANCE 1996 AND 2006

As shown in figure 17 below, Fezile Dabi district is expected to be the highest growing district in the Free State province, averaging 3.8% between 2008 and 2012, followed closely by Motheo (3.3%) and Thabo Mofutsanyane (3.0%). Xhariep and Lejweleputswa are forecast to be the lowest growing district with projected growth rates of 2.8% and 1.7% respectively. Fezile Dabi and Motheo districts are the drivers of the Free State economy, together contributing 66.1% to the provincial GGP in 2007, while they are expected to grow by 3.6% on average from 2008 to 2012, which is above the provincial average of 3.1% forecast for the same period. Lejweleputswa is the perennial underperformer of the province, averaging -0.6% from 1996 to 2007, and forecast to grow by a mere 1.7% for the period 2008 to 2012. The low growth of Lejweleputswa can be attributed to the diminishing mining sector which contributes 39.5% to the district's GGP.

The district economic performances of the province are presented as follows:

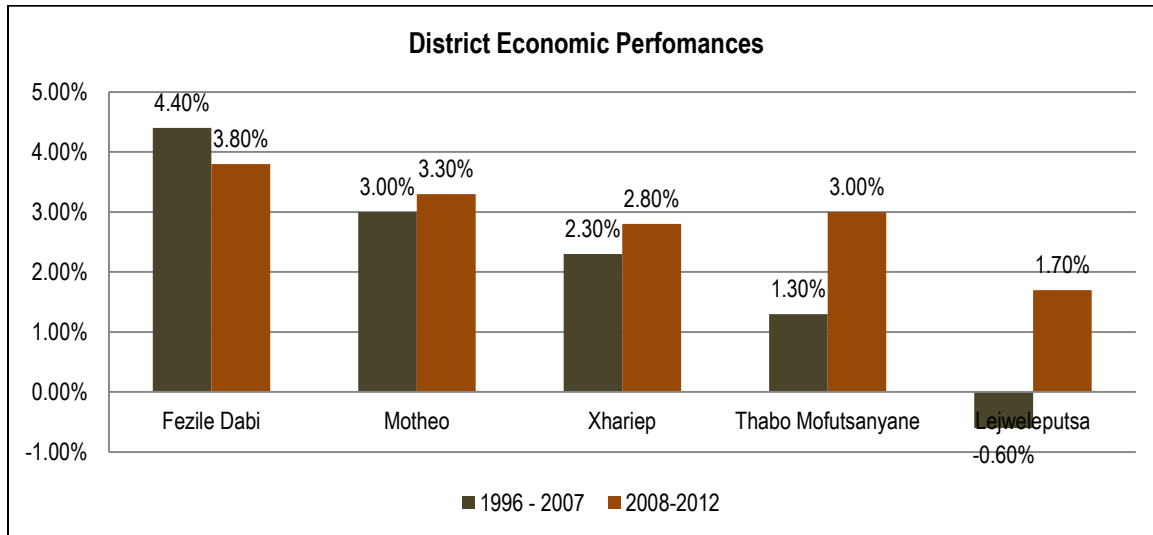


FIGURE 49: DISTRICT ECONOMIC PERFORMANCE

LOCAL COMPETITIVE ADVANTAGE (STRENGTHS & WEAKNESSES OF THE REGION)

Competitive advantage of the local relates to those aspects which compete on cost, quality, and/or availability with that which other localities can offer. Certain regions have built competitive advantage on “comparative” advantage – ie: those natural endowments which give the locality an advantage. Other localities have built competitive advantage in the absence of any obvious comparative advantage. An example of the latter is Hong Kong, which has little land and few natural resources, but has become consumer goods, banking and financial services hub. Competitive disadvantages are those aspects which increase the cost of doing business, present barriers, and result in enterprise establishing elsewhere. These can be insurmountable (for example: distance from markets) and will then influence the choice of niche markets where these barriers have a low relevance.

Advantages (comparative and competitive)	Competitive disadvantages
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Efficient petrochemical industry <input checked="" type="checkbox"/> Proximity to Africa's largest economy, Gauteng <input checked="" type="checkbox"/> Significant pool of skilled people committed to the area <input checked="" type="checkbox"/> An alternative route to the coast from inland <input checked="" type="checkbox"/> The Vaaldam as a water resource <input checked="" type="checkbox"/> Leisure as a vibrant activity in the whole province <input checked="" type="checkbox"/> High proportion of strong and healthy people in all ages <input checked="" type="checkbox"/> Existing tourism sector 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Poor infrastructure <input checked="" type="checkbox"/> Road and rail network needs upgrading, routes sub-optimal <input checked="" type="checkbox"/> Lack of educational institutions in the area <input checked="" type="checkbox"/> Poor tourism economic activity <input checked="" type="checkbox"/> Brain drain <input checked="" type="checkbox"/> Economic leakages <input checked="" type="checkbox"/> Poor retail activity in the area <input checked="" type="checkbox"/> Lack of provincial investment in the local economy <input checked="" type="checkbox"/> Red tape, particularly on land and property issues

TABLE 79 : ASSESSMENT OF ADVANTAGES AND DISADVANTAGES OF THE MLM ECONOMY

COMPETITIVE POSITIONING (THREATS & OPPORTUNITIES)

The advantages provide guidance on the opportunities for the local economy, including the diversification of sectors (tourism, agriculture, mining, etc.), development of the people, and beneficarian of the existing industry. The disadvantages provide guidance on sectors to be avoided more importantly, "it provides guidance on areas of public sector action and investment (improved education, reduced red tape, improved functioning of institutions, and support to socio-economic adaptation)."

External threats will impact the economy of the locality over time, and may offer opportunities. Threats include

- o Global competition for resources (oil, steel, cement, investment capital and skills)
- o Global competition on labour costs from China, India and Eastern Europe
- o Global warming which may destroy the local asset, result in water scarcity, increase human and crop disease, destroy value in low-lying commercial and residential property, increase in risk due to weather intensity and variability increase, increase immigration pressure from central African and European areas, etc.

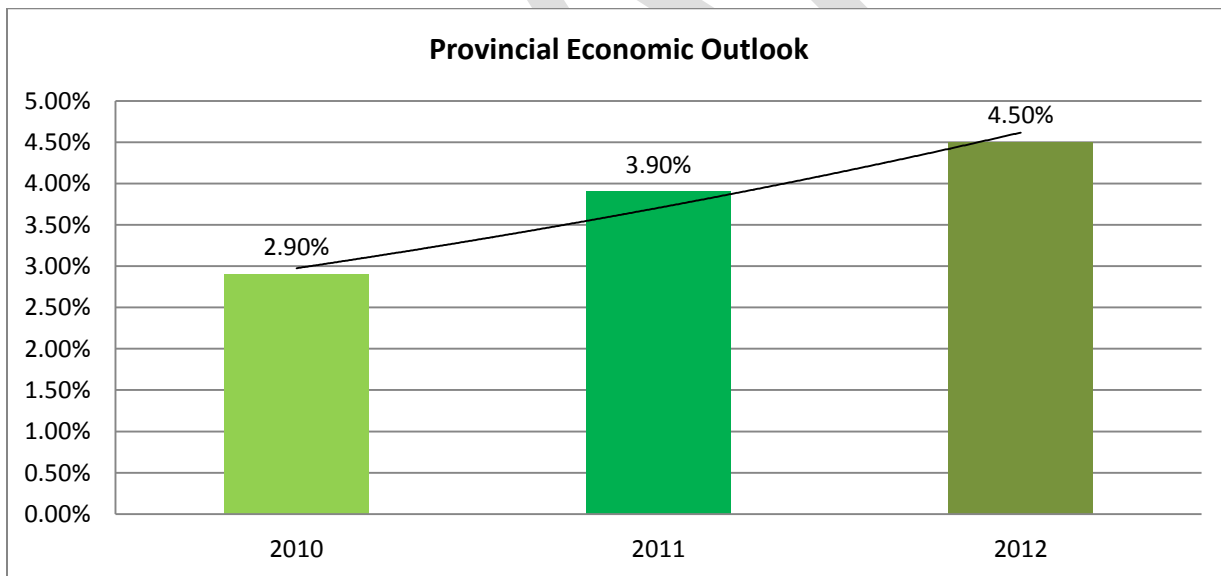
- Exponentially increasing cost of carbon-based fuels
- International and local political instability as poverty, HIV/Aids and rich-poor divide increase
- International economic practices, including mobility of global capital and manipulation of financial markets investors, the trend to increased private equity holdings, high indebtedness of major economic powers, increased occurrence of speculation and bubbles.

However, threats internal locally are more likely to be more significant than external threats in the next ten years. Apart from the threats listed above, the primary threats to Metsimaholo will be

- failure to transform and build an equitable and inclusive economy which neither penalises those with the capital to grow the economy nor those who have historically been excluded
- failure to achieve public sector institutional efficiency and effectiveness
- a national financial system / fiscal policy / perception of risk combination which reward the short term and consumptive rather than long-term productive investment.

1. CONTEXTUAL ANALYSIS

The economic outlook is encouraging in the Free State. The following projection is captured.

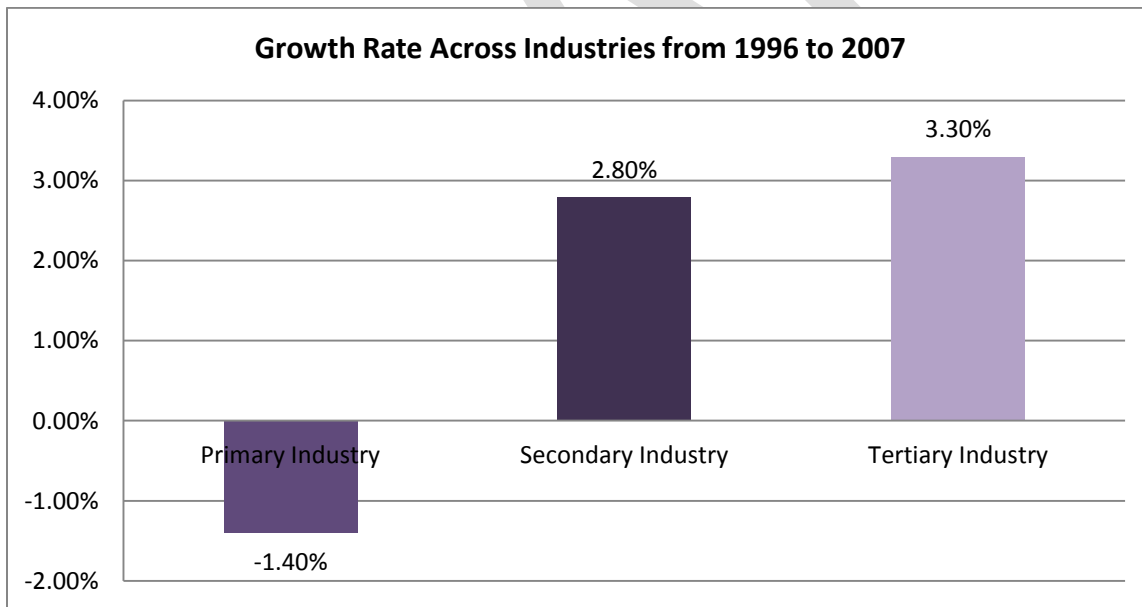


The change from the dominance of the primary and secondary industries to tertiary industry in South African economy is informed in a number of factors. The main structural changes in the economy of South Africa are informed in a number of factors. Primarily, “economic investment in South Africa has historically been focused on the Minerals-Energy Complex (MEC) in around Gauteng, and on the linkages between that economy and the rest of the world. Investment in

the MEC has to some extent been balanced by investment in agriculture, particularly massive irrigation schemes.”⁸⁴

As the global economic structure changed, South Africa had to adapt and align its economy to global trends. “South Africa embarked on an ambitious set of tariff and trade policy reforms in the mid-1990s. Multilateral liberalisation through the World Trade Organisation (WTO) was combined with efforts to modernise industry. Growth sectors like autos and tourism and cross-cutting sectors such as information and communications technology (ICT) received special attention in the form of industrial development resources, including science and technology and human resource development funds. These measures, together with global trends, contributed to structural change in the economy. A large contraction in the primary sector – mining and agriculture in particular – and a smaller one in the secondary sector went with substantial growth in the tertiary sector which contributed two thirds to GDP by 2006.”

For the period 1997 to 2007, the tertiary industries were the highest growing of the three with a growth rate of 3.3%. The secondary industries grew by 2.8% during the period under review, while the primary industries had a negative growth of -1.4%. As has been the case since 2003, the primary industries were the least growing in 2007, growing by a mere 0.3%, which again was due to the continued sluggish growth in the mining and quarrying sector. Mining and quarrying was the worst performing sector in 2007 with growth of -0.7%, followed by electricity and water (3.0%), and agriculture, forestry and fishing (3.1%). The best performing sectors in 2007 were construction (14.8%), finance, real estate and business services (5.8%), transport and communication (5.2%), and manufacturing (4.1%).



Accordingly, the Free State provincial economy’s contribution to the national GDP has been on a decline since 1996; from 6.0% to 5.4% in 2007. This has had a negative impact on the provincial revenue envelope as the revenue distributed from National Treasury by means of the provincial equitable share (PES) has shrunk.

⁸⁴ Towards a 15-year Review

The historic and current economic structural metamorphosis has benefitted the Metsimaholo local economy. In both epochs, the development of the tertiary industry increased economic activity and performance. The specific development of the petrochemical industry was linked to then then MEC. Metsimaholo is hosting one of the most significant petro-chemical hubs in the Southern Hemisphere.

A total number of 6901 people are employed by the major industries producing a wide variety of products from waxes, synthetic rubber, polymers, liquid fuels, solvent blends, phenol, polypropylene product, nitrogenous products etc. The main factories are Sasol (responsible for 13% of the GGP of the Free State) Natref (the only inland oil refinery in the country provides approximately 12% of the country's fuel and diesel) Karbochem, Safripol and Omnia. Two industrial parks have been developed that includes Chem. City and Naledi Industrial Park. Chem City is a Sasol owned initiative aimed at the development and establishment of small businesses in the downstream chemical industry. Naledi Industrial Park is privately owned and approximately 95 stands have been sold out.

Since 1994, the economy has become more open, more productive and more outward orientated with both exports and imports growing rapidly. The table below provides the national review of the South African economy.

	1980	1990	2000	2006
Primary sector	15,5	13,1	10,8	8,8
Secondary sector	27,6	26,0	24,2	23,6
Tertiary sector	56,9	61,0	64,9	67,6

Source: Rustomjee and Hanival, 2008, paper commissioned for the Fifteen Year Review, p.36

TABLE 80 : STRUCTURE OF SOUTH AFRICA'S ECONOMY

The second contributor to the growth of the tertiary sector is the increase in public sector employment in the Metsimaholo locality. However, the community service industry is not healthy and viable for economic growth and development.

The Spatial Development Framework (SDF) of the Metsimaholo Local Municipality identified a number of economic activities in its review. The development of tourism, the real estate and retail point to the increased focus on the tertiary industry in the Metsimaholo economy. The allocation of land to various locations defines the economic thinking in the SDF. The development of real estate and retail in Sasolburg, particularly around the Vaalpark area; the development of retail and tourism in and around Zamdela; the development of tourism and retail in Deneysville and Refengkgotso; and the development of real estate and tourism in Orangeville and Metsimaholo demonstrate the growth of the tertiary industry in the local economy.

Despite the emphasis on the tertiary industry, the development of the primary industry is identified in the MLM SDF. The proposed development of agriculture in Moidraai and further areas outside Zamdela; and the development of mining around the Amelia area suggest the opportunity in promoting the primary sector in the locality. The prospect of the mining industry is further enhanced by the fact that, "although not a big contributor to the local economy

approximately 50% of the land area of Metsimaholo has the potential for coal mining. There are currently two operative coal mines in the area i.e. Sigma Colliery that mainly supplies coal to Sasol for its power and steam plants and New Vaal Colliery that supplies coal to the Lethabo Power Station.”

The contrast between a tertiary industry that is growing and a declining primary sector is not adequate in explaining the lack of development in the Free State. A closer focus on the employment potential of sectors assists in getting a clearer picture. As the GDP contribution of the province declined, the employment contribution also declined from 7.0% in 1996 to 5.2% in 2007, indicating that the economy is not creating as many jobs compared to other provinces. The fact that the province’s contribution to the national population is higher than its GDP contribution indicates that the province is underperforming. The declining population contribution also has a negative impact on the revenue received from the PES and restricts the productive capacity of the province due to smaller, younger and inexperienced labour force.

An examination of Statistics South Africa’s Labour Force Survey results reveals a shrinking pool of active labour market participants in the Free State. As indicated by figure 3.1 below, provincial participation rate seems to be on a downward turn, this is disturbing as it implies that the dependency ratio in the province is likely to increase.⁸⁵

The slowdown in domestic economic activity alongside considerably weaker global demand contributed to a moderation in formal non-agricultural employment growth during 2008. Table 3.4 indicates that between the fourth quarter of 2008 and the first quarter of 2009, the Free State recorded job losses in most industries in the formal economy, with most of them surprisingly being in the community and social services which accounted for 21 000 of the job losses, followed by finance for 5 000 and trade for 4 000. Utilities and Transport both accounted for about 2 000 job losses collectively. On average, a total of 32 000 jobs were lost from the above-mentioned industries. The table below illustrates some of the trends over time:

Industry	Jan – March 2008	Oct- Dec 2008	Jan-Mar 2009	Qrt-Qrt Change	Year-on- year change	Qrt-Qrt Change	Year-on- year change
	Thousand						
	Percentage						
Total	516	527	501	-26	-15	-4.8	-2.9
Mining	23	30	33	3	11	10.9	46.5
Manufacturing	77	66	68	1	-10	2.0	-12.3
Utilities	5	6	5	-1	0	-21.4	1.2
Construction	45	49	51	2	6	5.1	12.3
Trade	129	115	111	-4	-18	-3.4	-14.0
Transport	32	28	27	-1	-5	-4.9	-15.4
Finance	55	62	58	-5	2	-7.8	4.4
Community and Social Services	150	170	149	-21	-1	-12.4	-0.6

TABLE 81 : FORMAL SECTOR EMPLOYMENT BY INDUSTRY: FREE STATE: 2008 AND 2009

⁸⁵ Free State’s Labour Force Participation rates, March 2001 to March 2007

Owing to the above-mentioned, certain economic realities persist, and the following status quo abounds:

The decrease in employment is primarily attributed to the fact that the primary industry is the primary absorber of labour, while the tertiary industry remains capital intensive. This phenomenon is presented in the table below.

Industry	2002			2007		
	GDP	Employment	Emp/ GDP Ratio	GDP	Employment	Emp / GDP Ratio
Agriculture	4.7%	19.5%	4.1	3.3%	18.3%	5.5
Mining	9.7%	13.5%	1.4	8.4%	5.8%	0.7
Manufacturing	11.7%	11.2%	1.0	11.2%	10.7%	1.0
Water and electricity	3.1%	0.4%	0.1	2.9%	0.3%	0.1
Construction	1.6%	3.2%	2.0	2.1%	7.4%	3.5
Trade	11.3%	18.6%	1.6	12.6%	22.5%	1.8
Transport	9.1%	4.2%	0.5	9.1%	4.0%	0.4
Finance	15.7%	6.4%	0.4	17.0%	7.3%	0.4
Community and social services	24.2%	23.0%	0.9	24.0%	23.8%	1.0

Source: Stats SA, Labour Force Survey, September 2006 & 2008

TABLE 82 : GDP AND EMPLOYMENT CONTRIBUTION BY SECTOR : FREE STATE ECONOMY 2002& 2007

In summarizing the labour market in the Free Stat, the following points are made:

- The community services industry is biggest contributor of employment in the province, district and local municipal areas
- As the tertiary industry increase, there is minimal employment creation in the province, district and local municipal areas
- There is no concerted effort to build a human capital that will respond to the economic growth informed in the tertiary industry
- The absence of economic diversification limits the ability of the primary sector to growth and provides the necessary employment

Conclusion

Similarly, the economic restructuring in South Africa in the 1990s was primarily informed in the development of the tertiary industry; hence the projected increase in economic growth in Metsimaholo. However, the growth is not linked to development through skills development, job creation and SMME and Co-operative development. For instance the beneficiary of the petrochemical industry in Chem City creates huge opportunities to skill local people as entrepreneurs and the ultimate establishment of SMMEs.

As a means to link economic growth and development, the MLM LED strategy is informed in leveraging the projections of continued economic growth in the Metsimaholo local economy. The projections are presented:

- The provincial economic outlook suggest a GGP increase of 2,9%, 3,9% and 4,5% over 2010, 2011 and 2012 respectively
- The Fezile Dabi District is projected at an economic growth of 3,9%

The economic projects are only based on the current economic activities within existing industries in the Free State. Specifically, the outlook is predicated on the continued on the tertiary industry, particularly on the community services, as drivers on employment in the Free State.

However, the challenge is to develop a strategic fit that will firstly, maintain the status quo. Secondly, the strategic fit needs to diversify the sectors, particularly the increase in primary industries, to increase the GGP/employment ratio in the Free State.

As stated earlier “sectors that were labour intensive in 2007 were trade, agriculture and construction. A sector is labour intensive when it has an employment/GDP ratio larger than 1 and capital intensive when the ratio is less than 1. Agriculture was the most labour intensive sector in 2007 with an employment/GDP ratio of 5.5, followed by construction with an employment/GDP ratio of 3.5. The water and electricity sector was the most capital intensive sector with a ratio of 0.1. Community services sector was the biggest contributor to both GDP (24.0%) and employment (23.9%) in the province. The construction sector was the least contributor to GDP with 2.1%, whilst the water and electricity sector was the least contributor to employment with 0.3%. The mining sector was the only sector that lost its labour intensiveness since 2002; this can be attributed to the closing of mines and the increasingly massive capital required for ventilation, cooling, hoisting, underground tunnelling and surface processing plants.”

In the context of Metsimaholo, the ability to increase the real estate industry and activate the construction industry will have a huge impact on job creation. Secondly, the ability to develop the retail industry, the tourism industry, the agricultural industry, and the mining industry, will have huge implications in creating jobs and promoting entrepreneurship. In essence, the success of the MLM LED strategy will be measured on its ability to diversify the local economy through labour intensive industries rather than the current status quo. It is in this regard the MLM LED strategic direction is defined and informed.

2. THE LOCAL ECONOMIC CONTEXT

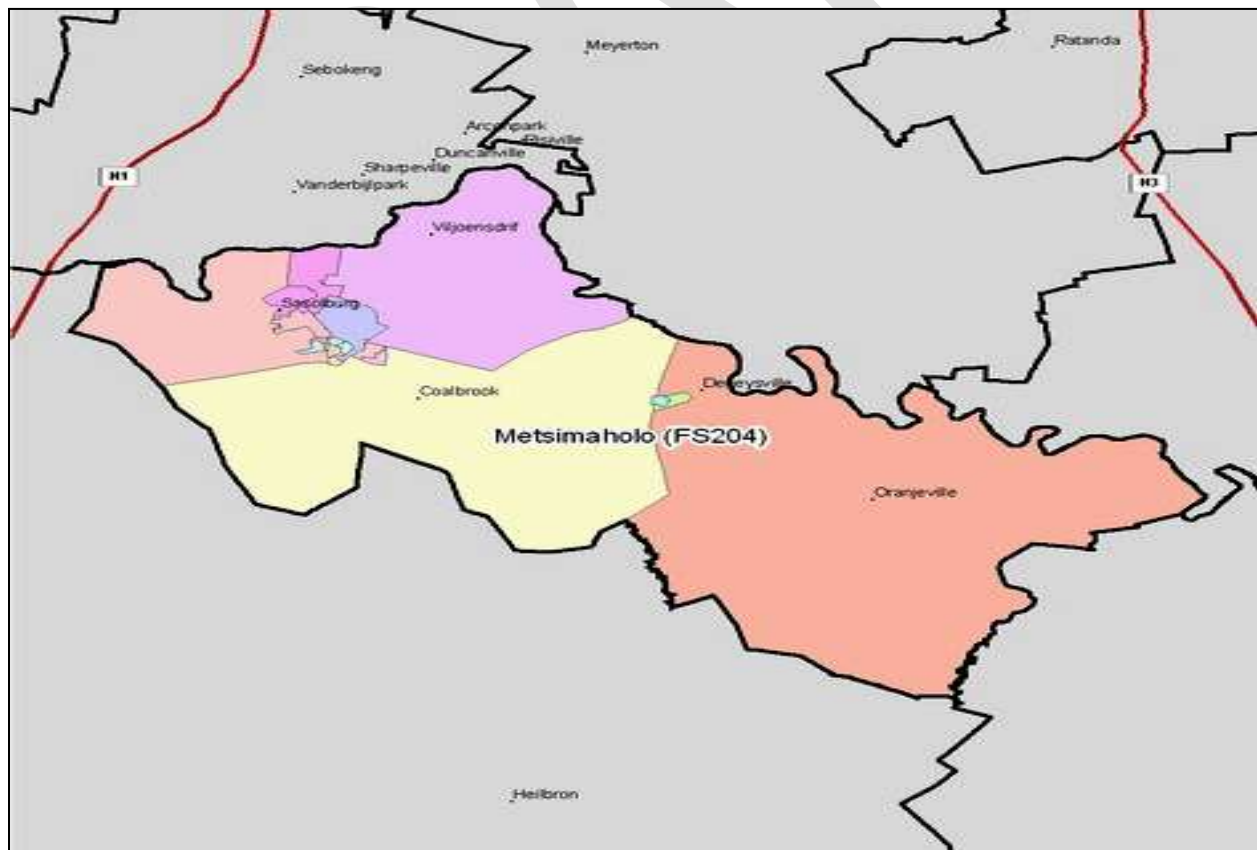
The Locality

The **Local Municipality of Metsimaholo (Sasolburg)** is located in the northernmost corner of the Free State province, which forms part of the Vaal Triangle [*Vanderbijlpark, Vereeniging and Sasolburg region(s)*], approximately latitudinally 27,8°S and longitudinally 26,7°E and approximately 1470 metres above sea level. The new category B local municipality FS 204, surface an area of approximately 1705,4253 km².

At sub-township level the following townships / villages are situated within the area of jurisdiction of the municipality, namely: Sasolburg, Zamdela, Deneysville, Refengkgotso, Oranjeville and Metsimaholo townships and Kragbron-, Viljoensdrift Villages, etc.

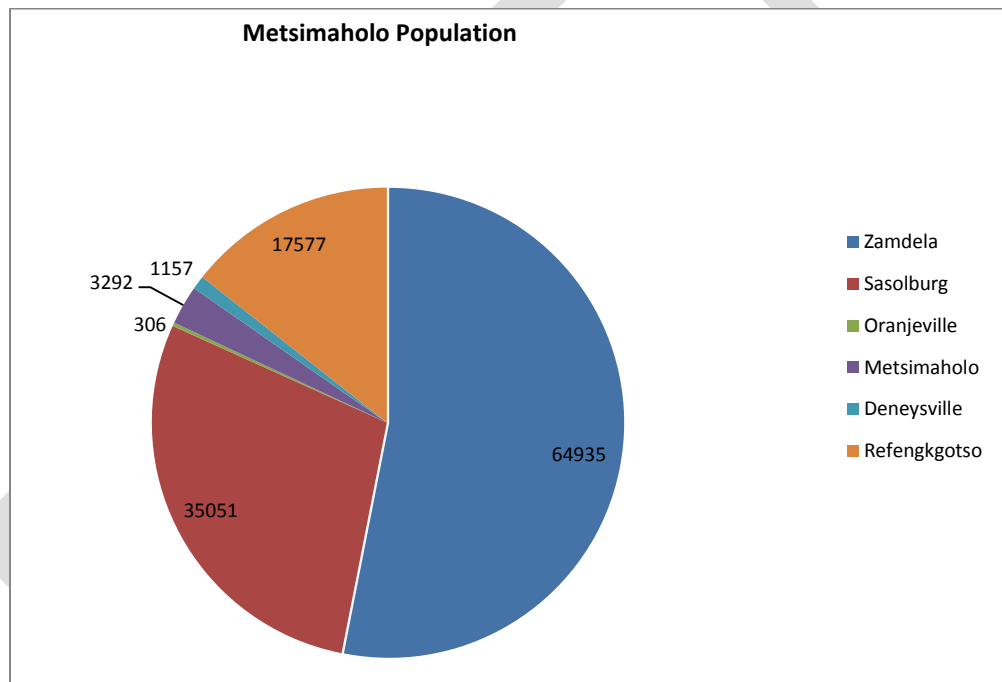
Sasolburg and Zamdela as the youngest townships (in the Free State) owe their existence directly to the petro-chemical industry, and was formally established during September 1954.

The new municipality known as the **Local Municipality of Metsimaholo**, has been established as a Category B Municipality, with effect from 8 December 2000 and in terms of Provincial Notice no 185 of 2000, published in the Free State Provincial Gazette no 113 dated 28 September 2000, as amended and as per Map 1 hereinafter;



Population

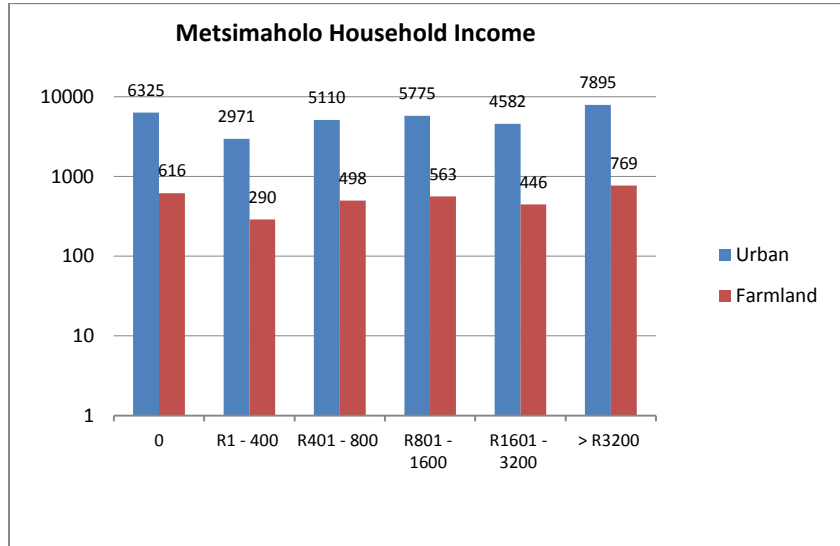
The determination of accurate data on demographics in South Africa has been a contested area. Until the Community Survey 2007, the Census 2001 has been the only source of data on demographics in South Africa. Though the Community Survey 2007 has become a more reliable source of demographic data, some of the institutions like the Demarcation Board have not yet updated its data. However, the current reliable database is sourced from the Metsimaholo IDP, indicating that the population of the Metsimaholo is estimated at 164 000, as opposed to 134 000. The chart below illustrates the distribution of the population within the Metsimaholo municipal area



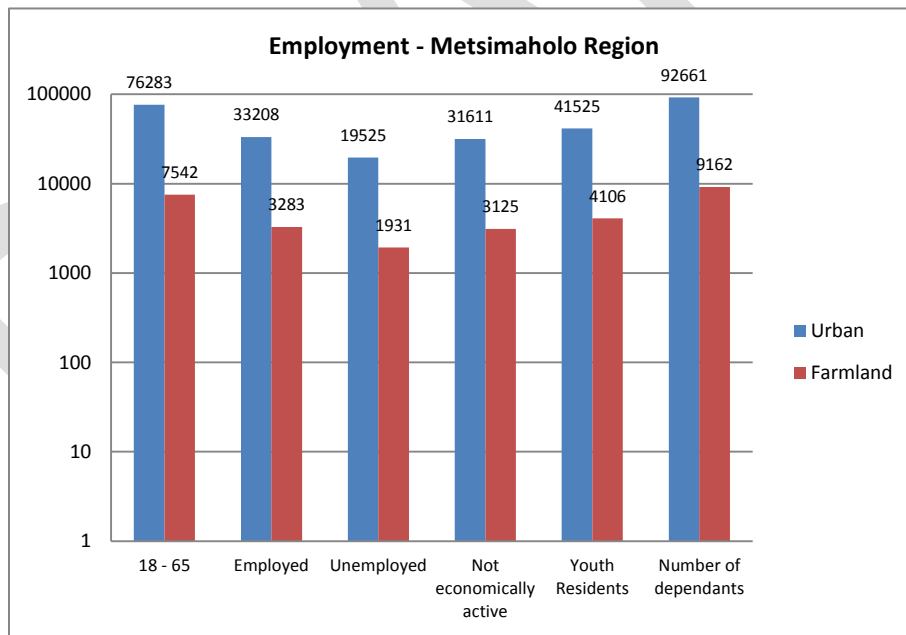
METSIMAHOLO MPOPULATION DISTRIBUTION

The gender differentiation of Metsimaholo is similar to the national and provincial character, suggested at 55% Female and 51% Male. The figure below explains the whole demographic character of the municipal area.

MONTHLY HOUSEHOLD INCOME



EMPLOYMENT



2. THE ECONOMIC CONTEXT

In understanding the economic status quo of Metsimaholo, the following realities are noted:

- According the Centre for Development Support, University of the Free State the Metsimaholo Region contributed to approximately 21,6% of the GDP in the Free State during 2004.
- Metsimaholo contributes 68,1% to the GDP in the District

“...Metsimaholo has been earmarked as the development nodal point for the following 20 years! ...” General Economic Tendencies: According the Centre for Development Support, University of the Free State the Metsimaholo Region contributed to approximately 21,6% of the GDP in the Free State during 2004. The growth rate has been 2,6% per annum since 1996 – 2004, which is significant higher than the rest of the Free State. The current GDP for 2004 confirmed R13`222`440`000.” However, between 2005 and 2009 there has been some economic downturn which affected the continued growth rate of the Metsimaholo Region to the provincial economy. Secondly, there has been shift in sectoral contribution to regional output, with the tertiary sector becoming more valuable than the primary and the secondary sectors.

Accordingly, the Metsimaholo economic performance has been rated highly compared to other municipal areas in the Free State Province. The following table provides some of the data in this regards.

Municipality	GDP contribution %	Population Size %	Employment Contribution Rate	Unemployment rate	Poverty rate
Mangaung (Bloemfontein)	31.35	21.5	59.6	37.8	41.0
Matjhabeng (Welkom)	15.04	18.7	52.9	39.5	48.1
Maluti-A-Phofung (Phuthaditjhaba and Bethlehem)	4.33	13.2	34.1	61.7	65.7
Metsimaholo (Sasolburg)	21.61	4.2	76.2	33.4	31.6

“According to the table Metsimaholo performs extremely well compared to the other larger municipalities. Its population is only 4.2% of the Free State but it contributes 21.6 to the GDP of the province with the highest employment rate of 77.2%, lowest unemployment rate of 33.4%, and lowest poverty rate of 31.6%. This favourable condition is mainly due to the large

chemical industries in Sasolburg and large percentage of wealthy pensioners staying in the area. In addition, Metsimaholo produces almost 92% of the manufacturing, 96% of the water and electricity, and 100% of the mining and quarrying in the district.” (Economic Analysis: 2009).

Driving the economic performance of Metsimaholo is primarily the petrochemical industry. Metsimaholo is hosting one of the most significant petro-chemical hubs in the Southern Hemisphere. A total number of 6901 people are employed by the major industries producing a wide variety of products from waxes, synthetic rubber, polymers, liquid fuels, solvent blends, phenol, polypropylene product, nitrogenous products etc. The main factories are Sasol (responsible for 13% of the GGP of the Free State) Natref (the only inland oil refinery in the country provides approximately 12% of the country’s fuel and diesel) Karbochem, Safripol and Omnia. Two industrial parks have been developed that includes Chem. City and Naledi Industrial Park. Chem City is a Sasol owned initiative aimed at the development and establishment of small businesses in the downstream chemical industry. Naledi Industrial Park is privately owned and approximately 95 stands have been sold out.

The main components of Metsimaholo

Sasolburg is located in the heart of worldly renowned coalfields. This modern and predominantly industrial town is further located in close proximity (20km) to the nationally well-known industrial areas of Vereeniging / Vanderbijlpark. The Sasolburg / Zamdela urban area is 340km from Bloemfontein and 80km from Johannesburg. Apart from the internationally known SASOL “oil from coal refinery”, a vast number of by-products including olefins, waxes, alcohols, tar products, inorganic chemicals, rubber, gases, plastics, fertilizers, etc are manufactured in the area.

The Deneysville / Refenggotso urban area is situated in the north-eastern section of the Metsimaholo Region, approximately 36km east of Sasolburg and 350km north-east of Bloemfontein. Other larger centres such as Vereeniging and Vanderbijlpark are all within 50km from Deneysville. There are non-worth mentioning industrial activities present in the community. **Industrial activities are exclusively related to the boating industry.** The town’s close proximity to the coal mining and industrial activities in Sasolburg and its nearby location to the large industrial complexes of Vereeniging and Vanderbijlpark, definitely and perhaps negatively, influence economic activities in Deneysville. **The strong recreational character of the town further enhances this phenomenon.** The largest number of the inhabitants of Refenggotso, is employed in Sasolburg and the adjacent industrial complexes of Vereeniging and Vanderbijlpark. Refenggotso can thus be labeled as a typical satellite residential town to the surrounding industrial areas. These factors contribute to the relatively low level of economic activity in the Deneysville area.

The Oranjeville / Metsimaholo urban area is located within the former district of Heilbron. **Oranjeville is situated on the riparian of the Vaal Dam** in close proximity to the northern boundary of the Free State Province. The area is accessible by road and within 55km from Sasolburg, Vereeniging, Frankfort, Heilbron and Villiers. Although the prominent economic

sector of the area is agriculture, it is subsequently strategically situated from a recreation and **tourism point of view**. This is in view of the fact that the town is bound on three sides by the Vaal Dam and located in close proximity to the Gauteng metropolitan area. It is also linked to several other towns in the vicinity.

The Vaal River and Vaal Dam form the northern boundary of the area, which also serve as the boundary between the Free State and Gauteng Province. A significant portion of the Metsimaholo Region is included in the Vaal River Complex Regional Structure Plan, 1996 (former Vaal River Complex Guide Plan, 1982). Vaal River Regional Structure Plan is a statutory land use control document, which is applicable to amongst other land located along important water resources such as the Vaal Dam, Vaal River and Barrage. All Guide Plans compiled in terms of the Physical Planning Act (Act 88 of 1967) were declared Regional or Urban Structure Plans in terms of Section 37 of the Physical Planning Act (Act 125 of 1991). The Vaal Dam often referred to as the Highveld's Inland Sea, is the most prominent topographical feature in the region. This vast expanse of water covers some 300 square kilometers. It serves as Gauteng's principal source of potable water and is a popular water sports and water related adventure venue.

Current Development Initiatives

- Regional Government Department offices are relocated in Sasolburg according to Government policy.
- Additional industrial park is proposed to be developed in Metsimaholo Local Municipality
- The Chem City industrial development and Naledi Park industrial development in the Sasolburg Industrial Area.
- Development along the river banks of the Vaal River.
- A real estate development policy, regarding holiday accommodation, is endorsed in Oranjeville to **stimulate growth of the tourism sector**.
- The Deneysville community consists of an **active tourism forum** which was recently awarded R15 000–00 to **enhance the tourism in the area**.
- Water from the Lesotho Highlands Project will ensure permanent full levels of the Vaal Dam and it is envisaged that the potential of the dam **as tourism destination** will be improved.
- Proper and strict development control adjacent the Vaal Dam and Vaal River Barrage by means of the Vaal River Complex Regional Structure Plan, 1996 (formerly known as the Vaal River Complex Guide Plan, 1982) ensure a sustainable environment and enhances the tourism potential of the area.
- The Lizard Point development could be considered as an entire new town, comprising of nearly 600 residential erven which are in the process of being developed, immediately and north of Oranjeville/Metsimaholo.

1.1. Mining

Although not a big contributor to the local economy approximately 50% of the land area of Metsimaholo has the potential for coal mining. There are currently two operative coal mines in the area i.e. Sigma Colliery that mainly supplies coal to Sasol for its power and steam plants and New Vaal Colliery that supplies coal to the Lethabo Power Station.

1.1.1. Molensteen Pan 129 (Zamdela)

“General Smuts [former Transvaal Government] made approximately £ 1,180,000 available for the construction of the Union Buildings [Presidents Offices] on Meintjieshill, Pretoria, during 1910 until 1913. Interesting to note is that some of the building material utilized in the construction of the buildings, more specific sand stone building – blocks, was inter alia exploited from an area, situated south of the existing Harry Gwala, Sasolburg. This area is better known as Molensteen Pan 129.”

Considering the weight of the building blocks and the fact that these blocks were transported by means of ox – wagons, over pure sand, to the Sasolburg Railway station, the workmen constructed a road paved with sandstone. Some of the farm houses in the area can still be identified where farm owners utilized the same building material. Molensteen Pan was sold to Taaibosch Power Station during 1954.

1.2. Agriculture

Agriculture is an important character of the area although it does not provide a significant contribution to GGP of Metsimaholo. There are approximately 853 farms in the region with 693 commercial farmers that mainly produces maize, sorghum, sunflower, wheat, and dairy farming. However, a lot of identified agricultural land is owned by the Anglocoal and SASOL. According to Anglocoal’s expansion initiative, most of the agricultural land will be mined in future.

There is an identified municipal land areas for agriculture, and this includes the Moidraai area.

1.3. Tourism

Tourism currently contributes a small percentage GGP of Metsimaholo. There are not many tourism facilities and attractions available in the area although it has the potential to develop into a preferred destination area, if properly planned and marketed. The areas of real attraction include the Vaaldam at both Deneysville and Oranjeville with the Jim Fouche Holiday Resort, Abrahamsrust, Etienne Rousseau Theatre, and environmental facilities such as the Highveld Gardens, Bird Sanctuary, and Riemland Eco Park. There is only one cinema in Sasolburg with limited restaurants in the area

Because of its diverse tourism potential and attractions i.e. Sasolburg (Sport and Nature) Deneysville and Oranjeville (Vaal dam), a proper and coherent tourism strategy needs to be developed that will assist in managing the tourism potential of the area.

The following products are identified in the area:

- The History of Zamdela (the heritage initiative)
- The Vaal Dam with boating and sail sure week during September including Bird Watching opportunities
- Gallery 88 Art Gallery at Sasolburg
- The Zamdela Arts and Cultural Centre
- The Highveld Gardens in Sasolburg
- Abrahams Rust Recreational Area
- Jim Fouche Resort
- The Vredefort Dome at Vredefort
- The Viljoensdrift Police Station as one of the “oldest” developments in the Northern Free State
- The National Heritage Site in Deneysville
- Coal broock Mine Accident (1968) on the Farm Mooi Draai (Zamdela)

Three scenic routes were recently identified as having tourism potential, although upgrading thereof is a prerequisite. Two thereof run virtually parallel to the Vaal River in the Koepel area and comprise of extreme beauty, unique topography and landscape features. Development of the identified scenic routes should be endeavored to enhance the tourism potential of the area. In a sense, these roads should be considered as "tourism development corridors" and land use changes adjacent thereto, relating to tourism, should favourably be considered. The following roads are highlighted in this regard:

- The Koepel Scenic Route (Sections of Roads S 264, 212, 80 & 713);
- The Vaal Eden Scenic Route (Sections of Roads S 1052 & 171); and
- Road R 716 (north of the Vaal Dam) and sections of road S 159 (south of the Vaal Dam to Jim Fouché Resort) providing relatively good access to various sections of the Vaal Dam.

1.4. SMME Development

There is a surprising number of SME's and informal businesses operative in Zamdela. There is however a general lack of support available for the emerging entrepreneurs that includes aspects such as facilities, financing, business skills, and business equipment etc.

A survey was conducted amongst these entrepreneurs and the outcome of the survey will be provided later in the sector. An exception is the recently established Kgodiso Business Center, a container city; that will accommodate 28 informal businesses. This business sector has a huge potential to grow and to make a significant contribution in reducing

unemployment and contribute to the GGP of the area. Much more support will however be required to develop and sustain this sector. SEDA (Small Enterprise Development Agency) has recently established an office in Sasolburg and can make a meaningful contribution to support the emerging entrepreneurs.

1.5. Status of SMME's:

- A survey of SMME's survey was done extensively in 2005 in Zamdela and 770 businesses were surveyed. In Oranjeville and Deneysville most of the businesses were surveyed.
- According to the above table 80% of the businesses are informal and their survey is therefore much more biased towards the informal/SMME type businesses.
- 37% of the business survey exists less than 2 yrs. This means that almost 342 new entrants come into market during the past 2 yrs. For the past 5 yrs the number of businesses increased by 593. Only 3% of the businesses are longer than 20 years in business. If one considers the maturity rate of businesses to be 7 years one can expect that a large percentage of the 593 businesses will cease to exist. This reinforces the importance of providing proper mentoring support and capacity building of new businesses.
- reinforces the need for more formal planning and creation of a business area/center for Zamdela.
- The above profile reinforces the importance to ensure that SME's get the necessary support to sustain and grow.
- Registered business such as a private company and closed corporation is not the popular choice to do business and only represents 7% of all the businesses. Informal businesses represent almost 37% of all the businesses and once again reinforce the importance of providing support, advice, and assistance to informal traders
- The most popular business is general dealer (36%) fruit and Vegetables (17%) and Beauty and Hair (11%). Other products that have a high number of dealers is Clothing (7%) motor Industry (6%), public phones (5%) alcohol (4%).

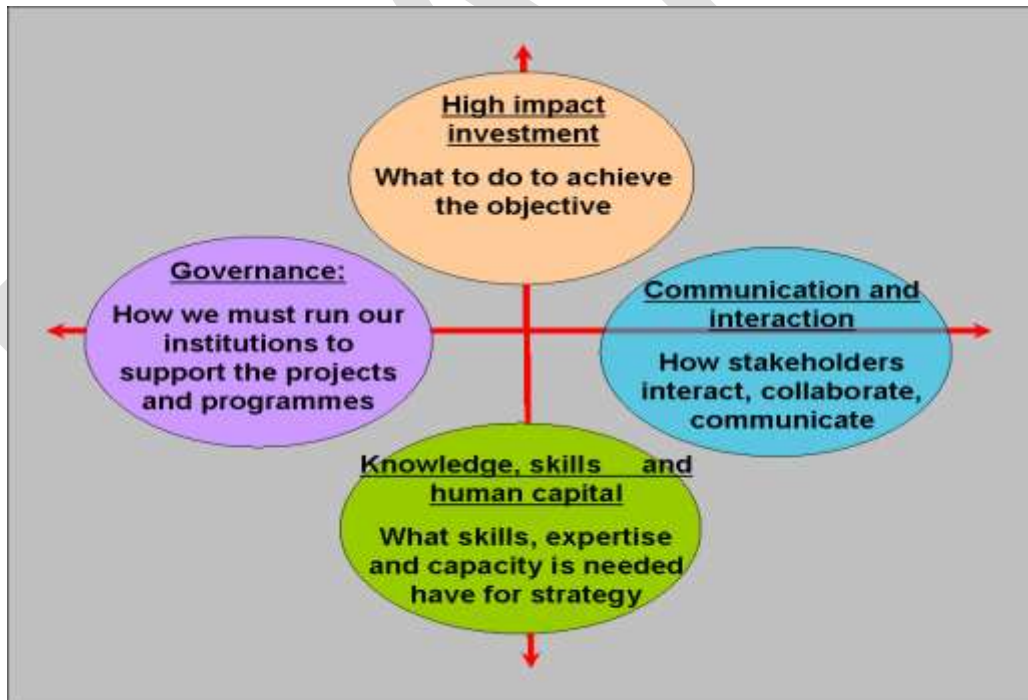
In reviewing the LED Strategy, a deeper focus will be placed on challenges, constraints as well as opportunities in maximizing individual sectoral competitiveness, and intersectoral linkages to aggregate the municipal economic competitiveness. In essence, this means the need to identify enablers to attract both public and private sector investments in the municipal area.

FOUR MAIN STRATEGY INTERVENTIONS

The ultimate strength of the strategy is defined within its ability to create the link between the objectives and intended impacts. This link is referred to as interventions. The interventions are informed in a number of factors, including the desktop research combined with growth theory, a process of interaction with the business sector, and competitiveness theory. The trends and issues from these sources should be aligned as well.

In responding to the key strategic interventions, the German Development Foundation, GTZ, has developed a tool to which such interventions can be explained. The tool, COMPASS, is utilized to define the linkages of four areas of intervention.

The four areas of interventions are defined as High Impact Investment; Governance; Knowledge, Skills, and Human Capital; and Communication and Interaction. The diagram below indicates the four areas.



FOUR AREAS OF INTERVENTION

The first intervention area is **High Impact Investment**, which is the core of the four interventions in local economic development. The result areas include the following:

- Locality development includes infrastructure, spatial development (including access and linkages), protection and development of the environmental assets, urban renewal, tourism facilities and even lifestyle facilities.
- Subsectoral development, which includes diversification of the economy, value chain development and business retention, all focused on development of the competitive advantage of the locality. For the locality, urban development and development of the district have been linked under corridor developments to strengthen the integration of the economy and support value chain development across the municipal area.
- Public good investment: this refers primarily to investment in land, the environment, economic assets, production facilities, machinery, equipment and other productive assets that are used by multiple stakeholders. An example may be the development of public buildings in the city centre to provide improved shopping environment, the development of a produce market, small business hives, agricultural showground, etc.
- Local venture capital fund: while it is not necessary that such a fund be limited to the district, or “owned” by anyone in the district, it is necessary that access to investment funds that target the locality, syndicate risk and respond to criteria that address the constraints of investors in the locality.
- Stimulate new sectors: public and private investment is required to stimulate sectors which build on the advantages (strengths) of the locality. The approach should be to stimulate a diversity of sectors to see which “take” – ie: which sectors find champions and investors. Sectors include high-technology products, innovative products, knowledge sectors, arts (visual, performance and written), experiential tourism, alternative technology, banking, business process outsourcing, education and sports development.

In the context of municipal policy imperatives, some of the responsibilities for High Impact Investment fall within the realm of either the district, provincial and national jurisdiction. This calls for cooperation and coordination. This explains the inter linkages and relationship between and among interventions. “However, it is essential to bear in mind that, while high impact investment is a necessary requirement for economic development, it is not a sufficient condition. It is dangerously easy to focus only on this aspect of the strategy, to the detriment of sustainability, equity, diversification, competitiveness and catalytic / multiplier effects. The other three areas (efficient governance, human capital development, and communication and integration) provide the “enabling environment”, supporting the efficiency, effectiveness of economic activities.”

The second intervention area is **Knowledge, Skills and Human Capital**. This is the strategy intervention which focuses on knowledge, learning and growth. It has five result areas, namely:

- Collaboration to improve competitiveness. This result area addresses aspects such as networking of similar companies to learn from each other and share experiences and research
- Targeted vocational training. This includes improvement of academic skills development to meet the needs of the economy, lifelong education and training, to improve skills and education of those already in the workforce and the unemployed to allow for improved employability, and improvement programmes for management in both public and private sectors

- Targeted skills attraction and retention. This includes affordable middle-income housing, affordable quality education and health services, affordable public transport systems, good personal safety and security, and leisure and entertainment facilities and choices.
- Targeted capacity development to undertake economic development in the public sector
- Business development support, especially to new business (SMMEs)
- Development of a subsector research and innovation capacity.

Critical is the role of the all educational institutions to focus priorities to provide skills for the local economy.

The third area of intervention is **Efficient Governance**. This strategy intervention has seven main result areas, namely:

- Reduced red tape – i.e: decision-making criteria are clear and processes are efficient and effective. Legislation and bylaws are clear and are implemented equitably, effectively and efficiently
- Needs-specific operational planning and budgeting: Improved planning and budgeting at all levels to meet the identified economic development needs. This area includes effective co-ordination between public sector role players in planning, budgeting and implementation
- Effective land-use management: Land use planning and management balance economic development with social and environmental needs, have clear criteria and are efficient. Also, land claims are finalized to transfer
- Transparent and principled government. This would include availability of information on government decisions, and cost-effective recourse against inappropriate, ad-hoc or damaging decisions
- Effective public procurement and investment to stimulate economic development
- Organisational responsibility is aligned to interventions – the appropriate organizations undertake interventions, and organizations are structured, resourced, have systems and activities appropriate to their mandates
- Quality, current and accessible economic and investment data. This result area is placed under the governance intervention because it is a public good and affects decision-making within the public sector and the private sector. It does overlap somewhat with the “learning” intervention and with the monitoring and evaluation function of the “collaboration” intervention.

The last strategy intervention is **Stakeholder Communication and Interaction**. This is the intervention which provides a framework for support interactions between stakeholders, a communication service and supports a planning and monitoring function. It has six result areas, namely:

- Facilitate and support a Local Growth Coalition. The Coalition will act as an advisory “Board” and act as a structure for co-ordination and shared problem identification, planning and monitoring between public and private sectors.
- Inter-governmental relations forums promote joint planning, budgeting and aligned implementation

- Promotion of organization of private sector stakeholders across sectors and localities
- Support to policy and programme linkage: provision of analysis, advocacy and access to decision-makers to influence policy to improve the business environment in the district, and draw down support from existing programmes to support local initiatives
- Partnership programme to promote PPPs and business-business partnerships, including partnerships to optimize use of public assets
- Monitoring and evaluation of economic development.

CATALYSING SECTORAL DEVELOPMENT THROUGH KEY INTERVENTIONS: A CASE STUDY FOR AGRICULTURAL, TOURISM AND SMME DEVELOPMENT

A. AGRICULTURE

There is a growing need to solve the host of problems faced by the Agriculture sector in a more integrated manner, within the framework of sustainable development. Agricultural sector strategies have veered between maximizing agricultural growth through promoting commercial crops and emphasizing food production / self –sufficiency and import substitution on the other. There are however various strategies to improve this sector, e.g.

- Agriculture Diversification
- Agriculture Beneficiation (Agribusiness)
- Tools & Instruments

Each of these components is synoptically discussed in the subsequent paragraphs in order to highlight the salient features which must be incorporated into the strategic framework that is developed in the subsequent section.

Agriculture Diversification

Farmers on a global scale have become increasingly diverse in their agricultural produce over the last few decades. This means that traditional crops such as maize and wheat less important as a source of livelihood while other farming practices such as permanent crops, hydroponics, organic farming, bio-technology etc. have become more important and profitable. Some degree of diversification has always existed in the Agriculture sector. After all, farming is grounded in the seasonality and risky nature of planted crops. Diversification is thus seen as a method to cope with risk and crop vulnerability.

In terms of Local Economic Development, Agriculture diversification is seen as a livelihood coping strategy for the farmer; increasing profits through new products such as olives, organic farming and essential oils; broadening the local export base; and the creation of additional employment opportunities. Agriculture diversification also has indirect spin-off effects on the Secondary sector. Opportunities are now created in the agro-industrial sector in terms of packaging and value adding, which creates even more employment opportunities.

Viable agricultural crops, with clearly defined markets therefore need to be identified for available agricultural land and planning programmes initiated within the municipal area. As part of these strategies, new and innovative agricultural practices need to be taken into cognisance.

It has become evident that traditional agricultural production methods will not be able to meet the demands of a growing South African population for much longer. Towards the end of the 20th century, Research and Development subsequently focused on the development of alternative food production techniques that would be able to address increasing demand in a safe and sustainable way. In this context, the biotechnology industry gained momentum towards the end of the 20th century. Biotechnology is defined as “the application of scientific and engineering principles to the processing of materials by biological agents to provide goods and services” (OECD, 1982: 18).

The application of biotechnology in value-added agricultural production in Metsimaholo is therefore an important strategy to improve the output of the sector and to contribute towards the diversification of the economy.

Agriculture Beneficiation (Agribusiness)

Agribusiness may be defined as all market and private business-oriented entities involved in the production, storage, processing and distribution of agro-based products, in the supply of production inputs, and in the provision of services. Agribusiness is an integral component of rural development, and forms part of the strategy to improve regional and local economic development and ensure food security.

Since earnings from the simple sale of raw produce may be lower and more volatile, the addition of such “downstream” activities can improve a community’s local economy, create new employment opportunities and contribute to environmental sustainability. Agricultural value-added enterprises represent excellent business development opportunities for the local community. This is mainly because the community is located near raw agricultural inputs, which can be turned into a competitive advantage.

Agribusiness enterprises are primarily labour intensive small and medium enterprises located near agricultural production sites in rural areas or in rural centres. Economic success of these agricultural enterprises is increasingly determined by the performance and capacity of upstream and down stream sectors. Agribusiness entities need to respond by improving their efficiency and market orientation. What is required in agribusiness is access to expertise, the availability of market information, and sufficient management skills.

Agribusiness support in it-self must be an integral part of the economic development concept, and must be targeted towards the creation of jobs and income in rural areas. In line with a common business concept, the guiding principle is always the market orientation of all support services. Employment promotion and poverty alleviation in rural areas are additional goals of promoting agribusiness. Agribusiness does not only focus on

the primary production of products but also requires additional workers. New employment opportunities are created in the processing industry and, especially, in the service sector.

Experience shows that there are some areas that offer particularly high potential for the successful promotion of the agribusiness sector. These interventions include:

- Product quality trade
- Management of agribusiness –related support services
- Development and management of market infrastructure
- Management of food chains
- Voluntary organisations and co-operation in production and marketing

With declining employment in the South African Agricultural sector, workers leaving farms are more likely to be able transfer their skills to value-added enterprises than to non-agriculture manufacturing and service industries. Creating value-added jobs can improve the diversity of the local economy, increase local incomes, capture higher profits locally, and use the local natural resource base more efficiently and sustainably.

Tools and Instruments

Tools and instruments are defined as something that gives the ability, capacity, responsibility and accountability to achieve the desired goals and objectives. Efficient tools and instruments in key interventions are needed in the Agricultural sector, to facilitate the cost-effective delivery of agricultural services to the community. Some of the most important instruments that can be utilised for the capacitation of communities relates to the transfer of knowledge in terms of:

- *HIV/AIDS* and its influence on productivity. This instrument is best implemented and utilised if the coordination of the relevant (health) authorities with the rural development initiatives is viewed as a priority. The influence of HIV/Aids should be anticipated / viewed as a long term.
- *Knowledge management* is a relatively new instrument to agriculture LED. This instrument entails the improvement and optimal utilisation of tacit knowledge within the communities. However this also includes the transfer of explicit knowledge to the communities within the local area. Usually this instrument is placed under the ambit of the “human resources development programme” and is also included under this heading in the strategic plan.
- The use of *appropriate agricultural technologies and techniques* is a major element that requires attention. The rationale behind the utilisation of appropriate technologies and techniques will increase the agricultural yields in addition to the protection of the environmental resources. This increased productivity can be viewed as the relationship between the input and output ratios. The following prerequisites need to be in place afore such activities can be successfully implemented:
 - Better and more effective co-ordination between government agencies.
 - More effective communication of agriculture policies and application procedures to front line staff.
 - Practical training, education and awareness building.

- Technology demonstrations.
- The *improved communication* between all the local role-players and stakeholders are required as the primary element that influences the implementability of the agriculture expansion initiatives.

This should also be strengthened through the formalisation of collaboration between the agriculture and other sectoral activities.

These above mentioned approaches to the agriculture services are by no means exhausted, but provide a clear indication of the specifics required in order to utilise LED as a vehicle to improve the “wealth situation” of especially the rural and poor communities.

Ongoing policy developments should anticipate/consider the long-term impact of development activities and therefore strive to continuously “update” the information database of the economic situation within Metsimaholo. This should be done through ongoing research which should inform the implementation strategy of the initiatives.

It is vital that poverty reduction objectives are translated into straightforward operational guidance for programme preparation, implementation and monitoring. Therefore it must be set out how poverty reduction approaches, at all stages of sectoral programming, might be introduced into Agriculture sector approaches.

The following guidelines should be incorporated to facilitate the utilisation of agriculture development in order to reduce poverty:

- Coherent Pro–Poor Agricultural Sector Policy Framework.
 - Increase agricultural productivity; lower transport costs; increase rural, employment and food security; and integrate remote and lower potential areas into the growth strategy.
 - Use appropriate institutional structures to encourage the private sector and civil society (e.g. decentralized services).
 - Encourage the private sector and enhance market reforms (increase competition between traders).
- Public and Private sector institutions.
 - Define the roles and responsibilities of the public and private sectors, taking account of local situations.
 - Build institutional capacity to manage the programme, and to provide rural services, especially at the local level (note that once again strong linkages with the human resource development component).
 - Introduce new management practices to tackle biases against poor farmers and women.
- Improve the target resources.
 - Increase funding of agricultural activities.

- Target a greater proportion of funds, directly at groups of poor farmers and women.
 - Increase investment in lower potential areas, and develop services for the poor and women, to integrate them into the growth process.
- Ensure the participation of the poor and women in programme preparation and services.
 - Organisations representing poor farmers and women must be consulted in programme preparation reviews.
 - Donors and governments may need to encourage the development of institutions that represent the poor and women.
 - Invest in information systems to allow effective programme design and evaluation.
 - Establish systems for evaluating the impact of measures on poverty.

Agriculture plays an important role in determining the livelihoods and standard of living of the poor in the region, particularly when the poor are asked to pay for their use of basic social services. Increasing agricultural productivity is therefore, a key area in the fight against poverty. For the poorest, whose only asset is their labour, returns are vital.

There is an urgent need to ensure that poverty objectives are better integrated into a strategy for growth promotion, and reflected in the programme design and operational guidelines.

Economic Infrastructure Support

Basic infrastructure has an impact on the socio-economic conditions of a community. The lack of infrastructure and basic services induces a risk adverse environment. The efficiency of a municipality in terms of infrastructure provision influences business location and investment as well as the feasibility of tourism initiatives. Infrastructure includes access to land, buildings, road networks, and services such as electricity, water, waste collection and sewerage services. Infrastructure development is regarded as one of the most prominent methods of employment creation, due to the high level of labour intensity that can be related thereto.

It is imperative that the Municipality provides sufficient basic infrastructure and services to the residents, in order to improve the living conditions as well as to create an attractive business and investment environment. Infrastructure development should be done in a labour intensive way, creating employment opportunities for the local community, including women, children and the disabled. This form of employment generation has been recommended as a successful method of government intervention for local economic development in South Africa.

Labour intensive public works start to show results relatively quickly. Urban-clean-up programmes for example, can be implemented within a year. Unlike income grants – which require immense state capacity to target their intended beneficiaries while avoiding fraud – low-wage, labour intensive public works are self-targeting. Unlike grant systems, labour intensive public works are easily stopped when they are no longer necessary. However,

the most important difference between a universal income grant and a labour-intensive public works strategy is that the latter is affordable (Business Report, 10 April 2003).

The main reason these public-works programmes have stayed small in South Africa is that they lack the involvement of the private sector (and corporative state enterprises such as Telkom and Eskom). Experience has shown that government departments cannot provide large-scale delivery on their own.

If the Metsimaholo Local Municipality should implement a new expanded labour-intensive public works programme, it would have a significant impact on public morale and investor confidence. It must however take the form of a public-private partnership (PPP). Because the business conditions in Metsimaholo are still of elementary nature, organised institutions and business collaborations should first be established in the area.

The Metsimaholo Local Business Chamber should include a network of all formal organised business stakeholders (farmers, industrialists, and other businessman) in the area that could consequently start working together with the Municipality in order to implement large scale ventures such as the public-works programme. A large-scale labour-intensive public works strategy would bring together the municipality and business to build infrastructure, provide training and create jobs for the unemployed.

The unemployed would gain income, marketable skills, confidence and dignity.

Business would gain directly from contracts won in return for use of labour-intensive techniques and indirectly from improved infrastructure and a better investment climate (Business Report, 10 April 2003). In this way, the business community and residents will feel that government is doing something tangible about unemployment.

B. TOURISM DEVELOPMENT

According to Gunn (1994) tourism is defined as “the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations and the facilities created to cater to their needs.” The development of the Tourism industry has been identified as one of the sectors with the most significant opportunity for development, growth and job creation in the country.

Tourism is regarded as a cross-sectoral industry because it represents linkages with the retail, manufacturing, transport, electricity and financial sectors. During the LED Indaba conducted in Carletonville, tourism was identified as a sector, which must be embraced as a viable economic development option that can contribute to the municipality’s economic characteristic.

Therefore, tourism must be recognised as a (potential) generator of wealth and jobs, if Metsimaholo is to reach its full potential at both local and national level. Tourism has the potential to contribute to the development of local infrastructure, creating and supporting

amenities and facilities that benefit local residents and business. Tourism potential to enhance both the natural and built environment must be recognised.

CRITICAL SUCCESS FACTORS

In order to successfully implement tourism activities that will act as a driver of LED in the Study Area, a number of preliminary requirements must first be considered. These requirements determine the success and implementability of tourism and are dependant on the enhancement of the following factors:

A. Working Partnerships

This aim of these working partnerships must be to maximise the benefit that tourism generates and is based on forging stronger links between tourism and the other economic sectors such as retail and transport. The working partnerships should be forged between the following entities:

- Business with business (B2B)
- Business with support agencies
- Support agencies with each other
- Communities with business and support agencies

This is vitally important as these two sectors in particular have a major influence on the tourism” experience”, and which also benefit from tourism. It is important that the needs of both residents and visitors are balanced throughout the development of appropriate policies and planning. The decision makers should be convinced in the other sectors that their interests are interdependent with tourism. It is also essential that the agencies, who are involved in protecting and restoring the built environment, and managing the natural environment, implement policies that will support the development of sustainable tourism.

B. Increased Profile Of Tourism

It must be well demonstrated that tourism is vital to the economy. It has important economic value, and benefits both rural and urban communities. It also enhances the value of culture, heritage and the natural environment. The entire community has a vitally important role to play if tourism is to become more successful, for example by welcoming and helping visitors, ensuring the maintenance of a litter-free environment, and involving visitors in local events and festivals.

Worldwide tourism is growing. There are thousands of travel options to the consumer. Therefore, any municipality or city must market itself aggressively and consistency to ensure that it remains at the forefront of the potential visitors mind as it jostles for attention with an increasing number of alternatives.

The challenge should be to develop a distinctive market position that competes with many other destinations, some of which will be offering similar experiences and packages. An understanding of how people perceive Metsimaholo as a destination, including its natural and built environment, culture, its quality of service and value for money.

Suitable markets must be identified and targeted using strong branding and a clear message about what is offered. The key should be to identify the most likely customer leads, and convert more of them into firm bookings. These markets must be developed in a manner that is suitable for the position that the area envisages itself, in relation to the strategic market position.

For a region to position itself as a tourist leader in the key market requires:

- High brand awareness-amongst target market groups.
- Increased conversion from awareness to sales in target market.
- Increased direct access opportunities from the target markets.

These requirements should be supported by the following guidelines that will ensure that the place marketing of the region keeps constant alignment with the trends within the target market as well as the industry as a whole.

- Keep marketing under consistent review, adapting it as customers change and new cost-effective techniques evolve.
- Identify key products; assess their scale of opportunity and the resource requirements needed to exploit the potential, in order to develop the product portfolio.
- Provide support to tourism business with reference to the development of marketing skills, marketing opportunities and effective use of the internet for marketing.
- Identify target markets and consumer segments that will offer best return on investment and use appropriate media to maximise return on investment.
- Lobby as a group to increase the number of direct access routes.
- Undertake joint marketing with appropriate direct access transport operations. Inform customers of their direct access options.

Additionally the success of the entire municipality is based on the following key support factors:

- Successful business leadership.
- Enhanced product and service.
- Invest in people and skills.
- Promote sustainability and activities in an environmentally friendly manner.
- Promote community based approaches and capacity building.
- Maximise geographic comparative advantage in tourism development.
- The promotion of cost sharing.

C. SMME DEVELOPMENT

Small, Medium and Micro Enterprises (SMME) are recognised worldwide for their potential to generate job opportunities, particularly when the economy is in a downward trend. In the first part of this study, which included the assessment of the local economy, it was found that the formal economy is simply not able to absorb all the newcomers to the labour market in wake of the declining gold mining sector. It is furthermore highly unlikely that this trend in the local economy will be reversed, at least not in the short to medium term. This situation suggests strongly that SMMEs provide one of the only possible ways to reduce the current high level of unemployment and poverty in Metsimaholo.

In the wake of structural adjustment (due to the withdrawal of government incentives) and comprehensive external trade liberalisation, the comprehensiveness of small and medium enterprises has deteriorated somewhat. Obvious indicators for this lack of competitiveness are for instance products of insufficient quality, low productivity, outdated plants and the productivity of the entrepreneur and his staff. Therefore, SMMEs need business development services such as information about new markets, technologies or quality standards as well as advice and training in various fields.

Efforts that entrepreneurs may undertake themselves to remedy these deficiencies on the enterprise level will be successful only within limits. In many countries there is no supportive institutional environment that will assist them in their modernisation endeavours in an efficient and competitive way. Existing services offered by private or public providers frequently do not correspond to their needs or they are too expensive. As SMMEs are underrepresented in established business associations and their own SMME associations are weakly politicised, they are lacking an efficient lobbying group. Therefore, the creation of an enabling institutional environment for SMMEs, including service providers specialised on SMMEs as well as component lobbying organisations, is an important task in SMME promotion.

This sub-section presents SMME development as a possible strategy to exploit the potential as listed in the aforementioned sub-paragraphs. A critical prerequisite for successful SMME development is entrepreneurship. Entrepreneurship in this regard does not only refer to knowledge and experience in business administration, but most importantly, to a high level of motivation, drive and work ethics.

SMME promotion interventions

Interventions need to be geared towards strengthening the performance and competitiveness of enterprises. Target groups are medium sized business and small business that have a sustainable potential for growth and typical interventions include:

- Promotion of the sector–political dialogue between SMME representatives (e.g. chambers, associates) and the government administration (e.g. ministries) through capacity building on both sides and intensifying the dialogue;
- Improvement of framework conditions and creation of an enabling environment through advise to provincial departments for industry and economic affairs and other relevant public institutions on the design of economic, legal and institutional frame conditions for private sector;
- Organisational development of SMME organisations, thus enabling them to contribute to improved SMME competitiveness through enhanced lobbying capacity and professional competence;
- Facilitating access to business development services (BDS) through the development of markets for services. Private and public providers need to offer specifically those services that SMME ask for and willing to pay for. Support for such a market includes networking, role clarification and advice to different protagonists (private service providers, SMME promotion agencies, ministries, donors etc.).
- Support of horizontal and vertical cooperation between enterprises, in particular by using cluster and value chain approaches including advice for building up linkages between several SMMEs and between SMMEs and large or international enterprises.
- Export promotion for the SMME sector through brokering of contacts to African and European importers and information about quality standards, market trends and participation in fairs.
- Management and business consulting on enterprise level through capacity building of local consultants and consulting of firms including advise in order to increase efficiency in all enterprise domains such as procurement, production, sales and financing as well as special issues such as joint ventures and privatisation.

Experiences in SMMEs promotion over the last few years have shown that an improvement in SMME competitiveness cannot be achieved solely on the level of the individual enterprise. What is needed is an approach where interventions target different levels simultaneously: the macro level (stability oriented and enabling economic policy), the meso level (capacity building of private sector organisations, development of support strategies and policies for enterprises) and the micro level (enhancing enterprise performance and their horizontal and vertical integration into a network of linkages and subcontracting relationships). As a consequence, today's SMME promotion ties together many different partners simultaneously.

Localised SMME support

The promotion, establishment and expansion of SMMEs are weighed against the establishment of larger businesses. Larger businesses are mostly multi-locational operations. They are less dependent on their geographic location than SMMEs and do not perceive the local level as a high-priority level of action. They are rarely part of local economic development initiatives and usually deal directly with national government when contributions to development are made. If a given location does not offer satisfactory conditions, it is not rare that a large firm/factory will close down its operation and move elsewhere rather than getting involved in the cumbersome effort of getting involved in a local dialog to negotiate for new incentives and/or services.

The focus of this LED strategy is on SMME development because the mobility of these businesses is much more limited. For SMMEs, the trade-off between the cost of changing location and the cost of participating in local dialog and development efforts tends to be solved in favour of the latter. SMMEs sometimes get actively involved in LED efforts, and they certainly are an important target group for LED initiatives.

SMME promotion and support includes a series of core activities to which several other activities should be added gradually. The core activities and the respective activities are as follow:

- To make the service of economic promotion more transparent and more accessible to the enterprises through enterprise visits, round tables, newsletters and intensification of public relations.
- To enforce the exchange of experiences among enterprises and to create a basis for enterprise co-operation through the organisation of focus groups working on cross-cutting or sector specific topics, initiation of workshops and regular meetings for new entrepreneurs or technical and management staff of existing enterprises, creation of an internet data base to inform on services offered and requested, on free production capacities.
- To intensify the SMME co-operation with the municipality and to strengthen its promotional capacities through the creation of a special training and capacity enhancement programme, for local officers responsible for economic promotion and the organisation of working groups.
- To make the local administration more responsive to the needs of the business community and to facilitate access to administrative services through an institutionalised exchange of experiences between enterprises and the administration.

Tools for SMME promotion

There are several types of strategies or tools that one can use as part of a home-grown strategy to support SMME development in a local economy. These range from the relative simple intervention such as setting

METSIMAHOLO LOCAL MUNICIPALITY

HOUSING SECTOR PLAN



4.3.3 HOUSING SECTOR PLAN

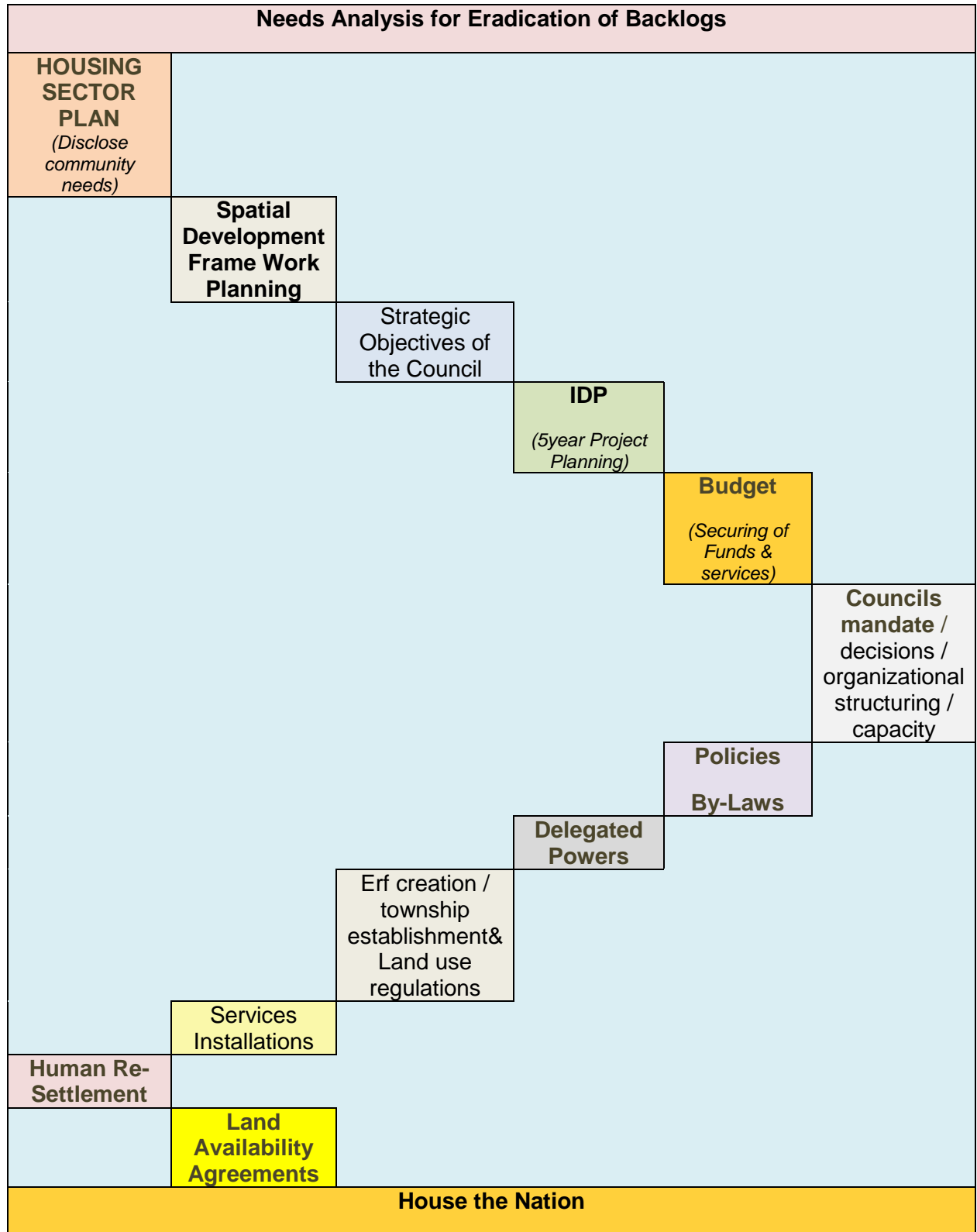
BACKGROUND AND INTRODUCTION

In terms of applicable legislation such as Part 4 (sec 9) of the Housing Act, 1997 (Act 107 of 1997), **every municipality** must as part of its integrated development- and **housing sector planning**:

- take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to **ensure** that the inhabitants of its area of jurisdiction have **access to adequate housing** on a progressive basis,
- to set housing delivery goals, to identify, expropriate and designate land for housing development, conditions not conducive to the health and safety of the inhabitants are prevented or removed (including illegal invasion of municipal land) and services in respect of water, sanitation, electricity, roads, storm-water and drainage and transport are provided which is economically efficient,
- to promote the resolution of conflicts arising in housing development or to initiate, plan, co-ordinate, facilitate and enable appropriate housing development or
- to plan and manage land use and development or to be accredited or to administer national housing programs.

The Reviewed MLM **Housing Sector Plan** was adopted by Council for adoption 29 August 2013.

Key to the Housing Sector Planning are the following **integrated processes**:



It is a well known fact that within the area of jurisdiction of the Local Municipality of METSIMAHOLO, the demand for land, accommodation and services far exceeded the supply thereof. For an example, since Feb 1996 Zamdela indicated an **alarming growth rate** from 4866 to 23`350 even (*representing 381% over 16 years or **23,81% p.a***) - already indicative of the huge challenges for a Grade 9 Local Municipality.

HOUSING RESEARCH (STATUS QUO)

Research confirmed:

- that the area of jurisdiction of the Local Municipality of METSIMAHOLO is in extent approximately 1705,4253 km²,
- that METSIMAHOLO consist of ten (10) main decentralized sectors of (1) Sasolburg (2) Vaalpark (3) Zamdela (4) Zamdela (5) Rental Stock (1`389 units) (6) Deneysville (7) Refengkgotso (8) Oranjeville (9) Metsimaholo and (10) Rural areas, each with its own historical events that need to be administered
- that an estimated **198`080 residents** are residing within the area of jurisdiction of the municipality, representing approximately **48`909 families** with an average **household size of 4.05** per residential house / unit.

Population Analysis: (Feb 2012)

GROUP	2001 CENSUS	PREFERED DATA HOUSING SECTOR PLAN - 2012	%
Black	94`004	140`637	71%
White	21`207	55`462	28%
Coloured	582	950	0.48%
Indian / Asian	185	435	0.22%
Unspecified	0	596	0.43%
115`978		198`080	

- that approximately **62% percent of households** in Zamdela, Refengkgotso and Metsimaholo Townships live in inadequate housing an depressed physical environments qualifying for Government Subsidized Houses
- that **15`343 government subsidized houses** has already been delivered since 1994 to eradicate the EVER GROWING housing backlog for the region.
- that an estimated 9`790 households are residing within informal structures on stands, excluding the number of people living in informal settlements, which has mushroomed over the years, primarily due to population growth and a high rate of in-migration counted to approximately **5`745 households / singles** (rounded to 6`000 as projected by National for Metsimaholo – 3%), and summarized as follows:
 - (a) Sasolburg = 400
 - (b) Zamdela = 3`320
 - (c) Deneysville = 25
 - (d) Refengkgotso = 675
 - (e) Oranjeville = 25
 - (f) Metsimaholo Town = 50
 - (g) Rural = 800 (*Kragbron, Clydesdale, Viljoensdrift, Bertha Villages & Farms*)
- that land invasion remain a serious challenge for the municipality. A recommendation would be to create a position(s) for a **Law Enforcement Officer(s)** within the municipality:
 - (a) to monitor resident movements on daily basis and to act on illegal occupation of land / municipal buildings – to discourage people to reside without consent
 - (b) to monitor illegal building activities
 - (c) to monitor illegal land uses / business activities
 - (d) to monitor stray animals, etc.
- That it appears as if the Local Municipality of METSIMAHOLO cannot win – if it allows erven to be occupied and / or buildings to degenerate it is criticized and if it tries to evict people from erven without consent and / or to fix “bad” buildings such as Thembaletu, it is judged in court. There is even the possibility that unscrupulous “landlords” make a living out of misleading people; selling or renting them land or rooms in buildings they don` t own.
- that a recent court order / judgement highlighted challenges and tension which many municipalities and cities like Johannesburg face in balancing the duty to regenerate declining municipal / city centres and attract development to municipalities / cities against the competing duty of care to the vulnerable occupiers of the derelict and unsafe buildings that comprise the inner city. The Supreme Court Order referred to in the case of *Blue Moonlight Properties 39 (Pty) Limited v Occupiers of Saratoga Avenue and Another* (2006/11442) [2010] ZAGPJHC 3 4 February 2010 (*Blue Moonlight Properties*) for **the**

eviction of residents have dire consequences for municipalities and Municipalities cannot argue anymore that it had ***“no constitutional or statutory duty to provide accommodation to occupiers evicted from (a) municipal or (b) private land”***.

- that municipal housing programs MUST provide in its planning, budgeting and implementation processes for identification and quantification of the needs of vulnerable occupiers to be evicted from land from its emergency housing programme, to provide for alternative land and to give effect to the programme.
- that the global downfall in markets since 2009 had a direct influence in the local community and that local losses in job security accumulated;
- that pressure for increasing household income accumulated;
- that the vast majority of consumers retire without the capital to sustain even a moderate lifestyle and lower interest rates (*in the region of 6% for Sept 2010*) forced more people to access affordable housing;
- that limited land in Sasolburg / Zamdela areas and subject to accessibility of bulk services will force the Council to opt for high density planning (flats) and / or as an alternative to plan for new development areas for an example between Deneysville and Groenpunt Prison;
- that a large portion of the community within the household income category of R3`500.00 to R15`000.00 per month cannot access loans to built their own houses. For this purpose the President in his State of the Nation Address during February 2012 announced certain objectives to assist the communities to an amount of approximately R80`000.00 per beneficiary. This project will have to be refined and / or clarified by National for implementation.
- that notwithstanding the support initiatives from government on loans that there is still residents who opt for rental accommodation and that alternative opportunities such as Social Housing will have to be implemented (*such as `Community Residential Units` – CRU*)
- that an estimated **37`315 houses** (*32`020 formal and 9`790 informal*) have been **erected / built** within the area of jurisdiction of the municipality implicating that approximately **26% of the community still reside in `informal structures`** (*a large component not qualifying for RDP houses*)
- based on tariffs approved by Council (*2011-2012 Budget Volume 3*), that the following reconciliation(s) accounted for Municipal Rental Stock:

AREA	ASSET DESCRIPTION	NUMBER OF UNITS	BASIS	POTENTIAL MONTHLY OPERATING INCOME
Zamdela	Hostel 1	317	R290.00	R91`930.00
	Hostel 2	330	R290.00	R95`700.00
	Hostel 3	389	R290.00	R112`810.00
	Hostel 4	112	R290.00	R32`480.00
	Phomolong	40	R290.00	R11`600.00
	Themba lethu	170	R1091.74	R153`935.00
Total		1`358	<i>R367.05 pm Average</i>	R498`455.00 p.m. R5`981`460 p.a.

- that an estimated 2`617 flats and 2`804 hostels has been built;
- that municipal rental payment at hostels are not on acceptable levels (estimated 15%) due to greed or desperation leading to four families ending up living in a flat meant for one family and this causes the buildings and infrastructure to collapse. Buildings are not maintained satisfactory. The risk is that these rental buildings will become slums and “sinkholes” which might pull surrounding property into the same state of dereliction.
- that contractors for housing delivery be monitored to built quality houses
- that provincial government be encouraged to pay contractors on time
- that as soon as the Division Housing and Property Management Services has been capacitated that an application be submitted for accreditation
- that mining activities around and between Sasolburg and Deneyville limit further expansion of townships. However, Messrs. Anglo Coal on 12 July 2004 confirmed in writing:
 1. *that re-settlement may take place on the portion of the Farms Amelia 518 and Moidraai 44, in the area west of the Sasolburg-Heilbron Provincial Road; and*
 2. *that the area within the thick line situated west of Refenggotso (Portions of Portion 3 and 4 of the Farm MooiPlaats 581 and Portion 1 of the Farm Rosendal 1406;*
- that an estimated **44`450 erven / land portions have been created**, since approximately 1918 (*Land Affairs Audit: 2011 (Reviewed Feb 2012)*)

LAND AUDIT	Township name	Erven	Agricultural Holdings	Farms and farm portions	Rental Stock
Metsimaholo	Sasolburg	7`899			1`782
	Vaalpark	3`032			891
	Zamdela	23`350			1`829
	Deneysville	1`837			73
	Refengkgotso	5`904			6
	Oranjeville	948			6
	Metsimaholo	1`480			0
	Agricultural holdings		468		781
	Farms and farm portions			1`534	230
TOTAL		44`450	468	1`534	5`598

As indicated above the reviewed Housing Sector Plan contains and provided for specific research areas for analysis purposes and specific planning objectives divided into fifteen (15) parts and described as “*chapters*” for easy reference purposes.

BUSINESS (ACTION) PLAN FOR HOUSING SECTOR PLAN

MEDIUM TERM PLANNING OBJECTIVES

- To **acquire suitable land** for accommodation of the general public and informal settlements and to provide for further community needs and development opportunities
- To secure **development nodal points** in the SDF for High Density Housing
- To provide **planned erven** to accommodate informal settlements and provide for future needs and to accommodate further community needs
- To ensure **basic services installations** on erven created
- To **re-locate informal settlements** (below R3`500 pm income)
- To **replace temporary structures** with permanent housing structures
- To **complete the townhouse concept houses at Hostel 2** with 60 – 70 RDP houses
- To **replace existing Hostel 3, and 4** rental units with Town House Concept Houses / CRU`s
- To built **CRU`s in Nic Ferreira** Sasolburg Extension 1
- To built **Social Housing Flats** in Sasolburg (On government owned land)
- To **dispose of erven** exceeding R3`500 pm income in line with adopted policies

MEDIUM TERM ERF CREATION AND RENTAL ACCOMMODATION OBJECTIVES

At an Informal Settlement Status Report Meeting held by National and Provincial Government in Welkom on **November 23rd, 2011**, it has been confirmed:

- That National Government planned for R12 Billion to eradicate backlogs in South Africa by 2015.
- That an estimated amount of R806 Million will be earmarked for the Free State Provincial Government representing approximately 26`000 units.
- Taking into account the population growth rate (*representing 381% over 16 years or 23,81% p.a*) the projected housing need over the next five years will be 5`745 housing units(*rounded to 6`000 as projected by National for Metsimaholo*).
- That these factors, combined with inadequate services and infrastructure, pose significant environmental and public health hazards. Strong summer winds may fuel shack fires, which due to the high densities may result in the loss of homes or in loss of life.
- The risk of waterborne diseases is exacerbated by inadequate water and sanitation services and insufficient education regarding appropriate hygiene and disposal of grey water and raw sewerage.
- Considering the above the Directorate Economic Development and Planning is in process to eradicate the mentioned backlogs as follows:

Description / Action Plan	Backlogs	Erven created / Rental Units	Residents placed / To be placed	Balance in backlogs 2012	Time Frame
Refenggotso (MooiPlaats – Themba Khubeka)	7`700	2`500	1`700	6`000	2011
Zamdela (MooiDraai)	6`000	3`000	<u>1`700</u>	<u>4`300</u>	2013
Zamdela Hostel 4 Upgrading to 420 x CRU`s	4`300	420 ®	<u>308</u>	<u>3`992</u>	2013
Hostel 3 Upgrading to 800 x CRU`s	3`992	800 ®	<u>411</u>	<u>3`581</u>	2014
Hostel 2 Upgrading with 70 x Outstanding Rental Units	3`581	70 ®	<u>70</u>	<u>3511</u>	2014
Nic Ferreira 74 Sasolburg Ext 1 = CRU`s	3`511	74 ®	<u>74</u>	<u>3437</u>	2014
Purchase of 36 x Plots and planning for 2`000 erven Refenggotso	3`437	2`000	<u>1`500</u>	<u>1`937</u>	2016
OUTSTANDING	1`937	0	0	1`937	

- The above implied that SUITABLE land will have to be identified, acquired and be planned for at least 2`000 further erven by 2017.

MEDIUM TERM STRATEGIC DELIVERY ACTIVITIES

Following are the priority focus areas and the strategic delivery activities that will be undertaken by the Municipality in order to realise the objectives. The expected output for each strategy, the responsible agency to implement the strategy, the resources required to realise the strategy including the timeframe within which the strategy is to be implemented are outlined in the main report.

HOUSING DEVELOPMENT STRATEGIES	ACTIVITIES	TIME FRAME
Housing Sector Plan Review	To update / review the Sector Plan on annual / regular basis	Reviewed Feb 2012 Annual update
	To replan according to changing community needs	
	To do capacity planning (organizing)	
	To re-plan for division of work, to establish standards for performances (command)	
	To implement control standards, to compare achievements to planned targets	
	To monitor and do research work on resident movements	
	To monitor community needs on annual basis	
	To secure projects on the IDP in time	
	To secure funds for projects in time	
Land invasion control	Discourage people from invading land	Daily
	Discourage Councillors or officials from allocating land	
	Encourage people to apply for serviced stands with the Municipality	
	Report any form of land invasion to the Municipality within 48 hours	
	To establish an Erf allocation Policy	
Spatial Development Planning	To plan for expansion of towns in time	Annual
Acquisition of suitable land	In line with SDF to acquire land in time for planning purposes	Within 12 months
Identify and develop suitably located land for housing development	Identify suitably located Municipal or Government-owned land for housing development.	Within 12 months
	In the event that the land belongs to private owners, purchase adequate land to provide stands to cover backlogs on informal settlements currently on undeveloped land and 4`000 backyard dwellers who need own stands	
	Survey and plan the land to provide for at least 2`000 stands per annum	

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

HOUSING DEVELOPMENT STRATEGIES	ACTIVITIES	TIME FRAME
	Service stands created Allocate / re-locate stands to residents in low income categories (Below R3' 500 pm income)	
Provide mass housing delivery	Apply for housing subsidies from the Provincial Department of Housing to provide 2' 000 houses per annum to cover both the backlog and the new housing need over five years Promote other housing programmes such as People's Housing Process, Institutional Housing, Middle-income Housing, rental housing, hostels redevelopment and farm worker housing Allocate subsidies to programmes in terms of agreed percentages stated in the Housing Sector Plan Investigate the condition of housing in the farms and develop housing policy in this regard	Within 12 months
Built quality houses	The Municipality to inspect the construction of houses from foundation to completion to ensure that quality houses are built Enforce compliance with Land Availability Agreements, high standard SABS approved materials for raft foundations, bricks, frames, roofs, services and connections, relocation of electrical cables and pre-paid meters, etc. Enforce compliance to building regulations, NHRBC standards and municipal by-laws Project Steering Committees to be formed involving the developer, ward committee members, beneficiaries representatives and other local stakeholders to oversee the execution of the project Developers should be discouraged from leaving building materials in the yards for too long as this leads to the theft of materials and the subsequent building of poor quality houses Members of the Projects Steering Committee should be involved when beneficiaries sign Happy Letters to ensure that indeed beneficiaries accept quality houses Building plans to be pre-approved and submitted	Within 12 months
Houses should be planned to acceptable standards	Prevent houses being built with toilets at street front Prevent houses that are built to the point of encroaching into other residents' stands / over building lines and boundaries Houses to be built within approved townships, in line with and within General Plan approved boundaries and to ensure that servitudes are not overlapped Provide sufficient erven space to enable the extension of houses when the need arises	Within 3 months

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

HOUSING DEVELOPMENT STRATEGIES	ACTIVITIES	TIME FRAME
Prioritise South African Residents for Housing	Take stock of the people living in each ward during the compilation of the housing waiting list, considering in particular the origin of the residents (<i>i.e. whether SA citizen or immigrant</i>) including people living in the informal settlements and backyards	Within 3 months
	Identify South African citizens for housing project purposes	
	Compile a separate list of non-South African citizens indicating their country of origin and the legality of their presence within Mangaung	
	Make a submission to Council for policy decision around the housing needs of non-South African citizens	
Reduce time taken to process subsidy applications	Appoint staff to administer the processing of subsidy applications	Within 2 months
	Backlogs not to be recorded per " <i>Waiting Lists</i> ". Act on internal " <i>Erf allocation / Occupational Data Base</i> " (also regarded as a `life waiting list`) to identify resident movements, potential beneficiaries and backlogs.	
	On announcement of a project, identify and assist beneficiaries in filling application forms	
	Capture data on Provincial data system for evaluation purposes	
	Interact with the Provincial Department of Housing about the need to be accredited to process applications locally	
	Establish linkage with the Provincial Housing Subsidy System	
	Purchase computers for housing subsidy data capturers	
	Train personnel on administering the Housing Subsidy System	
Formation of Project Steering Committees to ensure the collaboration of developers, ward committees and councillors in the speedy execution of projects	Projects Steering Committees to be formed in all housing projects made up of the developer, ward committee, councillor and local stakeholders	Within 1 month
	Keep Minutes of Projects Steering Committees	
	Submit projects reports to the Housing Department	
Fair Allocation of housing subsidies to all towns	Allocate subsidies to towns according to agreed percentage allocations	Within 3 months
Promote the involvement of black companies in the housing market	Establish a Database of service providers	Within 6 months
	Implement government procurement legislation in appointing service providers in particular the preferential procurement system which prioritise black empowerment and the empowerment of women in housing development projects	
	Coordinate and involve black companies in capacity building programmes run by the Department of Public Works or other institutions	
Proper disposal / transfer of erven to rightful owners	Transfer attorneys appointed by MEC. Processes to be expedited with local attorneys and control	

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

HOUSING DEVELOPMENT STRATEGIES	ACTIVITIES	TIME FRAME
	Title Deeds to be released to beneficiaries as soon as possible	Within 12 months
	Formalise erven in Refengkgotso (Mooiplaats) and Zamdela (Mooidraai)	
	Compile and update occupational lists of all current occupants of erven in Zamdela, Refengkgotso and Metsimaholo	
	Assist occupants (<i>including orphans and widows</i>) who were sold stands by owners to obtain them through the lawyers	
	Upgrade Lease Hold titles to ownership	
	Encourage residents to have registered titles to their stands	
	Issue ownership certificates in Estate cases	
	Encourage residents not to dispose of houses within 8 years (<i>pre-emptive right period of government</i>)	
Future Planning Compilation of a living housing waiting list that also caters for people needing serviced stands	Appoint officials to manage the compilation of a housing waiting list Applicants to enlist with the Municipality which will verify that indeed the applicant resides within the Municipality The Municipality to use a standard form, which categorises applicants in terms of income, disability, pensioners and HIV/AIDS victims. The list should also cover residents who only need serviced stands Lists should be forwarded to the Housing Department Housing Official to keep the lists separate per ward A Housing Committee convened by the Housing Councillor or the Portfolio Committee on Housing (served by the Housing Manager as the secretariat) should decide on the allocation of subsidies taking into account the allocation percentages	Within 12 months

MEDIUM TERM – KEY INITIATIVES

The broad frame work hereinafter served as a means of addressing key initiatives for the Directorate and METSIMAHOLO as development nodal point, the eradication of backlogs and more specific in housing strategies, objectives and ultimately the vision for community elevation and growth initiatives until 2017:

NO	IDENTIFIED CAPITAL PROJECTS (5 Year Planning)	SECTOR	PLANNING RESPONSIBILITY
1	Identification of Community Needs (Housing Sector Plan Review)	Housing	Housing & Properties LED
2	Spatial Development Frame Work	Planning	Urban Planning LED
3	IDP Provisions	IDP	Manager IDP & MM
4	Longer term 5 year prioritizing and Capital Budget	Finances	LED & CFO
5	Short term 1 year prioritizing and Capital Budget	Finances	LED & CFO

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

6	Land acquisition	Housing	Properties LED
7	Planning for township expansion & small scale farming	Planning	Urban Planning LED
8	Surveying instructions & General Plan Approvals	Planning	Urban Planning LED
9	Opening of Township Registers	Housing	Properties LED
10	Human Re-settlement / Erf allocations to the poor (Informal Settlement / Squatter monitoring / Control)	Housing	Housing / LED
11	Services Installations	Infra Structural Services	DTIS
12	Housing Delivery – Project Linked Houses	Housing	Housing / LED
13	Hostel Upgrading / Re-development Projects (CRU)	Housing	Housing / LED
14	Infill / Re-planning of un-utilized land (parks, school stands, etc.)	Planning	Urban Planning LED
15	Disposal of Pre-Identified Assets per TENDER (Business-, Industrial-, Church-, Residential Erven)	Housing SCM	Properties / LED & Supply Chain Manager
16	Small Scale Farming Activities	LED	Economic Development / LED
17	Review of Internal Asset Registers & Update of Occupational Erf Data Deeds Registry Research	Housing	Properties / LED
18	Capacitating of Directorate and Divisions with office space, furniture, equipment transport and staff (mainly for effective administration of rental stock and municipal assets)	Housing	Housing and Properties LED
19	Development and disposal processes <ul style="list-style-type: none"> • Unsolicited Bids • Auctions • Tenders 	LED CFO	Properties Supply Chain Management Asset Management (Accounting / Registers)

LONG TERM PLANNING OBJECTIVES

- To acquire adequate land to accommodate current informal settlements, cemeteries, land fill sites, future growth and Small Scale Farming activities
- For Human Re-Settlement Projects
By promoting applications for housing subsidies in order to eradicate the current housing delivery backlog of 6`000 by 2017

By facilitating and promoting the provision of decent housing to rural and farm communities

- Human-Resettlement Projects
- To secure Social Housing

METSIMAHOLO LOCAL MUNICIPALITY INTEGRATED WASTE MANAGEMENT PLAN

3.4 INTEGRATED WASTE MANAGEMENT PLAN

INTRODUCTION

The Fezile Dabi District Municipality appointed KV3 Engineers to assist with the compilation of an Integrated Waste Management Plan (IWMP) for the Waste Management Division of the Metsimaholo Local Municipality.

The compilation of this IWMP was done in line with the Starter Document for Guidelines for the compilation of IWMP's (DEAT, 2000). The process of compiling the IWMP consisted of two phases. During the first phase an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and a needs analysis for each of these aspects were done and completed in April 2008.

The second phase included the compilation of the IWMP. The Objectives and Goals identified were included in this phase, with alternatives for obtaining these being considered and evaluated on a high level thereafter. Based on the preferred options selected for implementation a programme was developed and cost estimates compiled to facilitate inclusion of the plan into the IDP. The IWMP was approved by the Council in 2014.

STUDY AREA AND STATUS QUO

The status quo study assessed the municipal area with consideration to the various service categories as well as evaluated the service delivery in each of the towns in the Municipality. The Status Quo investigation of the waste management section considered each of these aspects of service delivery by the Metsimaholo Municipality as shown in the following table.

TABLE 69 : WASTE MANAGEMENT – SERVICE CATEGORIES

SERVICE CATEGORY	SERVICE ASPECTS CONSIDERED
Refuse removal	Waste generation, collection system, collection equipment, personnel, residential, commercial, garden refuse and builders' rubble, medical and hazardous waste, mining industry, obvious
Street Cleansing	Regularity of service, equipment, personnel, obvious needs
Landfill Sites, Transfer Stations and Bulk Containers	Waste generation, collection and transportation, personnel, equipment, landfill operation, transfer stations, garden refuse sites, obvious needs

In addition to this existing structure, the status quo study also considered planned developments, service extensions and any planned projects that have been identified in the IDP.

SERVICE AREA AND REFUSE COLLECTION

The Municipality currently service approximately 40 000 households and 800 businesses in Metsimaholo. The information provided did not specify the difference between domestic, commercial and industrial service points.

The waste service delivery of the Metsimaholo Municipality is co-ordinated from Sasolburg. A regular waste removal service is provided to all households and businesses within the Municipal area, except to the households in rural areas. Industrial waste is collected by private contractors appointed by the industry and taken to a suitable waste disposal site (e.g. general waste to municipal general household landfill and hazardous waste to a Class H landfill site in Gauteng viz Holfontein). The farming areas of the Metsimaholo Municipality do not receive a waste removal service. The provision of such a service is at the moment not envisaged by the Municipality. Most of the households have a low to medium income (* Information from Census 2001).

A household breakdown of the specific areas in Metsimaholo is not known.

The Municipality provides a weekly (1 day per week) waste collection service to all the households in Sasolburg, Deneysville, Oranjeville and surrounding townships. Amelia is not receiving a waste removal service currently. The frequency of waste removal services to businesses are as follows:

TABLE 70 : BUSINESSES – WASTE REMOVAL SERVICES

AREA	FREQUENCY OF SERVICE
Sasolburg	6 days a week service
Deneysville	2 times per week service
Townships	Once a week service

Street cleaning (litter picking, sweeping and cleaning of ablution facilities) is done in the following areas of the Municipality according to the frequency provided in the following table:

TABLE 71: STREET CLEANING

AREA	FREQUENCY OF SERVICE
Sasolburg CBD	5 days a week
Vaalpark	Monday - Friday
Oranjeville	No street sweeping
Deneysville	No street sweeping

WASTE RECEPTACLES

The Metsimaholo Municipality utilises a black refuse bag system in the middle to high income residential areas and half drums or bins in the lower income areas. Residents have to supply their own black bags and receptacles. The Municipality accepts any number of bags or bins per household, so there is no specific limit. The bags and bins are placed on the curb outside the house and collected from there. Businesses use large 1.72m³ containers that are supplied by the municipality. Recently businesses are buying these containers themselves.

NEW DEVELOPMENTS

New residential and industrial developments are planned for the Metsimaholo Municipality where refuse collection service will have to be rendered in future. The following is a detailed list of all the current or planned developments in the Metsimaholo Municipal Area.

- 2 000 erven in Refengkgotso.
- 675,9792 ha for cemetery, landfill and township establishment purposes in Refengkgotso.

- Expansion for the middle to higher income categories, situated east of Vaalpark in Lauterwater 77.
- Industrial development in Rem Driefontein 2.
- Deneysville region – expansion for the middle to higher income categories in Sub 28 Vaaldam Settlement 177.
- Zam x 11 = 648 erven, Ext 12 – 2 378 erven, Ext 13 = 1304 erven and Ext 14 = 894 erven completed and Ext 15 Molensteen Pan = 200 erven and Ext 16 Amelia = 3 350 erven.
- Urban expansion on the farm Mooidraai 44 (Zamdela expansion).
- 2 500 erven on Portion 3 of the farm MooiPlaats (Refengkgotso expansion).
- Re-planning of Sasolburg Extension 58 (as part of 2010 World Cup initiatives, hotel, sport facilities, offices, residential or alternative land uses, etc.)
- Urban expansion of Refengkgotso – estimated 2 000 erven to be created on Portions 1 to 60 Vaaldam Small Holdings.
- 3 300 informal erven at Amelia (after installation of basic water services).
- Informal Settlements to 2 500 informal erven at Mooidraai as Zamdela expansion.
- Informal Settlements to 2 500 informal erven at Vaal Dam Small Holdings/Mooiplaats.
- Building of 70 outstanding Rent Units at Hostel 2, Zamdela, Re-development project.
- Subdivision of farm Zamdela and consolidation with Erf 4870 Zamdela (Hostel 4), Re-planning development of Hostels 4 for conversion of all hostel units into 200 CRU stock rental housing.
- Building of 200 CRU Rent Units, Hostel 4 for conversion of all hostel units into stock rental housing.
- Demolishing of old Hostel 3 units – Re-development project for conversion of all hostel units into 1 000 CRU stock rental housing.
- Building of 1 000 Rent Units, Hostel 3 for conversion of all hostel units into stock rental housing.
- Housing Delivery (3 000) to residents in Zamdela Ext 11 – 15 (Gortin Molensteen Pan Areas).
- Housing Delivery (2 000) to residents in Zamdela Ext 16 (Amelia Areas).
- Housing Delivery (1 500) to the future residents in Refengkgotso.
- Housing Delivery (3 000) to the future residents in Mooidraai. The new developments still need to be incorporated into the refuse collection service.

MUNICIPAL BY-LAWS PERTAINING TO WASTE

The Metsimaholo Municipality has a set of by-laws that pertain specifically to the Council's responsibility for the removal of refuse, illegal activities, payment of fees and penalties. The current by-laws does not address unauthorised entry and access to and management of the disposal sites, separation of waste into different categories, aspects of waste minimisation e.g. recycling and other issues as set out in the National Environmental Management: Waste Management Act, 2007 to promote integrated waste management.. The by-laws can be

expanded to include the abovementioned aspects. The by-laws are not currently enforced and should be done so.

WASTE GENERATION

The landfill sites in the Municipal area do not have weighbridges and therefore the quantities of waste disposed of are not exactly known. The daily tonnages of waste generated were obtained by applying per capita waste generation rates to the figures for the population served. These rates vary with the socio-economic standing of the population, from 0.2 kg per capita per day in the poor areas, to 1.5 kg per capita per day in the affluent areas.

The mathematical estimation of the amount of waste generated within the municipal area is indicated in the table below:

TABLE 85 : WASTE GENERATED IN MUNICIPAL AREA

AREA	2008 POPULATION	PER CAPITA WASTE GENERATION	GENERATED WASTE (TONS/DAY)	GENERATED WASTE (TONS/ANNUM)
Sasolburg	26 513	0.8	21	5515
Zamdela	99 389	0.3	30	7752
Deneysville	22 948	0.6	14	3580
Oranjeville	3 703	0.5	2	481
Rural	20 895	0.2	4	1087
TOTAL	173 448		71	18 415

WASTE CHARACTERISTICS

For the composition of the waste stream the waste body was divided into 14 categories that include both recyclable and non-recyclable material. They included builders rubble, plastic bottles, plastic film, paper separated by grade such as newspaper and inserts versus higher quality office paper, glass, organic material and ash. The table below indicates the waste composition as a percentage of the sample. It should however be noted that the organic percentage is probably lower than expected due to the regular burning. The waste on all the landfill sites is not covered regularly and the waste body present represents a relatively long disposal period.

TABLE 73 : WASTE STREAM COMPOSITION

Waste Stream Composition	Percentage
Metsimaholo Municipality (Sasolburg landfill)	
<i>Builders Rubble</i>	9
<i>Plastic Bottles</i>	15
<i>Rigid Containers</i>	5
<i>Film - Retail Bags</i>	9
<i>Packaging Foam</i>	3
<i>News</i>	9
<i>Greyboard</i>	6
<i>Magazines</i>	8
<i>Metal Cans</i>	8
<i>Glass</i>	9
<i>Organic Material</i>	18
<i>Ash</i>	1
Total	100

The waste collected in Sasolburg and Vaalpark (transfer station) is disposed off on the Sasolburg Landfill. Waste from Oranjeville and Metsimaholo Township is disposed off on the Oranjeville landfill site. Waste from Deneysville and surrounds is disposed off on the Deneysville landfill.

WASTE MINIMISATION STRATEGIES

There are currently no formal Municipal driven waste minimisation activities taking place in the Metsimaholo Municipality. The Municipality has appointed a private contractor to recycle waste at the people or private Sasolburg landfill site. The Municipality is also currently not offering any recycling incentives to private

ILLEGAL DUMPING

Illegal dumping of waste is common all over the Municipal area. The Municipality has to collect this waste at an unnecessary cost. The Metsimaholo Municipality has recognised the need for education of the people regarding this practice. The Municipality has placed several skips at illegal dumping hot spot areas, as well as notice boards to try and prevent illegal dumping.

The Municipality is also experiencing the dumping of waste by the public along the access roads to the landfill sites, as well as areas on the landfill sites which are not designated for the disposal of waste.

GARDEN REFUSE

Bulk garden waste can be collected on request at a specific fee or residents should take it to the disposal sites themselves. Disposal of garden waste by private persons are free of charge at the disposal sites. A garden refuse transfer station is located in Vaalpark. The transfer station has 8 skips and waste is transported from the transfer station to the Sasolburg landfill for disposal.

The amount of garden waste generated within the Municipal area is not known due to the fact that the Municipality has no control over the disposal of garden waste. Garden refuse is disposed off with general household refuse and garden waste volumes as such are therefore not recorded at the entrance to the various disposal facilities.

Specific waste records should be kept at the entrances to the waste disposal sites. With proper access control and record keeping at the various waste disposal sites, the exact volumes of garden refuse disposed off can be obtained.

It is however estimated that 15% of the total waste stream represents garden refuse e.g. 2 762 ton/annum

LANDFILL

The Metsimaholo Municipality has three landfill sites namely the Sasolburg, Deneysville and Oranjeville/Metsimaholo landfill. All the sites are managed by the Municipality. The landfills are located on municipal property.

TRANSFER STATIONS

The Metsimaholo Municipality has one transfer station for the disposal of garden refuse in **Vaalpark**.

NEEDS ANALYSIS

From the Status Quo and Needs Analysis study, certain needs pertaining to the waste disposal service in the Metsimaholo Municipality were identified that requires attention. These needs are summarised below.

- There are no waste minimisation strategies that have been developed. These need to be addressed and implemented.
- The new developments that are taking place in the Metsimaholo Municipality must be included for the provision of a waste collection and disposal service. It is essential that in conjunction with the Town Planning Department that future residential and business area expansion are catered for in terms of refuse removal. This will allow the Municipality to, at an early stage, determine the possible costs involved and therefore

will be able to adjust their budget accordingly. This will allow the Municipality to service the new areas when they are developed.

- There is illegal disposal of waste at various sites in the municipality. The illegal disposal should be addressed in order to manage and minimise the illegal activities pertaining to waste disposal.
- The Municipal By-Laws should be extended/ updated to address issues such as waste minimisation and recycling, as well as local standards and other issues as may be required in terms of the National Environmental Management: Waste Management Act, 2007. The bylaws should be enforced by the Municipality.
- The Metsimaholo Municipality has a shortage of personnel for waste collection and for the proper management of the disposal facilities.
- The operation of all the disposal facilities does not occur in accordance with the Minimum Requirements for Waste Disposal by Landfill document as published by DWAF. Access to the disposal facilities should be controlled with proper record-keeping of waste volumes disposed off. None of the disposal facilities have a proper guardhouse with ablution facilities at the entrance to the sites.
- Garden refuse are disposed of at the disposal facilities with no processing of the garden waste. The exact volumes of garden refuse need to be determined (entrance control at disposal facilities) to determine the feasibility of composting garden refuse.
- The Sasolburg, Oranjeville and Deneysville landfill sites should be authorised in terms of Section 20 (1) of the Environment Conservation Amendment Act, Act 50 of 2003).
- The Vaalpark garden refuse transfer station should be authorised in terms of Section 20 (1) of the Environment Conservation Amendment Act, Act 50 of 2003).
- The Sasolburg landfill site is running out of airspace. The Municipality should start with the identification process for a replacement disposal site for Sasolburg.
- The Metsimaholo Municipality has a few vehicles that are old and in poor condition that are due for replacement.
- Municipal waste records should be kept and maintained for informed future decision-making purposes and to comply with the Government's Waste Information System requirements.
- A mitigation strategy or some form of succession planning should be developed for the expected increase in HIV-AIDS related deaths amongst personnel.
- A medical waste stream management strategy should be formulated to deal with this component, and with the intention of ensuring compliance with SANS 0228.
- To provide a cost effective waste management service, the payment of service tariffs should be improved and the tariff structure should be investigated to be viable and be standardised. The number of domestic, commercial and industrial service points should be determined since a distinction between the tariffs for waste collection at domestic, commercial and industrial service points should be made to ensure that the generators of waste pay for the waste they generate. This can also be an incentive for businesses to minimise their waste streams.

INDUSTRIAL AND MINING WASTE

The industrial waste (hazardous waste) from major industries is transported and disposed off at the Holfontein Class H waste disposal site in Gauteng. The Municipality does not experience problems with the disposal of hazardous waste on the municipal landfill sites.

Once access to the disposal sites is properly controlled, the disposal of any possible hazardous waste on the disposal sites would be prevented. Industries should be informed about the hazardousness of certain waste streams e.g. fluorescent tubes, empty paint containers, asbestos waste etc. The DEAT has policies to deal with these specific waste streams. Fluorescent tubes for example in large quantities must be crushed, treated and disposed of at a Class H:H disposal site. Empty paint containers should be rinsed with water; holes punched into the containers and can then be disposed of at the General landfills. DEAT is in the process of drafting tyre recycling regulations to deal with the problem of tyres on landfills.

An assessment to provide detail regarding light industrial waste streams would not be required by the WIS, but it is important to deal with these waste streams in accordance with authority policies when large volumes had to be disposed off. It is a fact that low percentages of these waste streams are disposed off with general waste on *ad hoc* occasions at the general landfills, and is impossible to control. The impact from these waste streams will be minimal unless disposed of in large quantities, which should then be prevented with proper access control at the disposal sites.

GOALS AND OBJECTIVES

Seven (7) focus areas have been identified to be addressed for the compilation of an IWMP for the Metsimaholo Local Municipality. Based on the Gaps and Needs identified, Goals and Objectives have been identified for each of the categories or focus areas.

It is important to structure Goals and Objectives in accordance with the Government's strategy of waste minimisation. The official hierarchy adopted in the Government Waste Management Strategy is as follows:

TABLE 74 : WASTE HIERACHY

Waste Hierarchy		
Cleaner Production	Prevention	
	Minimisation	
Recycling	Re-Use	
	Recovery	
	Composting	
Treatment	Physical	
	Chemical	
	Destruction	
Disposal	Landfill	

DISPOSAL INFRASTRUCTURE DEVELOPMENT

This area relates to the development, upgrading and legalisation of disposal infrastructure. This includes the identification of new infrastructure required, the permitting of existing unauthorised facilities, and the upgrading of the current infrastructure as well as the improvement of management practices at the various locations.

WASTE COLLECTION INFRASTRUCTURE

The shortcomings in the available collection infrastructure will be identified. This will involve possible fleet shortages, receptacle placement and route planning.

INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

This area involves the identification of human resource shortcomings and possible alteration to employee structures.

FINANCIAL RESOURCES

This area relates to existing and required financial structures and strategies.

DISSEMINATION OF INFORMATION /COMMUNICATION

This area covers the need for effective record keeping and the development of a Waste Information System, the sharing of available information as well as co-operation of the various stakeholders within the municipality.

MANAGEMENT OF ILLEGAL ACTIVITIES

This focus area relates to illegal dumping activities within the municipal area. This involves identification of possible illegal dumping hot spots, development of clean up and anti dumping campaigns, possible revision of bylaws as well as revision of collection strategies.

WASTE MINIMISATION

This area involves the identification of specific waste minimisation strategies, whether it is separation and collection at the source, privatisation of recycling activities, and development of collection points throughout the area as well as public awareness/education strategies.

METSIMAHOLO LOCAL MUNICIPALITY

DISASTER RISK MANAGEMENT PLAN

3.4 DISASTER RISK MANAGEMENT PLAN

The Constitution of the Republic of South Africa (Act 108 of 1996) places a legal obligation on the Government of South Africa to ensure the health (personal and environment) and safety of its citizens. In terms of section 41(1)(b) of the Constitution, all spheres of Government are required to “*secure the well-being of the people of the Republic*”. Section 152(1)(d) also requires that local government “*ensure a safe and healthy environment*”. In the light of the above, and the established understanding of disaster risk management, the primary responsibility for disaster risk management in South Africa rests with Government.

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. This plan establishes the arrangements for disaster risk management within the Metsimaholo Local Municipality (MLM) and has been prepared in accordance with the requirements of the Disaster Management Act, 57 of 2002 (the Act) and section 26(g) of the Municipal Systems Act, 2000.

The purpose of the Metsimaholo Local Municipality Disaster Risk Management Plan (DRMP) Level 1 is to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing a threat in the Metsimaholo Local Municipality. It further provides the broad framework within which the departments will implement the disaster risk management planning requirements of the Act and other entities included in the organizational structure of the Metsimaholo Local Municipality. It establishes the operational procedures for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in council’s area. It aims to facilitate an integrated and coordinated approach to disaster risk management in the municipality which will ensure that the Metsimaholo Local Municipality achieves its vision for disaster risk management which is to build a resilient people in the Metsimaholo Local Municipality who are alert, informed and self-reliant by establishing risk reduction and resilience building as core principles, and developing adequate capabilities for readiness; and effective and rapid, response and recovery.

This disaster risk management plan is in line with the National Disaster Management Framework and addresses disaster risks through four key performance areas (KPAs) and three Enablers:

- KPA 1: Integrated Institutional Capacity for Disaster Risk Management
- KPA 2: Disaster Risk Assessment
- KPA 3: Disaster Risk reduction
- KPA 4: Response and recovery
- Enabler 1: Information Management and Communication
- Enabler 2: Education, Training, Public Awareness and Research
- Enabler 3: Funding arrangements for Disaster Risk Management

This plan provides a brief background study of the Metsimaholo LM in line with its current Integrated Development Plan (IDP). The Metsimaholo LM disaster risk management plan contains a macro disaster risk assessment based on field research, observation, primary- and secondary data sources. The Metsimaholo LM DMP has as far as possible been imbedded in the current reality of the municipality. The macro disaster risk assessment provides the foundation towards risk reduction planning based on the identified and prioritized disaster risks and vulnerabilities of the Metsimaholo LM. This DMP for the Metsimaholo LM furthermore provides the municipality with a guiding framework for future disaster risk management planning by the municipality as a whole as required by the Disaster Management Act 57 of 2002 and the Municipal Systems Act 32 of 2000. The relationship between, and different roles and responsibilities of, the Fezile Dabi District Disaster Management Centre (DRMC) and the DRMC of the Metsimaholo LM are alluded to. This plan also gives guidance in relation to the declaration of a local state of disaster, disaster classification and the institutional arrangement necessary for the successful implementation of the Act.

Each section of this plan contains a number of Actions to be taken, which need to be considered and implemented in order for the Metsimaholo LM to obtain the outcomes envisaged by this plan.

KPA 1: INTEGRATED INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT

Establishment of Municipal Disaster Management Centre:

This is for the purpose of continuous monitoring of progress with regard to the execution of the provision of the Act. The centre within the Municipality must submit reports in an agreed format on its performance of consideration to every meeting of the PDMC.

Location of DRM Function:

The centre has been established which is with Council's administration with clear reporting lines for direction and administrative purposes i.e. MLM Council, Mayoral Committee, Executive Mayor, Portfolio Committee, Municipal Manager and MLM Disaster Management Coordinator.

Key Responsibilities of MLM DRMC with regard to KPA 1:

To establish and maintain adequate institutional capacity to enable the implementation of the requirement of the Act which will promote an integrated and coordinated approach to disaster risk management in Council's area subject to the agreement on primary responsibility with the Fezile Dabi District (DRMC)

The Internal departments and other Municipal entities within the administration of the MLM with regard to DRMC:

Each department under administration of the Municipality, including other municipal entities within the Council's administration must, in terms of the Act, assess any national legislation applicable to its function and must advise the Fezile Dabi DRMC on the provision of such legislation.

Disaster Risk Management activities must be incorporated into the routine activities of each Municipal department and of any other municipal entities and their substructures.

The MLM Interdepartmental Disaster Risk Management Committee (IDRMC):

The Municipal Manager is responsible to establish and sustain an IDRMC with an intent to:

- Promote interdepartmental relations;
- Achieve a coordinated, integrated and common approach to disaster risk management by the departments and other internal units in the administration of the Municipality
- To ensure the development and implementation of appropriate disaster risk reduction methodologies; and
- Ensure emergency preparedness and rapid and effective disaster response and recovery capabilities.

The committee is chaired by MLM Coordinator DRMC and shall meet once in a quarter, but is not precluded from meeting more frequently should circumstances so dictate.

Its Responsibilities amongst others, include:

- Disaster Risk Reduction Planning and operations;

- Contingency Planning, Disaster Response and Recovery.

Project Teams and Planning Clusters:

The IDRMC may convene project teams to address specific joint risk reduction priorities including post disaster projects. Teams so convened will act as sub committees of the IDRMC for the duration of their task and can determine their terms of reference and outcomes in consultation with the DM Coordinator and the IDRMC, will plan and manage such multi-disciplinary projects and will report back to the IDRMC.

Arrangements for stakeholder's participation and technical advice:

Communication with the Fezile Dabi District Municipality

In terms of the legislation communication must be maintained all times among Municipal Disaster Management Centre, the National Disaster Management Centre and the Provincial Disaster Management Centre in order to, amongst others:

- Develop guidelines for preparation and regular review of disaster Management plans and strategies including contingency plans and emergency procedures,
- Submit a copy of Disaster Plan and other amendments thereto and reports to the Fezile Dabi District Disaster Management Centre for further submission to NDMC and PDMC.

Municipal Disaster Management Advisory Forum (DMAF) :

The purpose or objectives of this Forum is to ensure coordination and cooperation of role players, including stakeholders, technical experts from the community and private sector to promote their participation in disaster risk management planning and operations in the Municipality.

The Composition of MLM DMAF:

It is chaired by Coordinator of Disaster Management in the Municipality and comprised of the following members:

- All members of IDRMC
- Disaster Management functionaries in the local municipality
- Head of District Management Centre
- Experts in disaster management designated by Municipal Manager
- Representatives of emergency and essential services, government departments and organised business (SAPS, SANDF, SA Weather Services, Relevant parastatals:

ESKOM/TELKOM, NGO, Media, Community representatives and Community Volunteers).

Integration with the IDP Process:

In order to facilitate the integration of disaster risk management into IDP process, the Head of the DRMC must serve on both IDP Steering Committee and IDP Representative Forum. All development projects must be referred to the MLM IDRMC for comment and inputs before their submission to Council for approval

Units of Volunteers:

The Municipality may recruit and train volunteers

The register for volunteers should be maintained.

Joint-cooperation with neighbouring authorities through the DRMF and other forums:

Neighbouring Municipalities of MLM for this purpose are: Emfuleni LM (Gauteng Province), Ngwathe LM, Mafube LM and Midvaal LM (Gauteng Province).

Key Performance Indicators:

- The IDRMC is established and is operating effectively.
- A job description and key performance indicators for the Head Office have been developed.
- The Coordinator: Disaster Risk Management Centre is appointed in terms of written contract, which includes key performance indicators.
- The MLM local Disaster Management Centre is fully established and staffed and is operating optimally.
- Provision has been made for the necessary funding to give effect to the arrangements.
- Accurate records of correspondences, proceedings, meetings and plans are maintained.
- A current register for disaster risk management volunteers is maintained.

KPA 2: DISASTER RISK ASSESSMENT:

The objective of this KPA is to establish a uniform approach to assessing and monitoring disaster risks that will inform disaster risk management planning and disaster risk reduction undertaken by organs of state and other role players.

Hazards and Risk Analysis:

The purpose of process is to:

- *Identify* what risks present the greatest threats to provincial development planning;
- *Develop* an understanding of how best to manage existing, residual and future risks and
- *Assign* levels of risks

The Key Steps are to:

- Identify and assess significant hazards
- Analyse the disaster risk(s)
- Evaluate the disaster risk(s)
- Monitor disaster risk reduction initiatives and update and disseminate disaster risk assessment information.

Hazards Identification

The following hazards have been identified:

Droughts	Floods	Hazmat transport
Extreme cold	Structural fires	Hazmat fixed facility
Heat wave	Veld Fires	Hazmat biological
Hail	Sinkholes	Hazmat radioactive
Windstorm	Human epidemic	Fire and explosion
Tornado	Animal epidemic	Major motor vehicles accident
Aircraft crash	Dam Failure	Boat accident

Hostage/hijack incidents	Reservoir break	Water contamination
--------------------------	-----------------	---------------------

TABLE 84: LIST OF IDENTIFIED HAZARDS

Risk Analysis:

Below is the List of Mayor Hazards and potential consequences thereof:

HAZARDS	POTENTIAL CONSEQUENCES
Animal Disease	Most animal diseases emergencies present little direct threat to human health, however cost in purely economic terms may be particularly significant
Fire (Veld Structural)	Loss of life, severe injury, loss of homes, loss of crops ,loss of stock of grazing land, loss of income, disruption of economy.
Flood/Severe storm, Rainfall and Landslides	Loss of life, severe injury, loss of homes, loss of crops ,loss of stock of grazing land, loss of income, increased risk of disease.
Hazardous Material	Loss of life, severe injury, evacuation of large areas, fires, explosions, ground and air pollution. Road and rail transport travelling through the province carrying dangerous chemicals poses threat of a significant dangerous accident.
Human epidemic	Loss of life, extended illness, loss of employment because of abseeintism, over-taxing of medical response capability.
Major Infrastructure Failure	Loss of electrical power, causing: lack of heating, lack of refrigeration; limited fuel supplies; loss of employment through closure of industry. Loss of communication i.e. telephone, fax, internet, automated teller machines and electronic sales.
Major Transportation	Loss of life, severe injuries, loss of income, stretching of response and medical capability. Transport could involve aircraft, trains, tour coaches, school buses, taxi or heavy transport vehicles.

Terrorist Activity	Loss of life, severe injury, loss of income. Combination of the consequences from all other hazards, dependent upon the type of terrorist activity employed.
Water Contamination	Increased diseases, loss of life, loss of stock, pressure on health facilities.
Heat Wave	Excessive drought, loss of crops, diseases. Loss of life.
Extreme Cold	Loss of livestock, loss of stock, disease
Hostage/Hijack incident	Loss of human life, economic loss
Snow	Economic loss, loss of human life, livestock and infrastructure

TABLE 85 : RSIK ANALYSIS

Risk Evaluation:

This is conducted with the purpose to rank the risk from the highest to lowest so that a priority for treatment can be assigned through the following steps:

- Deciding on risk acceptability utilizing the risk rating and risk evaluation criteria;
- Ranking the risks in order of priority for treatment; and
- Documenting all unacceptable risk.

Risk Levels:

Risk can be categorised in different levels, namely:

- **E:** Extreme risk : immediate action is required;
- **M:** Moderate risk : management responsibility must be specified;
- **H:** High risk : senior management attention needed; and or
- **L:** Low risk: manage by routine procedures

Key Performance Indicators:

- Provincial guidelines for the application of a uniform disaster risk assessment methodology have been developed by the PDMC;
- Disaster risk assessment have been conducted and progressively integrated into development plans of organs of state and other role players;
- Mechanisms to consolidate, document , map and make accessible information on the province's priority disaster risks have been established by the PDMC;
- Priority disaster risk of MLM's significance have been identified and mapped by the MLM;
- Sector Departments with responsibilities for reducing and managing disaster risks specific to their functional areas have been established clear and documented mechanisms for rapid accessing and updating of relevant hazard and vulnerability information and for rapidly making this information available to the FDDM.

KPA 3: DISASTER RISK REDUCTION:

The objectives for this key performance area is to ensure that all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved frameworks.

Core Disaster Risk Reduction Principles:

All disaster risk management plans must give explicit priority to the core principles of disaster prevention and mitigation.

Disaster Prevention:

It refers to actions that provide outright avoidance of the adverse impact of hazards and related environmental, technological and biological disaster.

Disaster Mitigation:

It refers to structural and non-structural measures that are undertaken to limit the adverse of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities and households.

Hazards and Risk Reduction Strategies:

MLMDRMC has compiled and identified hazards and potential risks thereof with clear strategies on how to deal with situation as it arises.

Integration of disaster reduction into development planning:

- Integration with Spatial Development Planning (SDF):
Provincial and Municipal disaster management centres must establish mechanisms in association with spatial planners in both spheres to ensure that spatial information informs disaster risk reduction planning.
- Incorporation into the Integrated Development Planning (IDP):
Disaster Risk Reduction efforts are medium to long-term multi-sectoral efforts focusing on vulnerability reduction and must be incorporated into ongoing IDP projects, processes, programming and structures.

Key Performance Indicators:

- Disaster related information has been incorporated into spatial development framework.
- Projects and initiatives that include a focus on disaster reduction have been included in IDPs.
- Metsimaholo Contingency Plan has been developed and integrated in to disaster risk management plan.

KPA 3: DISASTER RESPONSE AND RECOVERY:

The objective for this performance area is to ensure effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environment and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur;
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

Disaster response and Recovery follows the following path:

Dissemination of Information → Disaster Assessment → Response and Recovery →
Relief Measures → Rehabilitation and Reconstruction.

MLMDRMC also conversant with the process of the classification and declaration of the state of disaster.

Key Performance Indicators:

- Post Disaster project teams for rehabilitation and reconstruction have been established and operate effectively.
- Mechanisms for the monitoring of rehabilitation and reconstruction projects have been established and regular progress reports are submitted to the NDMC.
- The Provincial and Municipal Disaster Management Centres have been established and documented clear procedures for assessing, interpreting and disseminating early warnings of both rapid and slow onset hazards.

ENABLER 1: INFORMATION MANAGEMENT AND COMMUNICATION:

The sole purpose of this enable is to guide the development of a comprehensive information management system and establish integrated communication links with all disaster risk management role players by:

- Establishing an Information Management and Communication System
- Integrated Information Management and Communication Model
- Data Acquisition (Data collection and capturing)

Key Performance Indicators:

- Data needs have been defined by the PDMC.
- Data sources have been identified by the PDMC.
- Data collection and capturing methodologies have been developed and implemented.
- The responsibilities of the respective data custodians have been defined and assigned.
- Agreements with identified data custodians have been negotiated to ensure availability, quality and reliability of data.

ENABLER 2: EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH:

The purpose of this enabler is promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programmes informed by scientific research.

The approach of Education and Training include the following aspects:

- School Programmes
- Dissemination and Use of Indigenous Knowledge
- Training programmes for Government officials and policy makers
- Community training programmes.

The Public awareness approach includes the following:

- Public awareness strategy
- Communication through Media (Communication unit)

Research:

The MLM, through a process of consultation, will develop a strategic disaster risk reduction research agenda to effectively inform disaster risk management planning and implementation in the Province. Research initiatives will also be linked to the IDP process of Municipality.

Key Performance Indicators:

- Training programmes have been developed and implemented.
- Approved service providers have been registered and are offering training services and products.
- Facilitators, instructors and presenters have become qualified and have been accredited,
- Widespread community- based disaster risk management training is taking place
- A strategic disaster research agenda linked between scientific research and policies, which is accessible to stakeholders, has been established

• **ENABLER 3: FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT:**

The primary purpose for this enabler is to establish a mechanism for funding disaster risk management in the Province. There has been recommendations defining the manner in which disaster activities can be funded.

Key Performance Indicators:

- The cost of disaster risk assessment is included in the budgets of Provincial organs of state.

- The cost of disaster risk assessment have been estimated and are included in the budgets of MDMC's.
- The minimum requirements for Provincial and Municipal disaster management centres have been costed.
- Capital budgets for the Provincial and District Municipality clearly reflect the cost of disaster risk reduction.
- Response, recovery, rehabilitation and reconstruction efforts are funded through a combination of own budgets, reprioritization, budgeted threshold allocations and conditional grants.
- The conditions of the MSIG have been extended to cater for disaster risk management education and training programmes.
- Partners between Municipal organ of state and the Private sector, NGOs and CBOs exist for the purpose of funding public awareness programmes and projects.

MONITORING AND UPDATING OF DISASTER RISK MANAGEMENT PLAN:

Section 48.1 of Disaster Management Act (Act No.57 of 2002) stipulates that, a Municipal Disaster Management must:

- Monitor progress with the preparation and regular updating of Disaster Management Plans and strategies by Metsimaholo Local Municipality (MLM) and Municipal organs of state involved in the disaster management in the District.
- Monitor formal and informal prevention, mitigation and response initiatives by Provincial and Municipal organs of state, the Private Sector NGOs and CBOs, including the integration of these initiatives with development plans.
- Monitor compliance in the MLM with key performance indicators in respect of the various aspects of disaster management.
- Measure performance and evaluate such progress and initiatives from time to time.

• **CHAPTER 5: FINANCIAL STRATEGY AND PLAN**⁸⁶

5.1 INTRODUCTION

This Chapter translates the municipality's overall strategic intent into a meaningful financial strategy and plan which covers the next medium term period.

- Key budget assumptions
- Revenue and expenditure framework
- Operating revenue framework
- Operating expenditure framework
- Capital expenditure framework

The revenue and expenditure framework is a result of the municipality's analysis and strategic planning phases and reflect what is needed over the medium term to address the municipality's growth and development. The allocated capital budget is a short to medium term response to the funding needs.

5.2 FINANCIAL STRATEGY

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality will undertake various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 51, 54, 58, 59, 64,66 and 67 were used to guide the compilation of the 2014/15 MTREF.

The main challenges experienced during the compilation of the 2015/16 MTREF can be summarised as follows:

⁸⁶This chapter will updated with information from the 2014/15 Final Budget Document which will be submitted to Council for approval in May 2014.

- Ageing and poorly maintained water, electricity and roads infrastructure
- Prioritise projects and expenditure within existing resources
- Increased prices of goods and service above the inflation rate
- Private developments and industries receive services direct from Eskom and Rand water with no direct benefit to the municipality
- Affordability of capital projects
- Wage increases above inflation target
- Critical vacancies can only be phased in over 3-5 years based on the affordability
- Plant hire on regular basis is costly and alternatives need to be explored
- Expired tenders need to be regularised to avoid irregular expenditure and also try and control spiralling cost
- Distribution losses- water and electricity
- Illegal connections to be addressed and eliminated altogether
- Fleet management (Cost of repairs and fuel)- needs to be addressed
- Government garage costs to be evaluated against the Council owning its vehicles and reducing costs
- Overtime cost to be analysed and minimized
- Cleaning contract to be put out on tender
- Low /declining profit on water and electricity
- Tariffs are NOT cost reflective – studies to be done and strategy developed for alignment
- The need to reprioritize projects and expenditure within the existing limited resources envelope given the cash flow realities
- The increased cost of bulk water and electricity(due to tariff increases from Rand Water and Eskom),which places constant upward pressure on service tariffs to residents,
- A lack of proper maintenance master plans
- Unfunded Mandates (Libraries, EMS) to be underpinned with appropriate service level agreements.

The following budget principles and guidelines directly informed the compilation of the 2015/16MTREF:

- The 2014/15 Adjustments Budget priorities and targets,
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;
- Water and electricity budgeted at 10% per annum respectively which includes technical and non-technical losses.

Operating Budget (OPEX)

- Zero based budgeting and incremental budgeting was used, based on historical trends, plus inflation in line with Treasury guidelines
- All increases more than the inflation rate has to be properly motivated.
- Professional fees to be unpacked
- Filling of vacancies and re-employment of dismissed employees will have a significant impact on the operating budget

Capital Budget (CAPEX)

- Commitment letters for external funding
- Outside funding not paid directly to the Municipality not to be reflected in the Budget
- Projects requiring external approvals not to be included without such.
- Shifting of funds to be restricted up to the Adjustment Budget or in line with Virement Policy
- Own funding to be in line with actual expenditure in the prior year.
- Own funding not to exceed the surplus on Operating Budget and cash backed accumulated surpluses
- Projects should support challenges identified and key priorities as adopted at the strategy planning workshop to be held
- Feasibility study must be done between the use of Government Garage for vehicles and to purchase vehicles out right.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2015/16 Medium-term Revenue and Expenditure Framework:

TABLE 86 : CONSOLIDATED OVERVIEW OF THE 2015/16 MTREF

	Adjustment Budget	Medium Term Revenue and Expenditure Framework		
	2014/2015	2015/2016	2016/2017	2017/2018
	R'000	R'000	R'000	R'000
Operating revenue	882 003	967 583	1 029 253	1 090 169
Operating expenditure	879 110	957 455	1 031 326	1 094 567
Capital expenditure	78 265	154 222	96 230	89 362

Total operating revenue has grown by 9.7 per cent or R85.6 million for the 2015/16 financial year when compared to the 2014/15 Adjustments Budget. For the two outer years, operational revenue will increase by 6.0 and 5.9 per cent respectively, equating to a total revenue growth of R122 586 million over the MTREF when compared to the 2014/15 financial year. Included in revenue is grants for operating expenditure and capital projects.

Total operating expenditure for the 2015/16 financial year has been appropriated at R957 455 million and translates into a budgeted surplus of R10.1 million. Compared to the 2014/15 Adjustments Budget, operational expenditure has increased by 8.9 per cent in the 2015/16 budget and grown by 7.7 and 6.1 per cent for each of the respective outer years of the MTREF. The operating surplus decreases to a deficit for the two outer years to R2 million and to R4.4 million.

The capital budget of R154 222 million for 2015/16 is 97.1 per cent more when compared to the 2014/15 Adjustment Budget. The capital programme decreases to R96 million in the 2016/17 financial year and then evens out in 2017/18 to R89.3 million. A portion of the capital budget will be funded by Development Bank of South Africa as front loading of DoE. Additional R15.1 will be funded from a new loan. The balance will be funded from internally generated funds. Government Grants make up 46.7 per cent of the capital expenditure. The capital budget remains relatively flat over the medium-term due to constraints on internally funded CAPEX due to cash flow considerations.

Operating Revenue Framework

For Metsimaholo Municipality to continue improving the quality of services provided to its citizens it needs to enhance its revenue base. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is underpinned by around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 85-90 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.
- Tariffs to be aligned to inflation target, except where input cost for services are beyond the municipal control
- Implementation of inclining block tariff (IBT) for water
- Water and electricity loss 18% and 10% respectively (technical and non-technical)
- Historical debt collection rates taken into account in determining the collection rate.

OVERVIEW OF BUDGET ASSUMPTIONS

EXTERNAL FACTORS

Domestically, after five years of strong growth, during which about two million jobs were created, our economy shrank by an estimated 1.8 per cent last year and about 470 000 people lost their jobs. It is expected that recovery from this deterioration will be slow and uneven, and that growth for 2012 was 2.5 per cent (original 2.7 per cent) rising to 1.8 per cent (original 3.6 per cent) by 2013 and 2.7% projected (4.2%) in 2014 and projected 3.5% by 2016.

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the Municipality's finances.

The macro environment that influences the budget:

- Fuel increase exceeds 5.4% on a year basis
- Fuel cost exceeds R14 per litre
- Depreciation of the Rand above R10 to the US Dollar
- Highest unemployment rate in 10 years
- January 2014 loss of 35 000 jobs in manufacturing and construction industry
- Interest rate increased by 50 basis points in January 2014
- Further interest rate hikes expected
- Increase in fuel cost, food cost
- Growth forecast 2014 revised downward

GENERAL INFLATION OUTLOOK AND ITS IMPACT ON THE MUNICIPAL ACTIVITIES

There are five key factors that have been taken into consideration in the compilation of the 2014/15 MTREF:

- (a) National Government macro-economic targets;
- (b) The general inflationary outlook and the impact on Municipality's residents and businesses;
- (c) The impact of municipal cost drivers;
- (d) The increase in prices for bulk electricity and water; and
- (e) The increase in the cost of remuneration. Employee related costs comprise 24 per cent of total operating expenditure in the 2014/15 MTREF and therefore this increase above inflation places a disproportionate upward pressure on the expenditure budget. The wage agreement SALGBC concluded with the municipal

workers unions on July 2012 as well as the categorisation and job evaluation wage curves collective agreement signed on 21 April 2010 must be noted.

INTEREST RATES FOR BORROWING AND INVESTMENT OF FUNDS

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term.

The rate of revenue collection is currently expressed as a percentage (90 per cent) of annual billings. Cash flow is assumed to be 90 per cent of billings, plus an increased collection of arrear debt from the revised collection and credit control policy. The performance of arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

COLLECTION RATE FOR REVENUE SERVICES

Debtors' revenue is assumed to increase at a rate that is influenced by the consumer debtors' collection rate, tariff/rate pricing, real growth rate of the Municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

GROWTH OR DECLINE IN TAX BASE OF THE MUNICIPALITY

The collective agreement regarding salaries/wages came into operation on 1 July 2012 and shall remain in force until 30 June 2015.

IMPACT OF NATIONAL, PROVINCIAL AND LOCAL POLICIES

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;

- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

ABILITY OF THE MUNICIPALITY TO SPEND AND DELIVER ON THE PROGRAMMES

It is estimated that a spending rate of between 88 and 100 per cent is achieved on operating expenditure and 100 per cent on the capital programme for the 2015/16 MTREF of which performance has been factored into the cash flow budget.

OVERVIEW OF THE ANNUAL BUDGET PROCESS

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

BUDGET PROCESS OVERVIEW

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2012) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule on 31 July 2013. Attached as Annexure B on page___ the time table for IDP and Budget process. Key dates applicable to the process were:

- **November 2014** –Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **January and February 2015** - Review of the financial strategy and key economic and financial planning assumptions by the Budget Steering Committee. This included financial forecasting and scenario considerations;
- **February 2015** –Multi-year budget proposals are submitted to the Portfolio Committee for endorsement;
- **January 2015** - Council considers the 2013/14 Mid-year Review and Adjustments Budget;

- **March 2015** - Recommendations are communicated to the respective departments.
- **19 March 2015**- Recommendations are communicated to Informal Council Meeting, and on to the respective departments. The draft 2014/15 MTREF is revised accordingly;
- **27 March 2015** - Tabling in Council of the draft 2014/15 IDP and 2014/15 MTREF for public consultation;
- **April 2015** – Public consultation;
- **9 May 2015** - Closing date for written comments;
- **1 to 20 May 2015**– finalisation of the 2014/15 IDP and 2014/15 MTREF, taking into consideration comments received from the public, comments from National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework;
- **21 May 2015** - Informal Council meeting, and
- **30 May 2015** - Tabling of the 2015/16 MTREF before Council for consideration and approval.

IDP AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The Council of the Metsimaholo Local Municipality (MLM) adopted a five-year Integrated Development Plan (IDP) covering the period 2012/13 to 2016/17 in June 2012. The 2015/16 IDP therefore represents the second annual review of the adopted five-year IDP.

The principal legislation in so far as the development of IDP is concerned is the Municipal Systems Act 32 of 2000. Section 25 of the Act mandates each municipal council to adopt a single, inclusive and strategic plan for the development of the municipality. As a strategic plan of the municipality, the IDP should therefore provide a clear road map for the municipality that would take it from the current situation to its desired state in five years. To this effect, the IDP must:

- Link, integrate and coordinate plans and take into account proposals for the development of the municipality.
- Align the resources and capacity of the municipality with the implementation for the plan.
- Form the policy framework and general basis on which annual budgets must be based.
- Be compatible with national and provincial development plans and planning requirements that are binding on the municipality in terms of legislation.

Integrated development planning and the product of this process, the IDP is a constitutional and legal process required of municipalities. Planning in general and the IDP in particular, is a critically important management tool to help transformation, growth and development at local government level. It is an approach to planning that

involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development,

The contents of the first review have been aligned to the Revised IDP Framework for Municipalities outside Metros and Secondary Cities, issued by the Department of Cooperative Governance and Traditional Affairs (CoGTA) in June 2012. It further includes the data from Census 2011 and revised service delivery targets for 2015/16, where appropriate.

FINANCIAL MODELLING AND KEY PLANNING DRIVERS

As part of the compilation of the 2015/16 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2015/16 MTREF:

- Municipality growth
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation, Eskom increases, household debt, migration patterns)
- Performance trends
- The approved 2014/15 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Debtor payment levels
- Loan and investment possibilities
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 51, 58.64, 66.67,70 and 72 has been taken into consideration in the planning and prioritisation process.

OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realised through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the Municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the Municipality strategically complies with the key national and provincial priorities.

The aim of this IDP compilation process was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the Municipality's response to these requirements.

The national and provincial priorities, policies and strategies of importance include amongst others:

- Green Paper on National Strategic Planning of 2009;
- National Development Plan (Vision 2030);
- The New Growth Path (2010);
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (PGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans, legislation and policy;
- National Key Performance Indicators (NKPIs);
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2015/16 MTREF and further planning refinements that have directly informed the compilation of the budget:

In order to ensure integrated and focused service delivery between all spheres of government it was important for the municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

The municipality has through its strategic planning and public participation processes ensured that the Municipal Strategic Priorities were unpacked by developing key performance areas (KPAs), programmes, objectives, key performance indicators (KPIs) and targets for each of the KPAs and programmes.

The said objectives, indicators and targets have been aligned to the Provincial Priority Outputs, where possible and will form the basis for the development of the municipality's Service Delivery and Budget Implementation Plan (SDBIP) and Annual Performance Plans of Senior Management for the 2015/16 financial year.

PROVIDING CLEAN WATER AND MANAGING WASTE WATER

The Municipality is the Water Services Authority for the entire municipality in terms of the Water Services Act, 1997 and acts as water services provider. Approximately 71 per cent of the Municipality's bulk water needs are provided directly by Rand Water in the form of purified water. The remaining 29 per cent is generated from the Municipality's water treatment works in Deneysville and Oranjeville.

The Department of Water Affairs conducts an annual performance rating of water treatment works, presenting a Blue Drop or Green Drop award respectively to potable water treatment works and waste water treatment works that meet certain criteria of excellence.

The Municipality were awarded 48.1% on the Blue Drop status in 2010/11, with the Municipality's drinking water quality being within the desired standards. The Metsimaholo Water Treatment Plant was awarded the best medium sized drinking water treatment works by the Department of Water Affairs. The municipality is awaiting the score of the latest assessment .

Of the 8 waste water treatment works, two were awarded Green Drop status in 2010/11, indicating that these two plants consistently meet waste water treatment standards of exceptional quality. The remaining 6 plants will require renewals/upgrading to meet the minimum Green Drop certification standards. This has been prioritised as part of the 2011/12

medium term capital budget. The municipality was the best performer within the Free State, having 61.8% compliance. The municipality is awaiting the score of the latest assessment.

The following is briefly the main challenges facing the Municipality in this regard:

- The infrastructure at most of the waste water treatment works is old and insufficient to treat the increased volumes of waste water to the necessary compliance standard;
- Shortage of skilled personnel makes proper operations and maintenance difficult;
- Electrical power supply to some of the plants is often interrupted which hampers the purification processes; and
- There is a lack of proper regional catchment management, resulting in storm water entering the sewerage system.

The following are some of the steps that have been taken to address these challenges:

- Infrastructure shortcomings are being addressed through the capital budget in terms of a 5-year upgrade plan;
- The filling of vacancies has commenced and the Waste Water Division will embark on an in-house training programme and SETA programme, especially for operational personnel;
- The Electricity Division is to install dedicated power supply lines to the plants; and
- The Division is working in consultation with the Department of Water Affairs to address catchment management.

OVERVIEW OF BUDGET RELATED-POLICIES

The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

Budget Policy

Virement Policy

Asset Policy

Cash Management and Investment Policy

Property Rates Policy

Credit control and debt collection Policy

Indigent Policy

All the above policies were workshop at a meeting with the Councillors on 22 May 2014.

CREDIT CONTROL AND DEBT COLLECTION PROCEDURES/POLICIES

The Credit Control Policy was approved by Council in June 2014 is currently under review. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the lowering of the credit periods for the down payment of debt. In addition emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

The Policy is amended as follows:

“1.11.2.2;1.11.3.2 and 1.11.4.2 Payments of the balance in monthly instalments over the following maximum period:

Amount of arrears less than	R 1 000		03 months
Amount of arrears between	R 1 001	R10 000	06 months
Amount of arrears between	R10 001	- R30 000	12 months
Amount of arrears more than	R30 001		>12 months needs MM and CFO APPROVAL

Council must approve the write off of debts. It happens that some accounts have debt balance after the residents have moved but the amount is too small to take legal actions, as the cost will exceed the outstanding amount. Cases occur where there is a dispute on the account and a settlement may be reached to finalise the dispute. It is recommended that the CFO receive delegation of authority to approve the write off of amounts to a maximum of R20 000 per case/account., accounts between R20 000 and R100 000 approval from Municipal Manager .All accounts/cases to be written off and that exceed R100 000 will be reported to Council to obtain approval.

The Credit Control and Debt Collection Policy is revised and to be taken for public participation.

The 2015/16 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 90+ per cent on current billings.

SUPPLY CHAIN MANAGEMENT POLICY

Supply Chain Management Policy – the policy will be revised

BUDGET AND VIREMENT POLICY

A Budget and Virement Policy that aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the Municipality's system of delegations. The Budget policy is in place and draft Virement Policy is developed.

- (a) Paragraph 5.1(a) be amended: The Zero bases method, ***combined with incremental method based on historical information***, shall be used in preparing the MTREF budget.

The Virement Policy will be submitted for approval with the MTREF in May 2015

CASH MANAGEMENT AND INVESTMENT POLICY

The Municipality's Cash Management and Investment Policy are out dated and were revised.

The draft Cash Management and Investment Policy will be submitted with MTREF in May 2015.

TARIFF POLICY

The Municipality's tariff policy provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policy has been reviewed and tariffs amended accordingly.

INDIGENT POLICY

The Indigent Policy is revised and to be taken for public participation.

Policy: Households will qualify for indigent status where the household income does not exceed two times the old age state pension, in the case of two pensioners living in that household. In the event of there only being one pensioner in the household the household income should not exceed one times the old age state pension.

REVENUE ENHANCEMENT STRATEGY/ POLICY

Revenue Enhancement Strategy has been reviewed and a campaign has been considered. Operation Patala has started already

REVENUE AND EXPENDITURE FRAMEWORK

A consolidated overview of the operating and capital budget proposals over the medium-term, in terms of the attached budget schedules, is provided in the table below.

TABLE 87: CONSOLIDATED REVENUE AND EXPENDITURE FRAMEWORK

	Adjustment Budget	Medium Term Revenue and Expenditure Framework		
	2014/15 R'000	2015/16 R'000	2016/17 R'000	2017/18 R'000
Operating revenue	882 003	967 583	1 029 253	1 090 169
Operating expenditure(Revised)	879 110	957 455	1 031 326	1 094 567
Capital expenditure	78 265	154 222	96 230	89 362

Total operating revenue has grown by 9.7 per cent or R85.6 million for the 2015/16 financial year when compared to the 2014/15 Adjustments Budget. For the two outer years, operational revenue will increase by 6.0 and 5.9 per cent respectively, equating to a total revenue growth of R122 586 million over the MTREF when compared to the 2014/15 financial year. Included in revenue is grants for operating expenditure and capital projects.

Total operating expenditure for the 2015/16 financial year has been appropriated at R957 455 million and translates into a budgeted surplus of R10.1 million. Compared to the 2014/15 Adjustments Budget, operational expenditure has increased by 8.9 per cent in the 2015/16 budget and grown by 7.7 and 6.1 per cent for each of the respective outer years of the MTREF. The operating surplus decreases to a deficit for the two outer years to R2 million and to R4.4 million.

The capital budget of R154 222 million for 2015/16 is 97.1 per cent more when compared to the 2014/15 Adjustment Budget. The capital programme decreases to R96 million in the 2016/17 financial year and then evens out in 2017/18 to R89.3 million. A portion of the capital budget will be funded by Development Bank of South Africa as front loading of DoE. Additional R15.1 will be funded from a new loan. The balance will be funded from internally generated funds. Government Grants make up 46.7 per cent of the capital expenditure. The capital budget remains relatively flat over the medium-term due to constraints on internally funded CAPEX due to cash flow considerations.

5.3 FINANCIAL PLAN

5.3.1 Operating Revenue Framework

For Metsimaholo Municipality to continue improving the quality of services provided to its citizens it needs to enhance its revenue base. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is underpinned by around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 90 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.
- Tariffs to be aligned to inflation target, except where input cost for services are beyond the municipal control
- Implementation of inclining block tariff (IBT) for water
- Water and electricity loss 10% (technical and non-technical)
- Historical debt collection rates taken into account in determining the collection rate.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 88 : 2015/16 MTREF – REVENUE BY SOURCE

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue By Source											
Property rates	2	86 652	92 485	105 296	102 114	111 014	111 014	–	107 319	113 222	119 223
Property rates - penalties & collection charges		–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	137 388	164 079	179 303	219 951	219 951	219 951	–	243 223	267 546	294 300
Service charges - water revenue	2	141 717	159 701	179 907	276 185	273 185	273 185	–	307 067	324 059	341 236
Service charges - sanitation revenue	2	18 996	19 990	21 737	22 837	22 837	22 837	–	24 250	25 583	26 939
Service charges - refuse revenue	2	25 259	27 526	29 606	39 978	39 978	39 978	–	35 618	37 577	39 569
Service charges - other		5 116	6 743	11 487	9 136	8 556	8 556	–	8 313	8 751	8 857
Rental of facilities and equipment		4 727	4 514	4 858	5 002	5 002	5 002	–	5 272	5 658	6 091
Interest earned - external investments		2 357	1 543	1 694	2 400	1 300	1 300	–	2 000	2 000	2 000
Interest earned - outstanding debtors		19 203	13 900	17 139	18 600	15 300	15 300	–	18 171	18 940	19 745
Dividends received		59	–	–	–	–	–	–	–	–	–
Fines		6 308	4 194	15 855	5 023	5 023	5 023	–	6 024	5 575	5 576
Licences and permits		66	120	146	172	172	172	–	181	191	201
Agency services		–	–	–	–	–	–	–	–	–	–
Transfers recognised - operational		91 482	97 822	104 642	118 259	117 948	117 948	–	125 734	140 844	156 063
Other revenue	2	4 379	4 779	2 857	4 328	5 695	5 695	–	5 860	6 070	6 383
Gains on disposal of PPE		728	4 132	3 036	5 000	5 000	5 000	–	5 000	1 000	5 925
Total Revenue (excluding capital transfers and contributions)		544 438	601 528	677 563	828 986	830 961	830 961	–	894 031	957 015	1 032 108

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 89 : OPERATING GRANTS AND TRANSFERS

Operating Grants and Transfers	2014/2015	2015/2016	2016/2017	2017/2018	Purpose
	R 0,00	R 0,00	R 0,00	R 0,00	
Equitable Share	107 542	115 423	124 038	135 456	Allocated for Free Services
Financial Management Grant	1 600	1 600	1 625	1 700	Appointment of Interns and training
Water services Operating Grant	2 990	0	4 500	8 000	Salaries and materials at the purification works Deneysville
Municipal System Improvement Grant	934	930	957	1 033	Ward committee and Asset register expenditure
Municipal Infrastructure Grant	2 107	2 161	2 124	2 274	Salaries and operating expenditure at Project Management Unit
Extended Public Works Programme	1 109	1 020			Salaries for temporary staff
Refund Libraries	0	3 000	6 000	6 000	Maintenance of electricity network
Total	1 666	1 600	1 600	1 600	Payment of library function

TARIFF OVERVIEW

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increases of both Eskom and Rand Water bulk tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's expenditure and these tariffs are largely outside the control of the Municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality's future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity and water, petrol, diesel, chemicals, cement, etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows.

TABLE 90 : 2015/16 MTREF - AVERAGE TARIFF INCREASES

Revenue category	2014/15 proposed tariff increase	2015/16 proposed tariff increase	2016/17 proposed tariff increase
	%	%	%
Property rates	6	6	6
Sanitation	8	5.4	5.4
Solid Waste	8	5.4	5.4
Water	Block tariff on water to be implemented from 1 July 2014	5.4	5.4
Electricity	7,39	6.4	6.5

PROPERTY RATES

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009. The Property Rates Policy of the Municipality is in keeping with the Circular 51.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R20 000 reduction on the market value of a property will be granted in terms of the Municipality's own Property Rates Policy;
- Maximum of R50 subsidy is granted to registered indigents in terms of the Indigent Policy and free basic service as per Council resolution;
- For pensioners, physically and mentally disabled persons, *a maximum/total rebate of 30 per cent will be granted to owners of rate-able property if the total gross income does not exceed R7 500 per month of the applicant and/or his/her spouse, if any.* In this regard the following stipulations are relevant:
 - The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependants without income;
 - The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension;
 - The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place; and
 - The property must be categorized as residential.
- The Municipality may award a 100 per cent grant-in-aid on the assessment rates of rate-able properties of certain classes such as registered welfare organizations, institutions or organizations performing charitable work, sports grounds used for purposes of amateur sport. The owner of such a property must apply to the Chief Financial Officer in the prescribed format for such a grant.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2013/14 financial year based on a 6 per cent increase from 1 July 2015 is contained at table 5:

TABLE 91 : 2015/16 PROPOSED PROPERTY RATES

	2014/2015	Proposed 2015/2016
Heavy Industries	0.03475	0.03475
Light Industries	0.03475	0.03475
Businesses	0.01389	0.01389
State property	0.01389	0.01389
Churches	0	0

Domestic and other	0.00694	0.00694
<u>Farmland:</u>		
Residential	0.00347	0.00347
Businesses	0.00694	0.00694
Industries	0.01738	0.01738
Private owned towns, Body Corporate, Sectional Titles	0.00347	0.00347
Mining	0.01738	0.01738
Agricultural	0.00174	0.00174
Unregistered Erven	Municipal services charges equal to category of property	Municipal services charges equal to category of property

The rebate allocated to approve indigents for Assessment Rates is a maximum of R50.00 per month. **For budget purposes the assumption was made that there will be 13 000 approved indigents registered by the end of the 2015/16 financial year.** New proposal: additional income at 6 % tariff increase of assessment rates represents R6 371 490 per annum.

Overall impact of tariff increases on households the following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

Note that in all instances the overall impact of the tariff increases on household's bills has been kept to between 9.7and 10.1per cents, with the increase for indigent households closer to 9 per cent. The implementation of inclining water tariff will influence the % increase in the household bill to large extent.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 92 : HOUSEHOLD BILLS

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15 % incr.	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		316.98	324.98	378.58	414.84	414.84	414.84	6.0%	439.73	466.11	494.07
Electricity: Basic levy		756.68	953.87	1 033.19	1 084.45	1 084.45	1 084.45	7.4%	1 183.51	1 291.33	1 386.76
Electricity: Consumption		247.68	265.20	300.72	324.78	324.78	321.84	25.2%	402.00	434.16	468.90
Water: Basic levy		60.66	64.91	68.80	72.93	72.93	72.93	8.0%	78.76	85.06	91.87
Water: Consumption		72.58	77.66	82.32	88.08	88.08	88.08	8.0%	95.13	102.74	110.96
Sanitation											
Refuse removal											
Other											
sub-total		1 454.58	1 686.62	1 863.61	1 985.08	1 985.08	1 982.14	10.8%	2 199.13	2 379.40	2 552.56
VAT on Services		159.26	190.63	207.90	219.84	219.84	219.42		243.07	262.17	282.08
Total large household bill:		1 613.84	1 877.25	2 071.51	2 204.92	2 204.92	2 201.56	10.8%	2 442.20	2 641.57	2 834.64
% increase/-decrease			16.3%	10.3%	6.4%	-	(0.2%)		10.9%	8.2%	7.3%
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		221.65	255.00	270.42	300.21	300.21	300.21	6.0%	318.22	337.31	357.54
Electricity: Basic levy		358.13	394.44	409.22	434.96	434.96	434.96	7.4%	486.04	542.31	582.39
Electricity: Consumption		196.08	209.95	234.65	254.79	254.79	254.79	20.5%	307.00	331.56	358.09
Water: Basic levy		60.66	64.91	68.80	72.93	72.93	72.93	8.0%	78.76	85.06	91.87
Water: Consumption		72.58	77.66	82.32	88.08	88.08	88.08	8.0%	95.13	102.74	110.96
Sanitation											
Refuse removal											
Other											
sub-total		909.10	1 001.96	1 065.41	1 150.97	1 150.97	1 150.97	11.7%	1 285.15	1 398.98	1 500.85

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

VAT on Services		96.24	104.57	111.30	119.11	119.11	119.11		132.72	142.94	154.09
		1	1	1	1	1	1	11.6%	1	1	1 654.94
Total small household bill:		005.34	106.53	176.71	270.08	270.08	270.08		417.87	541.92	1 654.94
% increase/-decrease			10.1%	6.3%	7.9%	-	-		11.6%	8.7%	7.3%
				-0.37	0.25	-1.00	-				
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		-	-	-							
Electricity: Basic levy		238.95	249.69	246.00	263.22	263.22	263.22	7.4%	282.67	303.56	325.99
Electricity: Consumption					2	2					
Water: Basic levy		103.20	154.70	172.90	187.74	187.74	187.74	8.1%	212.00	228.96	247.28
Water: Consumption					4	4					
Sanitation											
Refuse removal											
Other											
sub-total		342.15	404.39	418.90	450.96	450.96	450.96	9.7%	494.67	532.52	573.27
VAT on Services		47.90	56.61	58.65	63.14	63.14	63.14	#NAME?	69.26	74.56	80.26
Total small household bill:		390.05	461.00	477.55	514.10	514.10	514.10	9.7%	563.93	607.08	653.53
% increase/-decrease			18.2%	3.6%	7.7%	-	-		9.7%	7.7%	7.7%

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water
2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water
3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

5.3.2 Operating Expenditure Framework

The Municipality's expenditure framework for the 2015/16 budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- Zero based budgets and incremental method based on historical information, plus inflation in line with Treasury guidelines
- All increases more than the inflation to be properly motivated.
- Professional fees to be unpacked
- The filling of vacancies should support challenges identified and key priorities as adopted at the strategic workshop. The organisational structure is in the process to be revised.

The following table is a high level summary of the 2015/16 budget and MTREF (classified per main type of operating expenditure):

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

TABLE 93 : SUMMARY OF OPERATING EXPENDITURE BY STANDARD CLASSIFICATION

Operating expenditure by main type	2014/15	2015/16	2016/17	2017/18
	Adjusted Budget	MTREF	MTREF	MTREF
	R'000	R'000	R'000	R'000
Employee related costs	189 867	248 104	265 228	282 202
Remuneration of councillors	14 685	16 256	17 378	18 525
Bad debts	64 300	84 279	71 406	63 126
Repairs and maintenance	27 232	32 772	34 275	35 773
Bulk purchases-electricity	199 876	190 891	216 662	245 911
Bulk purchases-water	118 674	133 972	147 147	161 623
Contracted services	87 646	33 601	35 881	38 244
Finance charges	774	2 168	1 976	1 319
General expenses	94 078	107 583	122 546	120 993
Transfers and grants	31 757	37 745	42 226	45 141
Depreciation	50 221	70 084	76 600	81 710
	879 110	957 455	1 031 325	1 094 567

Employee Related Cost: The budgeted allocation for employee related costs for the 2015/16 financial year totals R248.1 million, which equals 25.9 per cent of the total operating expenditure. The three year collective SALGBC agreement has lapsed at 30 June 2015. Salary increases have been factored into this budget at a percentage increase of 6.0 per cent for the 2015/16 financial year. An annual increase of 6.9 and 6.6 per cent has been included in the two outer years of the MTREF. Provision is also made for the increments. Based on the proposed amended structure critical vacancies need to be determined. As a baseline, provision is made for vacancies of R10 million (R22m required) still to be filled in 2014/2015, R5 million in 2015/2016. The vacancies based on the approved structure is R44 million.

Remuneration of councillors: The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

Bad Debts: The provision of debt impairment was determined based on an annual collection rate of 85 per cent and the Debt collection and Credit Control Policy of the Municipality. For the 2015/16 financial year this amount equates to R84 million and decreases to R63 million by

2017/18. While this expenditure is considered to be a non-cash flow item, it is the municipality's realistically anticipated revenues.

Depreciation: Provision for depreciation and asset impairment has been informed by the Accounting Standards. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard are R70 million. The budget appropriation totals R70 million for the 2014/15 financial and equates to 7.3 per cent of the total operating expenditure. It should be noted that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

Finance charges: Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 0.2 per cent (R2.1 million) of operating expenditure excluding annual redemption for 2015/16 and decreases to R1.3 million by 2017/18.

Bulk purchases Electricity and Water: Bulk purchases are directly informed by the purchase of electricity from Eskom and water from Rand Water. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include technical losses and distribution losses for water and electricity.

Repairs and maintenance: Repairs and maintenance (Schedule A4 as other materials) comprises of amongst others, materials for maintenance, cleaning materials and chemicals, as well as contractors. In line with the Municipality's repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the Municipality's infrastructure. For 2015/16 the appropriation against this group of expenditure has increase by 20.3 per cent (R5 million) and then continues to grow at 4.6 and 4.4 per cent for the two outer years of which budget allocation is in excess of R35.8 million by 2017/18.

Contracted services: In the 2014/15 financial year, Contracted services totals R33.6 million and has increased. For the two outer years growth has been limited to 6.8 and 6.6 per cent. The outcome of this exercise will be factored into the next budget cycle and it is envisaged that additional cost savings measures will be implemented.

General expenses: Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. Growth has been limited to 14.4 per cent for 2015/16 and curbed at 13.9 and decrease by 1.3 per cent for the two outer years, indicating that significant cost savings have been already realised.

The following table gives a breakdown of the main expenditure categories for the 2015/16 financial year

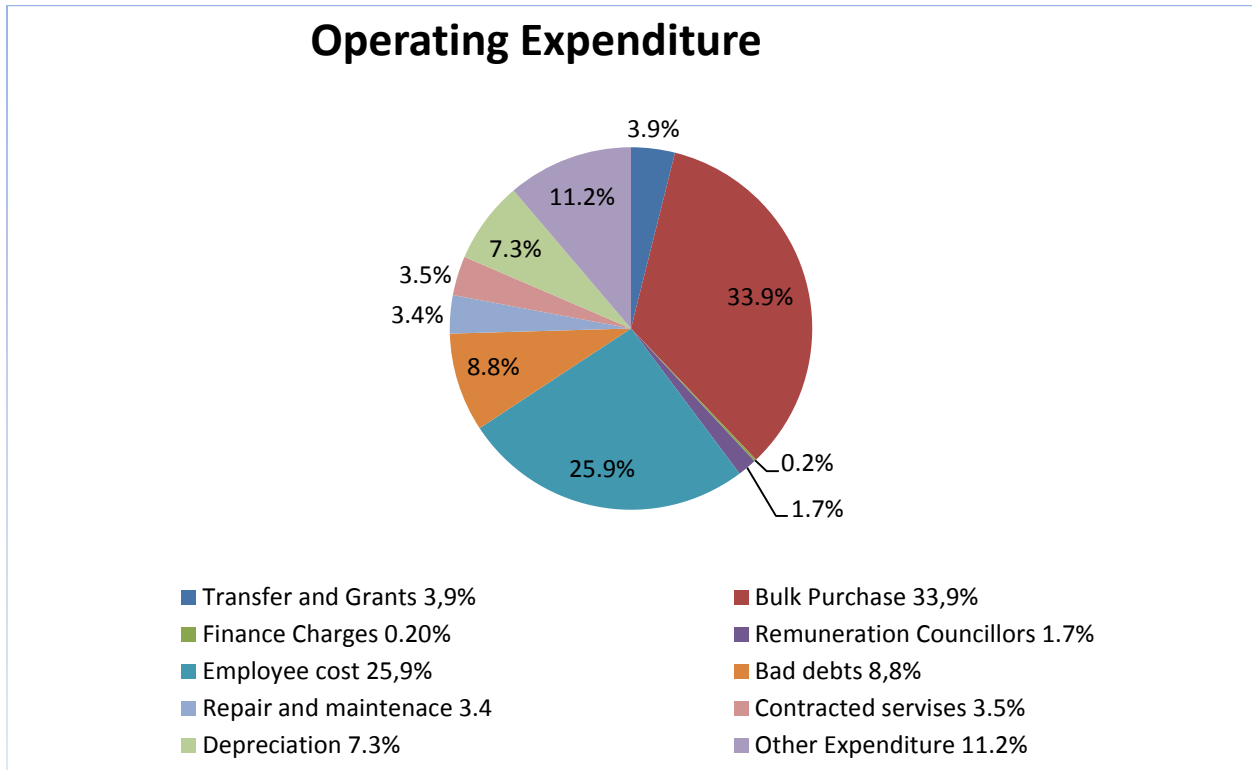


FIGURE 46 : 2015/16 - MAIN OPERATIONAL EXPENDITURE CATEGORIES

PRIORITY GIVEN TO REPAIRS AND MAINTENANCE

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2015/16 budget and MTREF provide for extensive growth in the area of asset maintenance. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Remuneration is still included in Employee cost but in the table the employees cost of Technical Services is added to reflect the repair and maintenance cost. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

TABLE 94 : OPERATIONAL REPAIRS AND MAINTENANCE

R thousand	2011/12	2012/13	2013/14	Current 2014/15			2014/2015MTREF		
	Audit Outcome	Audit Outcome	Audit Outcome	Original budget	Adjust Budget	Full year forecast	Budget 2015/16	Budget 2016/17	Budget 2017/18
Employee related cost	38 647	43 030	44 385	49 048	45 137	45 137	35 775	38 243	40 768
Materials and contracted services	24 327	23 608	15 182	30 685	27 232	27 232	32 772	34 275	35 773
Total repairs and maintenance expenditure	62 974	66 638	59 567	79 733	72 369	72 369	68 547	72 518	76 541

During the compilation of the 2015/16 MTREF operational budget repairs and maintenance was identified as a strategic imperative owing to the ageing infrastructure and historic deferred maintenance. To this end, repairs and maintenance decreases by 10.2 per cent in the 2015/16 financial year, from R79.7 million to R68.5 million. During the 2014/15 Adjustment Budget this allocation was adjusted slightly downwards to R72 million owing to the cash flow challenges faced by the Municipality. Notwithstanding this reduction, as part of the 2015/16MTREF this strategic imperative remains a priority as can be seen by the budget appropriations over the MTREF. The total allocation for 2015/16 equates to R68.5 million a decrease of 5.3 per cent in relation to the Adjustment Budget and then continues to grow at 5.8 and 5.5 per cent over the MTREF. In relation to the total operating expenditure, repairs and maintenance (excluding remuneration of staff) comprises of 3.4, 3.3 and 3.3 per cent for the respective financial years of the MTREF.

FREE BASIC SERVICES: BASIC SOCIAL SERVICES PACKAGE

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. The target is to register a total 10 000 indigent households during the 2015/16 financial year, a process reviewed annually. Detail relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement.

The threshold to qualify as indigent is two times the state old age pension plus R1 000.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

.3.3 CAPITAL EXPENDITURE FRAMEWORK

The following table provides a breakdown of budgeted capital expenditure by vote:

TABLE 95 : 2015/16 MEDIUM-TERM CAPITAL BUDGET PER VOTE

Capital expenditure by vote	2014/15		2015/16		2016/17		2017/18	
	Adjusted Budget	%	MTREF	%	MTREF	%		%
	R'000		R'000		R'000		R'000	
Exec. & Council (MM, Executive Mayor, Council)	558	0,71	4 433	2,87	6 170	6,41	5 396	6,04
Corporate Services	10	0,01	1 750	1,13	3 600	3,74	5 300	5,93
Social Services	150	0,19	25 731	16,68	50 899	52,89	5 186	5,80
Refuse Removal	50	0,06	6 000	3,89	2 500	2,60		0,00
Public Safety	50	0,06	5 186	3,36	3 306	3,44	3 212	3,59
Sport and Recreation		0,00	8 301	5,38	30 028	31,20	758	0,85
Community Services	50	0,06	6 244	4,05	15 065	15,66	1 216	1,36
Technical Services	77 547	99,08	122 068	79,15	35 561	36,95	73 480	82,23
Streets and Storm water	7 000	8,94	15 923	10,32	9 033	9,39	45 320	50,72
Sewerage	40 262	51,44	44 872	29,10	342	0,36	345	0,39
Water supply	3 710	4,74	2 325	1,51	726	0,75	145	0,16
Electricity supply	11 175	14,28	52 860	34,28	23 830	24,76	27 390	30,65
Mechanical Workshop/Buildings	0	0,00	558	0,36		0,00		0,00
Administration	15 400	19,68	5 530	3,59	1 630	1,69	280	0,31
Financial Services			240	0,16				
Economic Dev. and Planning								
Housing & Urban Planning								
Economic Development								
	78 265	100	154 222	100	96 230	100	89 362	100
	558	0,71	4 433	2,87	6 170	6,41	5 396	6,04

The biggest single portion of capital expenditure is allocated to Technical Services which amounts to **R122 million** in 2015/2016 decreasing to **R73.4 million** in 2017/2018.

It is projected that capital expenditure will decrease over the next three years. This mainly due to delays in confirmation of funding from external sources (province and district) inadequate planning by departments of their capital projects over the medium term. This issue is continuously being addressed as part of the municipality's budget reform programme. However, the two outer years will be populated with projects during the 2015/2016 budget and IDP process. Roads receive R15.9 million in 2015/16 which equates to 10 per cent, electricity at 34 per cent, R52.8 million, water at 1.5 per cent, R2.3 million and sewer 29.1 per cent, R44.8 million.

Conditional Grants R78 million

- Gortin sewer R33.3m(2015/16)
- Construction of roads & storm water R4.9 m (2016/17),R45m(2017/18)
- Construction of sports complex Refengkgotso: R16.5 m (2016/17)
- Construction of sports complex Metsimaholo: R7.3m (2015/16);R7.7m(2016/17)
- Zamdela cemetery boundary fence: R13.4m (2016/17)
- Amelia / Gortin & Mooidraai bulk electricity supply: R29 m (2015/16); R11m (2016/17); R13m (2017/18)
- Water demand management project: R 5m(2015/16)
- Refurbishment Deneysville water treatment works:R3.5m (2015/16);R1.5m(2016/17)
- Electricity bulk supply to Amelia, Gortin, Mooidraai:R29m (2015/16);R11m(2016/17)R13m (2017/18)

Own funding

- Upgrading of electricity substation R2.5million
- Resealing of roads R5 million
- Office furniture R1million
- Rehabilitation of landfill site R2 million
- Cemeteries boundary fence:R4 million
- Gortin sewer: R9.6 million
- Water pumps: R1.5 million
- Sewer pumps: R1.5 million
- Electricity network strengthening: R2 million

Loan

- Vehicles and heavy equipment R15 million
- Printing equipment R1 million
- DBSA front loading funding of DoE: Electricity R14million

Rejuvenation

- Roads R7.5 million

CAPITAL FUNDING SOURCES

The municipality is highly dependent on conditional grant funding for its capital expenditure. The cash flow of the municipality is under strain and there is no operating surplus on the budget which could be used for capital expenditure.

Government grants from the National Government constitute 43.7% of the total capital funding in 2015/16.

External loans constitute 18.1% of the total capital funding whilst internally generated funds make up 38.2% of the total funding package.

Capital from internally generated funds (accumulated surplus) will only be used based on the availability of cash.

TABLE 96: 2015/16 MTREF - CAPITAL FUNDING SOURCES

Funding Sources	2015/16	2016/17	2017/18
	R'000	R'000	R'000
Grants and subsidies:			
Department of Energy	29 000 000	11 000 000	13 000 000
Municipal Infrastructure Grant	41 052 350	42 738 400	45 060 400
CoGTA	0	0	0
Land Affairs	0	0	0
Provincial Government	0	0	
DWA	3 500 000	1 500 000	0
District Municipality	0	0	0
Human Settlement			
Public contributions & donations:			
Rand Water	0	0	0
Omnia	0	0	0
Rejuvenation	7 500 000	0	0
Borrowing –Leases(Revised)	1000 000	0	0
Borrowing-external financing(Revised) DBSA	14 000 000	0	0
Borrowing-external financing(Revised)	15 180 000	0	0
		0	0
Own funds-Revised	42 990 090	40 991 790	31 301 960
Total Capital Funding	154 222 440	96 230 190	89 362 360

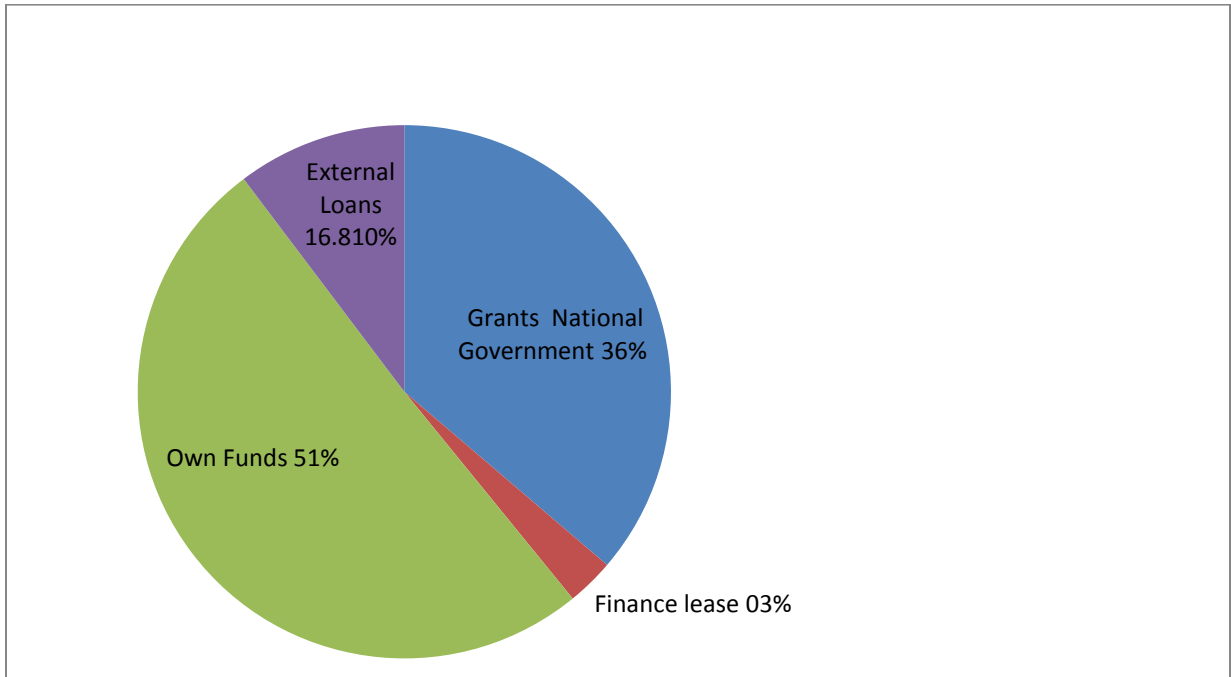


FIGURE 47: SOURCES OF CAPITAL REVENUE FOR THE 2015/16 FINANCIAL YEAR

DRAFT

5.3.4 MLM CAPITAL PROJECTS

MLM in its project planning and identification has considered the guidelines as stated in Section 2 (Revised IDP Framework 2012) which deals with determining the priority services as well as project prioritisation. The Guide Pack (paragraph 2.10) on “In-depth Analysis of consolidation of Key Development priorities and Planning Guidelines” provides a useful basis of key development priorities to consider.

KEY DEVELOPMENT PRIORITIES

The Key Development Priorities identified are summarised as follows:

(1) Infrastructural Priorities

- Improvement and maintenance of:
 - Roads (tar and gravel);
 - Electricity provision;
 - Storm-water drainage systems;
 - Public transport systems;
 - Water distribution networks;
 - Sewerage/sanitation network systems;
 - Housing;
 - Sport facilities;
 - Community facilities, e.g. Libraries, community halls, etc.;
 - Cemeteries;
 - Open spaces;
 - Health care centres;
 - Recreational facilities;
 - Safety and security facilities, e.g. police stations, municipal police satellite stations, etc.

(2) Social Priorities

- The reduction of the spread of HIV/Aids;
- Community development;
- Air and water pollution;
- The provision of housing/housing support centres;
- The reduction of the crime rate;
- Proper traffic safety;
- Proper policing (municipal policing, as well as support to the SAPS);
- Proper emergency services;
- The promotion of equity, specifically regarding disadvantaged people (e.g. women, youth, disabled and aged people); and
- proper disaster management regarding:
 - Train collisions;
 - Air disasters;
 - flood disasters; etc.

(3) Spatial Priorities

- An effective land-use management system;
- A compact urban structure;
- The implementation of a proper environmental management plan; and
- need for spatial integration.

(4) Economic Priorities

- Job creation for unskilled, semi-skilled and skilled residents;
- The promotion of human resource development and the creation of a skills register;
- The implementation of a proper policy for informal economic sectors;
- The formulation and implementation of a:
 - Local Economic Development Plan; and
 - Marketing Plan.
- Support to national job creation programmes and community based enterprises.

(5) Institutional

- Improvement of the level of payment for services;
- Improvement of skills levels (capacitation) of councillors and officials;
- The establishment of satellite municipal offices (e.g. customer care centres);
- Proper communication between Council and communities;
- Proper revenue base;
- Applicable rates and taxes according to the level of services provided;
- Change in culture and operations at Council level;
- Addressing of land ownership and land tenure issues;
- Eradication of corruption and nepotism;
- Participatory IDP process;
- Proper management systems;
- Proper information technology systems;
- Adhere to the principle “serving our people”;
- Productivity of staff;
- Proper equipment;
- Effective decision-making process;
- Proper billing system; and
- adequately trained and skilled staff.

MLM List of IDP Capital projects have been identified and aligned with the above-mentioned Key Development Priorities as follows

SUMMARY OF MLM CAPITAL PROJECTS:

DRAFT

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

	Budget 2015/2016	Budget 2016/2017	Budget 2017/2018	Proposed Financing	2015/2016 Amount	2016/2017 Amount	2017/2018 Amount
EXPENDITURE							
Council	0	0	0	Internal Financing	41 490 090	40 991 790	31 301 960
Municipal Manager	4 732 500	6 170 400	5 396 390	Internal Financing carried over	1 500 000	0	0
Corporate Services	1 150 000	600 000	300 000	External Financing	15 180 000	0	0
Social Services	28 583 880	50 899 120	5 185 570	Lease	1 000 000	0	0
TECHNICAL SERVICES				DBSA (advance DoE)	14 000 000		
Streets and Storm water	27 922 850	9 033 070	45 320 400		0	0	0
Sewerage	44 872 620	341 500	345 000		0	0	0
Water supply	5 824 850	2 226 100	145 000	Grants and Subsidies:	0	0	0
Electricity supply	52 860 000	23 830 000	27 390 000	District Municipality	0	0	0
Administration (Director)	0	0	0	Dept. Energy(DoE)	29 000 000	11 000 000	13 000 000
Mechanical Workshop	558 500	0	0	MIG	41 052 350	42 738 400	45 060 400
Buildings	830 000	130 000	130 000	Human Settlement	0	0	0
Administration	6 200 000	0	150 000	Land Affairs	0	0	0
				DWA	3 500 000	1 500 000	0
Financial Services	240 000	0	0	Rejuvenation	7 500 000	0	0
				DWS(Prov.)	5000 000	0	0
Economic Planning and Development	0	0	0		0	0	0
Sub Total	173 775 200	92 577 430	84 362 360		173 775 200	92 577 430	84 362 360

SUMMMARY OF CAPITAL PROJECTS 2015/16 TABLE: 97

LIST OF MLM CAPITAL PROJECTS



2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: PROVISION OF WATER

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION			
					2015/16	2016/17	2017/18	
<p>Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water. (NDP)</p> <p>Improve water quantity and quality management (NDP)</p> <p>Provide new basic infrastructure at local level (water, sanitation and electricity). (MTSF)</p> <p>Improve water quantity and quality management. (FSGDS)</p>	<p>A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2019, with reviews every five years</p> <p>Ensure compliance of water treatment works and water storage, including bulk in towns with blue drop standards for new development areas.</p>	Water pump replacements	ALL	Internal	1 500 000	0	0	
		Water Tower- sump pump and controls	ALL	Internal	20 000	0	0	
		Water Tower - Ultrasonic level control+wiring	ALL	Internal	150 000	0	0	
		17 bulk meter chambers - WDM	ALL	Internal	350 000	500 000	0	
		3 x LDV (2-do/vil) - Vehicles	ALL	Loan	130 000	130 000	130 000	
		Equipment	ALL	Internal	129 850	96 100	15 000	
		Sub-total				2 194 850	726 100	145 000

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: PROVISION OF ELECTRICITY

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Sasolburg	SASOLBURG				
<ul style="list-style-type: none"> The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest. (NDP pg.155) Members of society have sustainable and reliable access to basic services. (MTSF) Maintain and upgrade basic infrastructure at local level. Provide and upgrade Bulk Services. (FSGDS) 	<ul style="list-style-type: none"> Develop electricity master plans for municipalities Address electricity bulk infrastructure backlog. Electricity network connection and Bulk supply 	Network strengthening Phase 3 (LM) (CO)		Internal	2 000 000	3 000 000	4 000 000
		Bulk supply to Amelia, Gortin and Mooibraai (CO) (DOE Funds)		DoE	29 000 000	11 000 000	13 000 000
		Bulk supply to Amelia, Gortin and Mooibraai (CO) (DOE Funds)		DBSA	14 000 000	0	0
		Upgrading of Main Substation for Sasolburg (LM)(N)		Internal	2 500 000	6 500 000	7 500 000
		Deneysville					
		Upgrading of network Phase 2 (LM Funds)(CO)		Internal	0	0	0
		Oranjeville					
		Upgrading of Streetlight network (LM Funds) (CO)		Internal	500 000	450 000	350 000
		Fencing of electrical substations (CO)		Internal	500 000	500 000	300 000
		Replace redundant streetlight fittings (CO)		Internal	500 000	500 000	400 000
		Replace distribution pillars (CO)		Internal	350 000	350 000	250 000
		Replace substation doors in Zamdela		Internal	80 000	50 000	50 000
		Replace of transformers (CO)		Internal	450 000	480 000	510 000
		1 x Crane Truck (Vehicle)		Loan	1 700 000	0	0
		Equipment		Internal			
		Sub-total			Internal	7 840 000	12 830 000
			External	45 020 000	11 000 000	13 000 000	
				52 860 000	23 830 000	27 390 000	

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: STREET AND STORM WATER

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
<ul style="list-style-type: none"> Maintain and upgrade basic infrastructure at local level. FSGDS (pg.27)	<ul style="list-style-type: none"> Address infrastructure backlog. 	Resealing of roads	ALL	Rejuvenation	5 000 000	7 500 000	0
		Vaal Park taxi rank	14&18	Internal Carried over	1 500 000	2 000 000	0
		Zamdela paved roads	ALL	MIG	7000 000	4 989 070	45 060 400
		Refengkgotso paved roads		MIG	3000 000	0	0
		Metsimaholo paved roads		MIG	2000 000	0	0
		5 x LDV- Vehicle	ALL	Loan	130 000	260 000	260 000
		2 x Tipper trucks	ALL	Loan	1 700 000	1 700 000	
		Equipment	ALL	Internal	92 850	84 000	0

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY



					27 922 850	9 033 070	45 320 400
--	--	--	--	--	------------	-----------	------------

DRAFT

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: MECHANICAL WORKSHOP

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
<ul style="list-style-type: none"> Members of society have sustainable and reliable access to basic services. (MTSF) Maintain and upgrade basic infrastructure at local level. (FSGDS) 	<ul style="list-style-type: none"> 	Extension of shelters for heavy vehicles phase 1(CO)(N)	ALL	Internal	250 000	0	0
		Replace roof on existing shelters (N)	ALL	Internal	250 000	0	0
		Equipment	ALL	Internal	58 500		
		Sub-total			558 500	0	0

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: CIVIL ENGINEERING & ADMINISTRATION

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
<ul style="list-style-type: none"> Members of society have sustainable and reliable access to basic services. (MTSF) Maintain and upgrade basic infrastructure at local level. FSGDS 	<ul style="list-style-type: none"> Develop master plans for municipalities 	Water demand and Management Project	ALL	DWA	5 000 000	0	0
		Water Services Development Plan/Sector plan	ALL	Internal	1 200 000	0	150 000
		Sub-total			6 200 000	1 500 000	150 000

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: SEWER/SANITATION

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
Maintain and upgrade basic infrastructure at local level. (NDP) Provide and upgrade Bulk Services. (NDP) Members of society have sustainable and reliable access to basic services. (MTSF)	Address infrastructure backlog. Ensure compliance of waste water treatment (new and upgraded) with the Green Drop standards in all towns and new developments.	Sewer pumps replacement	ALL	Internal	1 500 000	0	0
		Gortin Sanitation Phase 4	1	MIG& Internal	42 935 420	0	0
		4x LDV (Vehicle)	ALL	Loan	130 000	130 000	130 000
		1x LDV canopy - D/vil (Vehicle)	ALL	Internal	15 000	0	0
		Equipment	ALL	Internal	242 200	211 500	215 000
					44 872 620	341 500	345 000

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: BUILDINGS

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
• As Above	• As Above	Repair basement roof	ALL	Internal	700 000	0	0
		Vehicles: 3x LDV	ALL	Loan	130 000	130 000	130 000
					830 000	130 000	130 000

DRAFT

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA1: SERVI DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PROGRAMME / CORE FUNCTION: HUMAN SETTLEMENT

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
<p>Upgrade all informal settlements on suitable, well located land by 2030. More people living closer to their places of work. (NDP) Provide individual subsidies and housing opportunities to beneficiaries in accordance with various housing programmes. (FSGDS) Adequate housing and improved quality living environments. (MTSF)</p>	<p>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Improve the functionality of the rental housing environment. Put emphasis on densification of new developments, to improve overall settlement efficiency and resource utilization. Fast track release of well-located land for housing and human settlements targeting poor households.</p>	Office accomodation (based on 2% of the capital budget for 2015/2016)		Human Settlement	0	0	0
		Vehicles (based on 2% of capital budget for 2015/2016)		Human Settlement	0	0	0
		Human Re-settlement (74 RDP Houses Nic Ferrerira Sasolburg x 1		Human Settlement	0	0	0
		CRU's (Ph 1 92 Complete -Phase II 300 Units Hostel 4 Zamdela)		Human Settlement	0	0	0
		CRU's expansion (4 cluster) Hostel 4 Zamdela		Human Settlement	0	0	0
		CRU's (100 Units in Refengkgotso)		Human Settlement	0	0	0
		CRU's Hostel 3 (Town House / Old Age Complex Concept		Human Settlement	0	0	0

KPA 2: LOCAL ECONOMIC DEVELOPMENT
PROGRAMME / CORE FUNCTION: ECONOMIC DEVELOPMENT

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
Maintain a positive trade balance for primary and processed agricultural products. (NDPpg.16) Accelerate post settlement support programmes for emerging farmers. (FSGDS) Expand and diversify sustainable agriculture production and food security. (FSGDS. Pg.22) Facilitate land reform, redistribution and agricultural reform. (FSGDS)	Expand the agrarian reform programme focusing on the systematic promotion of agricultural co-operatives. Rural economies will be activated through improved infrastructure and service delivery and review of land tenure. Protect agricultural land for agricultural land use in line with SDF	Purchase of Farmland for Agricultural Land Uses / Small Farm		Land Affairs	0	0	0
		Creche in Refengkgotso (Themba Khubeka)	20	Internal	0	0	0
		Sub Total			0	0	0

KPA 2: LOCAL ECONOMIC DEVELOPMENT

PROGRAMME/CORE FUNCTION: URBAN PLANNING/HUMAN SETTLEMENT

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
<p>Adequate housing and improved quality living environments.(MTSF)</p> <p>Accelerate and streamline township establishment processes and procedures to ensure sustainable settlement.(FSGDS)</p>	<p>Fast track release of well-located land for housing and human settlements targeting poor households.</p>	Township Establishment Mooidraai Phase I (Surveying 1000 erven)		Human Settlement	0	0	0
		Township Establishment Mooidraai Phase II (Surveying 1500 erven)		Human Settlement	0	0	0
		Township Establishment 300 x Erven Amelia South		Human Settlement	0	0	0
	<p>Improve access to the Integrated, Residential Development Programme for basic infrastructure.</p> <p>Put emphasis on densification of new developments, to improve overall settlement efficiency and resource utilization.</p>	Re-planning / Infill of School Erven Earmarked for Residential Uses		Human Settlement	0	0	
		Re-planning of Light Industrial Erven Refenggotso for CRU's		Human Settlement	0	0	0
		Re-planning of Hostel 4 Site (CRU Expansion to the south west)		Human Settlement	0	0	0
			Sub Total			0	0

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 2: LOCAL ECONOMIC DEVELOPMENT

PROGRAMME / CORE FUNCTION: ECONOMY AND EMPLOYMENT/JOB CREATION

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION ⁸⁷		
					2015/16	2016/17	2017/18
The unemployment rate should fall from 24.9 percent in June 2012 to 14 percent by 2020 and to 6 percent by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.(NDP) Public employment schemes provide short-term relief for the unemployed and build community solidarity and agency.(MTSF)	Broaden the expanded public works programme (EPWPs) to cover 2 million fulltime equivalent jobs by 2020. EPWP Phase 3 (including CWP) implemented, monitored and evaluated.	Creating Job opportunities through Community Work Programme (CWP)	ALL	CoGTA	10 000 000 (to create 1100 job opportunities)	11 000 000 (to create 1100 job opportunities)	12 000 000 (to create 1100 job opportunities)
		Creating Job opportunities through Expanded Public Works Programme(EPWPs)	ALL	CoGTA	1 300 000 (to create 411 job opportunities)	1 400 000 (to create 450 job opportunities)	1 500 000 (to create 500 job opportunities)
		Sub Total					

⁸⁷ Budget Allocation to be determined by CoGTA for programme and project implementation.

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: PARKS AND PLAY GROUNDS

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION			
					2015/16	2016/17	2017/18	
		Building of Oranjeville store and change room	ALL	Internal	0	0	100 000	
		Upgrading of parking area	ALL	Internal	0	140 000	0	
Promote effective and efficient sport and recreation development. (FSGDS) Using sport and recreation to promote social cohesion. (MTSF)	Expand mass participation in sports and recreation	6 x LDV with Canopy (Vehicle)	ALL	Loan	320 000	320 000	0	
		8 x Tractors with rotary machine (Vehicle)	ALL	Loan	480 000	0	480 000	
		4 x Ride on machine (Metsimaholo) (Vehicle)	ALL	Loan	140 000	70 000	140 000	
	Provide adequate sport and recreation facilities and ensure that these are maintained Greening of public spaces. Cleaning of cities/towns.	1 x Truck mounted with grap (Refenggotso) (Vehicle)	ALL	Loan	400 000	0	70 000	
		1 x Sedan (Vehicle)	ALL	Internal	0	120 000	0	
		1 x Back Acter (Vehicle)	ALL	Loan	600 000	0	0	
		Equipment	ALL	Internal	140 990	1 272 980	874 990	
			Sub Total			2 160 990	1 922 980	1 664 990

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: ABRAHMSTRUST

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
Implement a government support programme for tourism development and growth. (FSGDS)	Support and maintain local tourism infrastructure.	3 x Upgrading chalets	ALL	Internal	300 000	0	400 000
		Upgrading of conference hall (A/rust)	ALL	Internal	200 000	0	0
		Upgrading of roof for 2 Lapas	ALL	Internal	150 000	0	0
		Furniture	ALL	Internal	151 660	0	104 380
		Sub Total				802 760	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION
PROGRAMME / CORE FUNCTION: DAY VISIT AREAS (DENEYSVILLE)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
Implement a government support programme for tourism development and growth.(FSGDS)	Support and maintain local tourism infrastructure.	Revamp reception office and toilets	3,4&20	Internal	80 000	0	42 100
		Lapa shelter	3,4&20	Internal	0	105 000	205 000
		Fence (Deneysville/Oranjeville)	3,4&20	Internal	52 500	0	0
		Install Electricity	3,4&20	Internal	80 000	0	0
		Sub Total			212 500	105 000	247 100

DRAFT

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: ETIENNE ROUSSEAU THEATRE

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
Promote the full diversity of arts (visual and performing), culture and heritage services in the province with the aim of developing skills, creating jobs, alleviating poverty and supporting education and recreation. (FSGDS)	Establish collaborative relationships between major provincial theatres and the Drama Department at the University of the Free State.		15,16&17		0	0	0
					0	0	0
					0	0	0
					0	0	0
		Sub Total			0	0	0

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: COMMUNITY HALL (REFENGGOTSO)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		200 x Chairs	3,4&20	Internal	10 500	0	0
		17 x Tables	3,4&20	Internal	6 000		
		Sub Total			16 500	0	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: COMMUNITY HALL (METSIMAHOLO)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		100 x Chairs	5	Internal	10 500	0	0
		17 x Tables	5	Internal	6 000	0	0
		Sub Total			16 500	0	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION
PROGRAMME / CORE FUNCTION: COMMUNITY HALL (ZAMDELA)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		100 x Chairs	11	Internal	21 000	0	0
		17 x Tables	11	Internal	6 800	0	0
		Sub Total			27 800	0	0

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: STADUMS (D P DE VILLIERS)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Upgrading of Stadium	11		0	0	0
		Sub Total			0	0	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: STADIUMS (MOSES KOTANE)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		5 x Double lockers	15	Internal	0	5 000	0
		4 x Hand dryers	15	Internal	0	0	7 000
		First Aid box and equipment	15	Internal	0	6 000	
		Sub Total			16 500	0	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: STADUMS (REFENGGOTSO)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Building of Multi - purpose Sports centre –Refengkgotso	3,4&20	MIG		16 584 800	
		Sub Total				16 584 800	

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CRE FUNCTION: STADIUMS (METSIMAHOLO)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Building of Multi - purpose Sports centre-Metsimaholo		MIG	7 703 630	7 674 060	0
		Sub Total			7 703 630	7 674 060	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: SWIMMING POOL (PENNY HEYNS)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATIO N/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Upgrade storm water channel (backwash)	17	Internal	50 000	0	0
		2 x Chlorinators : Equipment	17	Internal	24 000	0	0
		Sub Total			74 000	0	0

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

					2015/16	2016/17	2017/18
		Boundary fence and extension of cemetery	ALL	Internal	1 000 000		
		1 x 1420 - ID electronic maker	ALL	Internal	70 000		14 000
		2 x Brush cutters	ALL	Internal	0		
		Erection of niches wall	ALL	Internal	0	50 000	
		Sub Total			1070 00	50 000	14 000

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: CEMETRY (SASOLBURG)

PRO KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: SWIMMING POOL (ZAMDELA)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Upgrading of Zamdela swimming pool	11		0	5 000 000	0
		Sub Total			0	5 000 000	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION
PROGRAMME / CORE FUNCTION: CEMETRY (REFENGGOTSO)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
•	•	Boundary fence	ALL	MIG	1 500 000	0	0
		Building toilets and upgrade			200 000	100 000	80 000
		Equipment	ALL	Internal	16 000	64 000	80 000
		Sub Total			1 716 000	164 000	160 000

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION
PROGRAMME / CORE FUNCTION: CEMETRY (SASOLBURG)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Equipment: 1x Brush cutters	ALL	Internal	8 000	0	0
		Sub Total			8 000	0	0

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: CEMETRY (ZAMDELA)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATI ON/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
•	•	Boundary fence & extension of cemetery	ALL	Internal	1 000 000	0	0
		Equipment	ALL	Internal	70 000	50 000	14 000
		Sub Total			1 070 000	50 000	14 000

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: CEMETRY (METSIMAHOLO)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Building toilets	5	Internal	100 000	50 000	0
		Paving	5	Internal	0	0	150 000
		Fence	5	Internal	1 500 000	0	0
		Equipment	5	Internal	8 000	0	0
		Sub Total			1 608 000	50 000	150 000

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: LIBRARY (SASOLBURG)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
Provide free, equitable and accessible library and information services to make provision for the learning, information, cultural and recreational needs of the Municipality. (FSGDS)	Improve the safeguarding of library buildings and equipment.	Equipment	15,16 &17	Internal	30 010	18 000	10 000
		Sub Total					
					30 010	18 000	10 000

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: LIBRARY (ZAMDELA)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
As Above	As Above	Equipment	11	Internal	14 050	6 100	0
		Sub Total				14 050	6 100

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: LIBRARY (DENYSVILLE)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
As Above	As Above	Equipment	5	Internal	7 440	4 850	6 100
		Sub Total				7 440	4 850

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: LIBRARY (ORANJEVILLE)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
As Above	As Above	Equipment		Internal	7 440	4 850	6 100
		Sub Total				7 440	4 850

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

Metsimaholo Library: None.

PROGRAMME / CORE FUNCTION: LIBRARY (REFENGGGOTSO)

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Equipment	3 & 4	Internal	4 850	9 100	0
		Sub Total			9 100	0	0

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: SAFE COMMUNITIES (FIRE PROTECTION SERVICES)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
In 2030 people living in South Africa feel safe and have no fear of crime. (NDP)		1 x Fire Engine fully equipped	ALL	Internal	5 000 000	0	0
		1 x Unimog (Spec Fire Engine)	ALL	Internal	0	3 000 000	0
		1 x Rescue Vehicle fully equipped (Land Cruiser type)	ALL	Internal	0	0	1 500 000
		Equipment	ALL	Internal	106 000	156 000	112 000
		Sub Total			5 106 000	3 156 000	1 612 000

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

PROGRAMME / CORE FUNCTION: SAFE COMMUNITIES (TRAFFIC)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATIO N/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
In 2030 people living in South Africa feel safe and have no fear of crime. (NDP)		Traffic Calming Measures	ALL	Internal			400 000
		Drivers Licence Testing Centre (Paving)	ALL	Internal			1 200 000
		1 x Scrambler M/C Patrol Vehicle	ALL	Internal	80 000		
		Equipment	ALL	Internal		150 000	
		Sub Total			80 000	150 000	1 600 000

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION
PROGRAMME / CORE FUNCTION: SAFE COMMUNITIES (CLEANSING)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
Sustainable built environment.(FSGDS)		Wright front-end loader truck	ALL	Loan	3 500 000	0	0
		New 1x1 refuse compact truck	ALL	Internal	0	2 500 000	0
		New1x1 tipper for the removal of illegal dumping	ALL	Loan	500 000	0	0
		Purchase of land for landfill site	ALL	Internal	2 000 000	0	0
		Equipment	ALL	Internal	25 000		
		Sub Total				6 025 000	2 500 000

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

PROGRAMME / CORE FUNCTION: FACILITY MANAGEMENT (INFORMATION TECHNOLOGY)

OBJECTIVES	STRATEGIES	PROJECTS		LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
						2015/16	2016/17	2017/18
		ICT Strategy	Internal	ALL		0	1 054 000	1 110 920
		Disaster Recovery/Business continuity Plan	Internal	ALL		0	2 000 000	2 108 000
		Equipment	Internal	ALL		4 732 500	5 420 400	2 033 470
		Total				4 732 500	6 170 400	5 396 390

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

PROGRAMME / CORE FUNCTION: CUSTOMER CARE (BATHO PELE): (Auxiliary & records)

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Office Furniture	ALL	Internal	1 000 000	600 000	300 000
				Internal	1 000 000	600 000	300 000

KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

PROGRAMME / CORE FUNCTION: RISK MANAGEMENT

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Risk Management software(Barn owl)	ALL	Internal	500 000	0	0
			ALL	Internal		0	0
					500 000	0	0

DRAFT

2015/2016 DRAFT IDP METSIMAHOLO LOCAL MUNICIPALITY

PROGRAMME / CORE FUNCTION: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION: HR, ADMIN & LEGAL SERVICES

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Human Resources	ALL	Internal			
		Siren	ALL	Internal	0	0	0
		Administration	ALL	Internal			
		1 x Portable translation Equipment	ALL	Internal	0	0	0
		Legal Services	ALL	Internal			
					0	0	0
					0	0	0

PROGRAMME / CORE FUNCTION: PUBLIC PARTICIPATION AND GOOD GOVERNANCE
KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION: SECURITY SERVICES

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Security Camera	ALL	Internal	750 000	750 000	0
							0
					750 000	750 000	0

KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

PROGRAMME / CORE FUNCTION: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVES	STRATEGIES	PROJECTS	LOCATION/ WARD	SOURCE OF FUNDING	MTRF ALLOCATION		
					2015/16	2016/17	2017/18
		Shelves (SCM)	ALL	Internal	150 000	0	0
		Equipment	ALL	Internal	90 000	0	0
					210 000	0	0

5.3.5 FS PROVINCE - CAPITAL PROJECTS:

The following projects will be implemented, within the jurisdiction of the MLM, by the different Sector Departments of Free State Province and Fezile Dabi District Municipality. It should be noted that some projects are undertaken in the multi- years.

TABLE 98 : BACK TO BASIC INTERVENTION PROJECT BY FEZILE DABI – CAPITAL PROJECTS

LOCAL MUNICIPALITY	INTERVENTION	IMPACT	PROGRAMME
Metsimaholo LM	Water Conservation Demand Management	Reduce water loss and comply with NO Drop criteria.	ACIP(2015/16)
	Upgrading of Deneysville/Refengkgotso WTW	Improve water quality, water supply and Blue Drop Status.	MWIG

TABLE 99 : FS PROVINCE – CAPITAL PROJECTS

Provincial Department	Project name	Source of funding	Type of infrastructure	Project duration		Total project cost
				Date start	Date finish	
Energy	Electrification	DoE	Electrification Projects	July 2014	June 2015	R7 000 000
Human Settlement	Sasolburg 22	Human Settlement	Rectified RDP Stock	July 2014	June 2015	R2 000 000
Human Settlement	Amelia toilet connections	Human Settlement	Amelia Sanitation RDP Phase1	July 2014	June 2015	R4 500 000
Human Settlement	Deneysville/Oranjeville & Zamdela (150)	Human Settlement	Sanitation RDP Phase 4	July 2014	June 2015	R743,418,00
Human Settlement	Sasol (400)	Human Settlement		July 2014	June 2015	R150 0000
Human Settlement	Sasol(500), Koena	Human Settlement		July 2014	June 2015	R8 700 000
Human Settlement	Zamdela Hostel 4	Human Settlement	CRU (New Project)	July 2014	June 2015	R51 000
Dept. of Water and Sanitation	Water Conservation and Demand Management	Dept. of Water and Sanitation				R5 000 000
Dept. of Health	Amelia Clinic	Dept. of Health	Health Centre/Clinic			R20 000 000

CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM

6.1 INTRODUCTION

Performance Management refers to the application of activities to ensure that goals in the IDP are consistently being met in an effective and efficient manner. The overall aim of the Metsimaholo Local Municipality's (MLM) performance management system is to ensure that the organisation and all its subsystems are working together in an optimum fashion to achieve desired results. Achieving overall goals require several continuous activities, including identification and prioritisation of desired results, establishing means to measure progress towards those results, setting standards for assessing the achievements of results, tracing and measuring progress towards results, exchange feedback and in doing so continuously monitor and evaluate progress.

The MLM's Performance Management Framework, which was approved by Council in April 2012, is centrally informed by legislation, policy and regulations relevant to performance management in local government. The contents of relevant documentation provide a framework that local governments should comply with so as to ensure continuous development that will culminate in the improvement of quality of lives of local communities.

The purpose of this Chapter is to reflect on the implementation, monitoring and reporting of the IDP and SDBIP through the MLM's Performance Management System.

6.2 BACKGROUND

To comprehend the relationship between IDP review and performance management, the following quotation from the Performance Management Guide for Municipalities, DPLG, 2001 (draft2, page 16) becomes relevant:

"The IDP process and the performance management process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process".

Although the IDP is a five-year plan, Section 34 of the Municipal Systems Act (2000) states that it has to be renewed annually. The IDP has to be handled at the highest level, hence the allocation of the responsibility to the executive mayor to manage. The executive mayor may assign responsibilities related to the development and management of the IDP to the municipal manager. As head of the administration, the municipal manager in turn is

responsible and accountable for the formation of an efficient and accountable administration to give effect to the IDP.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and other Section 57 managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, published in 2006 seek to set out how the performance of municipal managers will be uniformly directed, monitored and improved. The regulations address both the employment contract of a municipal manager and the managers directly accountable to the municipal manager (Section 57 managers). The setting of targets is under investigation to comply with the suggested DPLG calculator, to present specific scores per target achievement that can advance strategic decision-making, and to evaluate MLM's successes against strategic intent.

Good corporate citizenship is therefore seen as the method that municipalities uses to set their priorities through the performance management system as per the IDP, conduct their business as per the SDBIP and relate to the community they serve through community input and public participation. The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of programmes, projects and processes that meet agreed municipal priority areas.

Once a municipality starts to implement its IDP it is important to monitor that:

- The delivery is happening in the planned manner;
- The municipality is using its resources most efficiently; and
- It is producing the quality of delivery envisaged.

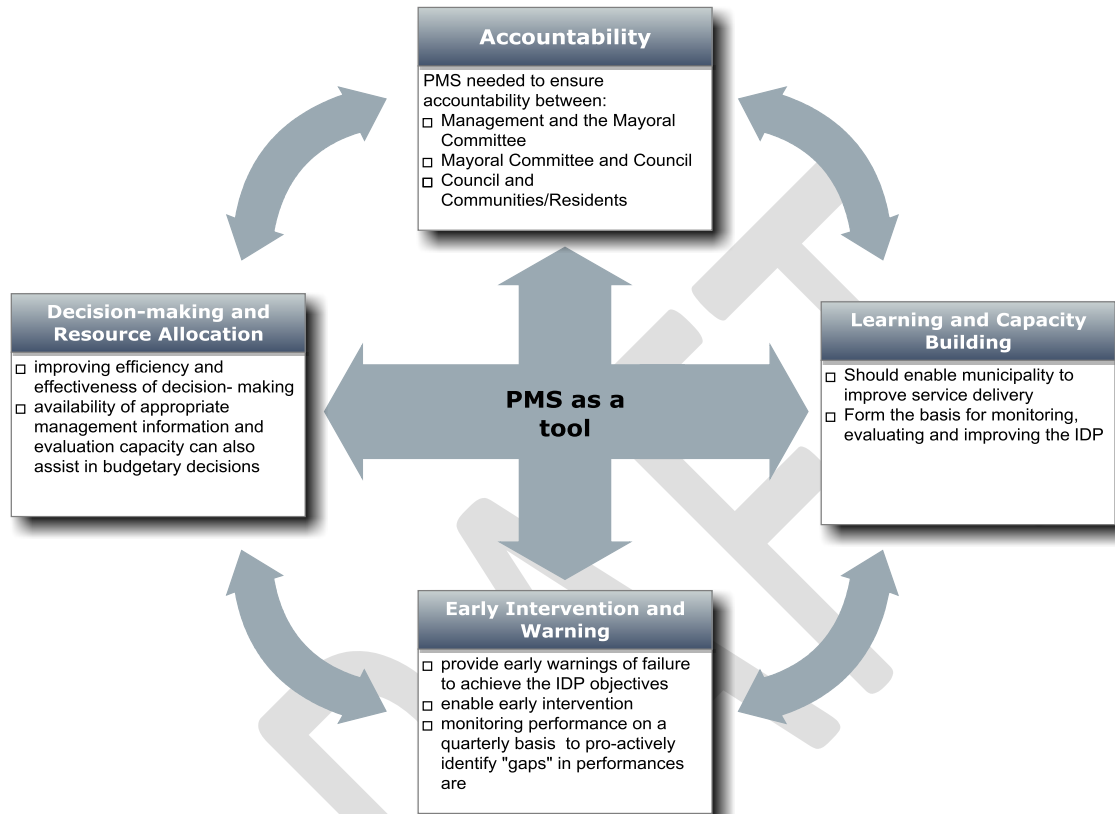
6.3 OVERVIEW OF PERFORMANCE MANAGEMENT IN THE MUNICIPALITY

6.3.1 POLICY FRAMEWORK

In April 2012 the Council adopted a Revised Performance Management Framework regulating the performance management system in the municipality. The framework provides guidelines on the development and implementation of the organisational performance management system.

The objectives of institutionalising a Performance Management System, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality's IDP. In doing so, it should fulfill the following functions:

- Promoting accountability
- Decision-making and resource allocation
- Guiding development of municipal capacity-building programmes
- Creating a culture for best practice, shared-learning within the municipality
- Develop meaningful intervention mechanisms and early warning system
- Create pressure for change at various levels
- Contribute to the overall development of the Local Government System



Adapted from the Balanced Scorecard by Robert S. Kaplan and Dave P. Norton. Harvard Business School Press. 1996.

FIGURE 51 : FUNCTIONS OF A PERFORMANCE MANAGEMENT SYSTEM

6.3.2 APPROACH TO PERFORMANCE MANAGEMENT

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such a model provides a common framework by which the performance of an organisation and individuals can be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

The widely used performance model is the Balanced Scorecard. The Balanced Scorecard ensures that there is balance in the set of indicators being compiled. It was developed as a means to measure performance by combining both financial and non-financial indicators to create a balance between financial and other critical functional areas in organizations. By combining financial indicators and non-financial indicators in a single report, the Balanced Scorecard aims to provide managers with richer and more relevant information about the activities that they are managing than is provided by financial indicators alone.

The Balanced Scorecard performance model required the use of scorecards as a systematic approach to assessing internal results while probing the external environment. This Model groups its indicators into four perspectives: financial perspectives, customer perspective, internal perspective and learning and growth perspective.

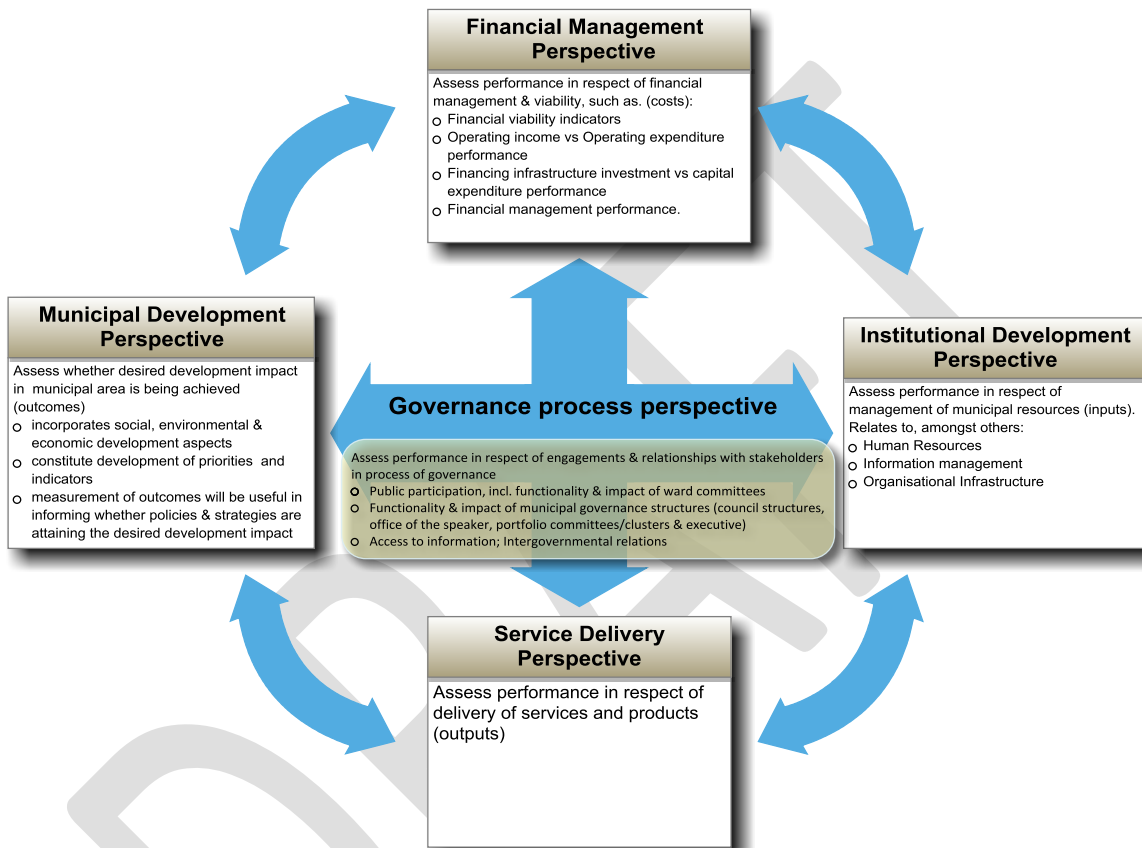
The Municipal Scorecard

A number of performance models are available and any of them could be applied by the Metsimaholo Local Municipality. Some of the available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. However, the Municipality has chosen the Municipal Scorecard (MS) as its preferred performance management model. In terms of the MS model all indicators are grouped together into four perspectives as depicted in the figure below e.g. inputs, process, outputs and outcomes.

A Municipal Scorecard Model is a balanced scorecard adapted for measuring key performance on developmental areas that are relevant to municipal service delivery and the public sector. This municipal scorecard model groups indicators together under the 5 Year Local Govt Strategic Agenda Key Performance Areas (KPA's). There are five KPA's that municipalities are required to align their strategic planning on and these cut across every functional area of a municipality. The municipal scorecard measures a municipality's performance through grouping the municipal indicators under these perspectives:

I. The Municipal Development Perspective

- II. The Service Delivery Perspective
- III. The Institutional Development Perspective
- IV. The Financial Management Perspective
- V. Governance Process Perspective



Adapted from the Balanced Scorecard by Robert S. Kaplan and Dave P. Norton. Harvard Business School Press. 1996.

FIGURE 52 : MUNICIPAL SCORECARD

The Municipal Development Perspective

In this perspective, the municipality will assess whether the desired development impact in the municipal area is being achieved. It incorporates social, environmental and economic development aspects. This perspective will constitute the development of priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in informing whether policies and strategies are attaining the desired development impact.

The Service Delivery Perspective

This perspective will assess performance with respect to the delivery of services and products. This relates to the output of the municipality.

The Institutional Development Perspective

This perspective will assess performance with respect to the management of municipal resources:

- Human Resources
- Information
- Organisational Infrastructure
- Asset management

This relates to the inputs of the municipality

The Financial Management Perspective

The perspective will assess performance with respect to financial management and viability, including:

- Financial viability indicators
- Operating income vs Operating expenditure performance
- Financing infrastructure investment vs capital expenditure performance
- Financial management performance.

Governance Process Perspective

This perspective will assess performance with respect to engagements and relationships with its stakeholders in the process of governance. This perspective will include, amongst others:

- Public participation, including the functionality and impact of ward committees
- Functionality and impact of municipal governance structure (council structures including the offices of the speaker, and portfolio committees/clusters and executive)
- Access to information
- Intergovernmental relations

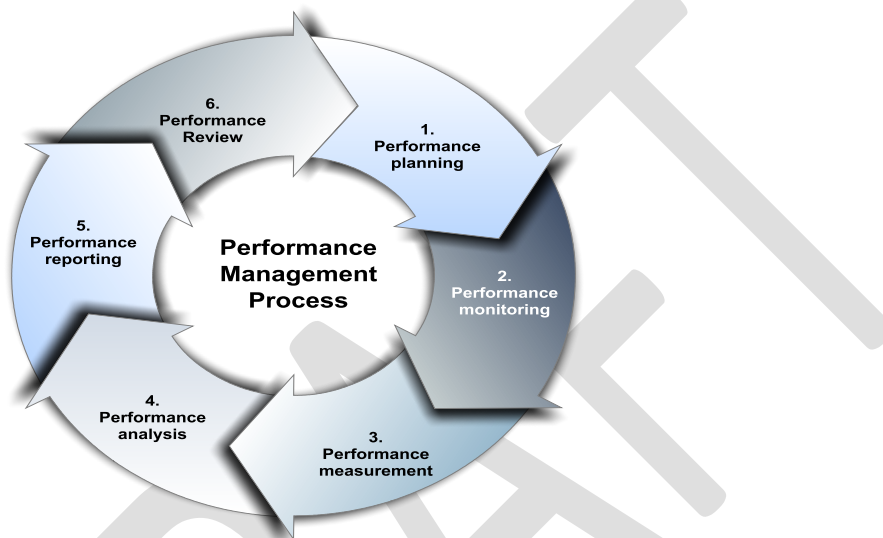


FIGURE 53 : PERFORMANCE MANAGEMENT CYCLE

6.3.3 PLANNING, MONITORING, REPORTING AND REVIEW OF PERFORMANCE MANAGEMENT

The annual process of managing performance at institutional level in the Municipality involves the steps as set out in the diagram below

PERFORMANCE PLANNING

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has under-performed.

The IDP process constitutes the process of planning for performance. It is crucial that for all the priorities in the IDP, objectives, indicators and targets are developed.

PERFORMANCE MONITORING

Performance monitoring is an ongoing process by which a Director accountable for a specific indicator as set out in the institutional scorecard (or a service delivery target contained in an annual SDBIP) continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of Metsimaholo Local it is recommended that the institutional scorecard of the Municipality be reported on a quarterly basis to the Mayoral Committee. Performance monitoring requires that in between the relevant formal cycle of performance measurement appropriate action be taken, should it become evident that a specific performance target is not going to be met. It is therefore proposed that at least on a weekly/bi-weekly basis Directors track performance trends against targets for those indicators that fall within the area of accountability of their respective Departments as a means to early identify performance related problems and take appropriate remedial action.

PERFORMANCE MEASUREMENT

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. Given the fact that initially at least the Municipality will have to rely on a manual process to manage its performance provision has been made in the institutional scorecard for the name of an official responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness.

PERFORMANCE ANALYSIS

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

PERFORMANCE REPORTING AND REVIEW

Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, for review. The Service Delivery and Budget Implementation Plan (SDBIP) is the basis to meet Cot our reporting requirements. Generally four reports are submitted per annum to Council. 12 Monthly reports are generated for the top executive management and Mayco meetings.

The following is an overview of the different kinds of reports required

TABLE 100: PMS - PERFORMANCE REPORTING REQUIREMENTS

Report type	Description
<p>Monthly Quarterly and reporting</p>	<p>The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue- collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).</p>
<p>Mid-year budget and report</p>	<p>Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.</p>

Report type	Description
<p>Performance report</p>	<p>Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> • The performance of the municipality and of each external service provided during that financial year; • A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and • Measures to be taken to improve on the performance <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.</p>

DRAFT

Report type	Description
<p>Annual report</p>	<p>Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> • the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the accounting officer of any arrears on municipal taxes and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; • any explanations that may be necessary to clarify issues in connection with the financial statements; • any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality; • any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality; • an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; • an assessment by the accounting officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality; • the annual performance report prepared by a municipality; and • any other information as may be prescribed. <p>Section 127 prescribes the submission and tabling of annual reports. In terms of this section:</p> <ol style="list-style-type: none"> 1) The accounting officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the municipal manager of its parent municipality. 2) The mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control. 3) If the mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must: <ol style="list-style-type: none"> (a) submit to the council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; and (b) Submit to the council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.

Report type	Description
Oversight report	<p>The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:</p> <ul style="list-style-type: none"> (a) has approved the annual report with or without reservations; (b) has rejected the annual report; or (c) has referred the annual report back for revision of those components that can be revised. <p>In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <ul style="list-style-type: none"> (a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and (b) All oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the opposition party.

6.4 CONCLUSION

Performance management is a process which permeates right through the organisation, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organisation as well as to all persons related to it.

Within the South African Municipal environment this also includes the political figures who are responsible for that organisation. As indicated earlier, the *White Paper on Local Government* (1997) states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation. As a start there are certain measures that a municipality simply must implement.

It must:

- Establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its targets, priorities and objectives contained in its IDP.
- Promote a culture of performance management among its political structures, political office-bearers, councillors and administration.
- Administer its affairs in an economical, effective, efficient and accountable manner (Municipal Systems Act, 2000).

Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organisational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP.

In light of the above, the MLM is well underway to following the intent and requirements of legislation and will soon conclude a comprehensive approach on how the system can fulfill obligations to the fullest extent intended by law. During the next phase of implementation narrower attention will be given to IDP and budget alignment, public view on measurement and achievement, the plot of business processes to effectively start to measure the organisational performance into operational expenditure.

CHAPTER 7: ANNUAL OPERATIONAL PLAN (SDBIP)

**To be included after the approval of 2015/16
Annual Budget**

DRAFT

ANNEXURES:

**ANNEXURE A: METSIMAHOLO MUNICIPAL
LEVEL *BACK -TO- BASICS*
TEMPLATE.....**

**ANNEXURE B: IDP ASSESSMENT
OUTCOME...**

**(EVALUATION FRAMEWORK FOR REVISED
IDP)**

ANNEXURE A: METSIMAHOLO MUNICIPAL LEVEL BACK TO BASICS TEMPLATE

METSIMAHOLO LOCAL MUNICIPALITY: BACK TO BASICS



ECONOMIC POWERBASE AND MUNICIPALITY OF EXCELLENCE

REPORT OUTLINE

This Report has utilised the Five (5) Pillars of *Back to Basic approach* to provide the current status of Metsimaholo Local Municipality, namely :

- **Build Institutional and Administrative capabilities;**
- **Sound Financial management and Accounting**
- **Good Governance and Administration**
- **Deliver Municipal Services to the right Quality and Standards**
- **Put People and their concerns first**

PILLAR 1: BUILD INSTITUTIONAL AND ADMINISTRATIVE CAPABILITIES

Municipal Transformation and Organisational Development

- **Capacity Building:**
 - MFMP for Middle Management to promote and strengthen accountability by Managers;
 - Performance and Monitoring to capacitate PMS Practitioners with skills to develop and implement Institutional PMS system and capacity to cascade to all levels of personnel.
 - Framework of delegations is lacking.

▪ **Functionality of LLF**

- Dysfunctional- Municipality is characterised by Labour disputes which led to Industrial strikes, as a results 320 employees were dismissed. However, Municipality is working tirelessly with the affected parties in trying to normalise the situation and hopefully solution will be realized.
- LLF Meetings are not sitting as per meeting schedule

PILLAR 1: BUILD INSTITUTIONAL AND ADMINISTRATIVE CAPABILITIES.

Municipal Transformation and Organisational Development

▪ **Filling of Critical Posts:**

- Municipal Manager: **Filled**
- Chief Financial Officer: **Filled**
- Director: Organisational Development & Corporate Services: **Filled**
- Director: Community & Social Services: **Filled**
- Director: Local Economic Development, Urban Planning & Housing: **Filled**
- Director: Technical & Infrastructural Development: **Filled**

▪ **Sharing Best Practices and Knowledge:**

- Municipality is always benchmarking good practices with its counterparts on local government management processes. District Municipality and Centlec have been critical partners in this regard.

▪ **Status quo on Job Evaluation**

- Appointment of Service Provide Development Organisational Structure is about to be finalized
- After finalization of Organisational Structure, SALGA will be notified for Job Evaluation process

▪ **Support Needed:**

- Funding for Skills and Human Resource Capacity

PILLAR 2: SOUND FINANCIAL MANAGEMENT AND ACCOUNTING.

Municipal Financial Viability and Management

▪ **Status of the Municipal Audit Outcomes**

- 2010/11 : DISCLAIMER WITH FINDINGS
- 2011/12 : QUALIFIED
- 2012/13 : QUALIFIED
- 2013/14: UNQUALIFIED

▪ The following Units and Committees are established and Functional :

- Internal Audit: Established
- Audit Committee: Established and meet as per schedule
- Risk Unit: Risk Officer and Risk Coordinator appointed.
- Risk Committee: Established and meet as per schedule.
- MPAC : Established and Chairperson attended National MPAC training workshop
- Action Plan to address issues raised by AG has been developed and implementation is underway

▪ **Municipal Systems in place:**

- Municipal Anti-Corruption Strategy: Approved by Council
- Municipal Anti-Corruption Hotline : 0800 701 701
- E –Venus Billing System for Municipal Services
- Credit Control Policy: Approved by Council and Implemented
- Debt Collection Policy: Approved by Council and Implemented
- Revenue Collection: Operation Patala has been launched

PILLAR 3: GOOD GOVERNANCE AND SOUND ADMINISTRATION.

Good Governance:

- **Municipal Experiences and Challenges with regard to:**
 - Functionality of the Executive Mayor: **Efficient and Functional**
 - Functionality of Councils and Committees: **Efficient and Functional**
 - Functionality of Speaker: **Efficient and Functional**
 - Functionality of Council's Whip: **Efficient and Functional**
 - Functionality of Ward Committees and impact of Community Development Workers: Ward Committee are meeting despite the fact of inconsistency, reports are submitted. 16 Wards out of 21 have CDWs. Ward 6,11,18,20 &21 Wards do not have CDWs and report has been sent to CoGTA on the status and awaiting for posts to be advertised.
 - Participation of Traditional Leaders is not represented in MLM Council.
 - Speaker is participating in the District Speakers Forum
 - Executive Mayor is participating the District Coordinating Forum

- **Status of the Municipality with regard to Policy Implementation/Compliance and Challenges:**
 - MFMA, MSA, and Property Rates & Structures Act: **Satisfactory Compliance except few non-compliance** in certain areas and Municipality is working hard to address the situation. Compliance Officer has been interviewed and post to be filled soon.
 - Municipal Gender Policy and Implementation: **No Policy developed yet**
 - Municipal Youth Development Policy: **No Policy developed yet**

PILLAR 4: DELIVER MUNICIPAL SERVICES TO THE RIGHT QUALITY AND STANDARDS.

BASIC SERVICES:

STATUS DELIVERY OF WATER:

No. of Households: 47 411

Municipal % on Access to Water: 100%

Breakdown on Type of Access:

Total no of Stands.	Water inside Dwelling	Communal taps	No Access
41 327	38 770	2 557	0

Blue Drop Status:

Blue Drop Status:ⁱ

The Metsimaholo Local Municipality consists of the three towns: Sasolburg, Deneysville and Oranjeville. Water is distributed to almost 200 000 consumers. Sasolburg receives water in bulk from Rand Water via the Vereeniging treatment plant. Deneysville as well as Oranjeville Water Treatment plant, abstract water directly from the Vaal Dam. The WSA showed significant improvement since 2011 and have continued the trend with a further reduction in the Blue Drop Risk Rating from 58.65% in 2012 to 28.14% in 2013. The Local Municipality, however, should be commended for its management of water services and its commitment to supply safe drinking water.

ii Department of Water Affairs Blue Drop certification 2013 report

PILLAR 4: DELIVER MUNICIPAL SERVICES TO THE RIGHT QUALITY AND STANDARDS.

BASIC SERVICES:

STATUS DELIVERY OF SANITATION:

No. of Households: 47 411

Municipal % on Access to Sanitation: 99%

Breakdown on Type of Access:

Flush/Chemical toilets	VIP Toilets	Pit Latrine
26 882	2 785	11 660

Green Drop Status:

Blue Drop Status:

Metsimaholo Local Municipality has achieved a municipal Green Drop score of 68.6% is commended for the vast improvement shown across all systems during this year's Green Drop audits. The municipality has made significant strides in improving overall wastewater quality monitoring, however compliance of the final effluent remains a concern in the Deneysville and Oranjeville systems. Another gap that needs to be urgently addressed is the lack of flow data for these systems, in terms of consistent monitoring of dry flows, wet weather flows and night flow, as this is essential for effective treatment and planning. The municipality has done well in implementing its wastewater risk abatement plan. This improvement is evident by the markable decrease in risk from high risk positions in 2012 to low- and moderate risk positions in 2013.

PILLAR 4: DELIVER MUNICIPAL SERVICES TO THE RIGHT QUALITY AND STANDARDS.

BASIC SERVICES:

STATUS DELIVERY OF ELECTRICITY:

No. of Households: 47 411

Municipal % on Access to Sanitation: 86 %

Breakdown on Type of Access:

No. of HHs with Access	No. of HHs with no Access
40 654 HH.	6 757

Areas with no Access

- 3333 stands in Amelia,
- 2537 stands in Themba Kubheka and
- 887 informal settlements in Amelia, Gortin and Kahobotjha Green Church

PILLAR 4: DELIVER MUNICIPAL SERVICES TO THE RIGHT QUALITY AND STANDARDS.

BASIC SERVICES:

STATUS DELIVERY ON REFUSE REMOVAL:

No. of Households: 47 411

Municipal % on Access to Sanitation: 78,9%

Breakdown on Type of Access:

No. of HHs with Access	No. of HHs with no Access
46 250 HH.	1 161

Comment on Status of Delivery:

In respect of access of refuse removal services 78.9% of households in 2011 had their refuse removed at least once a week showing an 18.7% increase compared to 2001. Households utilising communal refuse dumps, their own refuse dumps and with no access to refuse removal services show a comparative decline over the same period.

PILLAR 4: DELIVER MUNICIPAL SERVICES TO THE RIGHT QUALITY AND STANDARDS.

BASIC SERVICES:

Total no. of Indigents registered:

Basic Services provided to Indigents:

Free Water = 60 K/l

Free Electricity = 50 KW

Free Sanitation =

LOCAL ECONOMIC DEVELOPMENT

- Status of LED Strategy: Draft is in place waiting to be submitted to Council for approval after Public consultation.
- Draft LED Strategy has been taken to public for consultation during March 2015.
- LED Unit established and LED staff (Manager) has been appointed.
- Bi-Laws are waiting for Public Participation.

PILLAR 5: PUT PEOPLE AND THEIR CONCERNS FIRST.

Status on Community Outreach Programme:

- **IDP Process:**
 - Community Consultation meetings were disrupted by dismissed Municipal Employees. However, in certain wards meetings materialised as per schedule. The intention of meetings was to Review IDP for 2015/16 Financial Year.
- **Mayoral Imbizos:**
 - These meetings were postponed due to unrests and disruptions in the Municipal area.
- **Budgeting Process and Communication of Priorities and Service Delivery:**
 - Draft IDP & Budget Community consultation meetings were successfully held and during approval community was informed. Public Notices, Local Media & press and website are mode of communication on the matters of planning and approval of IDP & Budget processes.
- **Handling of Petitions and Service Delivery enquires:**
 - Petitions are handled through the Office of the Speaker
- **Disaster Risk Management**
 - Municipality is depending on the support from the District Municipality
- **Crime Prevention and Community Forums**
 - Municipality is part of CPF but the challenge is the coordination of programmes where Municipality can play active role.
- **Special Programmes/Projects(HIV/ADS, Women, Youth ,Children, Elderly ,Disability and Gender mainstreaming)**
 - The Office of the Executive Mayor through Special Programmes Unit is working endlessly with Business and Community Based Organisations in supporting programmes in this regard.
- **Update on Library Services**

INSTITUTIONAL CHALLENGES:

- ACCESS TO BASIC SERVICES CHALLENGES;
- AGING AND NON EXISTENT INFRASTRUCTURE;
- LOW REVENUE COLLECTION;
- CHALLENGES WITH REGARD TO LAND USE AND MANAGEMENT;
- INSTITUTIONAL CAPACITY CHALLENGES;
- LABOUR TENSIONS AND UNRESTS

The below template reflects a feedback on Assessment done on the 2014/15 IDP. However the Assessment outcome for 2015/16 IDP will be included after Provincial Annual IDP Assessment process that will take place during April 2015. It is therefore expected out from the Municipality to address raised issues in order to achieve credible IDPs.

ANNEXURE B: IDP ASSESSMENT OUTCOME



Metsimaholo Local Municipality Summary of CoGTA Provincial IDP Assessment Outcome/Ratings as per Assessment done during 2014.

Key Performance Areas	Number of Yes	Number of NOs	Comments for NOs (Not limited to the mentioned)
1. SDF	1	9	Indicated in the IDP with unreadable maps. The municipality did appoint a service provider (LMV) to formulate a new SDF
2. Infrastructure			
• Water	8	10	Municipality has to develop the WSDP and reflect it in the IDP and indicate the status of the existing infrastructure based on the population per town.
• Sanitation	4	23	The municipality should develop the master plans and the WSDP has to be developed with regards to population per town.
• Energy and Electricity	0	19	The municipality do not have Energy plans
• Roads	22	6	PRT will assist with the status of the Integrated Transport Plan
• Waste Management	16	1	Municipality must provide the Status of the Trade Effluent Policy in the IDP
3. LED	12	3	Information is outdated.
4. Good Governance	24	0	
5. Financial Viability	14	0	
6. Institutional Arrangements	16	1	
7. Social Services	12	9	Municipality must provide SDF
8. Disaster Management	0	9	Disaster management plan is not attached.
9. Tourism	0	15	No capacity to plan for tourism projects and implement the National Tourism Sector Strategy

Contact Details: IDP/PMS Staff

(IDP/PMS) – Integrated Development Planning & Performance Management System Unit



IDP/PMS Manager: **Mr. Sello Mokoena**

E-mail: sello.mokoena@metsimaholo.gov.za
Tel: 016 973 8348 / 072 459 0246
Fax: 016 976 5020



IDP Coordinator: **Mr. Moses Mongale**

E-mail: moses.mongale@metsimaholo.gov.za
Tel: 016 973 8356 / 084 337 6856
Fax: 016 976 5020



PMS Coordinator: **Ms. Nonkoliseko Mathe**

E-mail: nonkoliseko.mathe@metsimaholo.gov.za
Tel: 016 973 8356 / 084 296 6699/071 403 5050
Fax: 016 976 5020