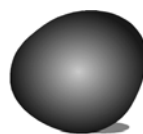


# LEJWELEPUTSWA DISTRICT MUNICIPALITY

# DRAFT IDP FOR 2016-2017



**Lejweleputswa**  
DISTRICT MUNICIPALITY

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## **FOREWORD BY THE EXECUTIVE MAYOR**

2016/2017

The President declared 2015 as the Year of the Freedom Charter and Unity in Action. He called on all sectors of society to embrace the Freedom Charter as this year also marks the 60th anniversary of the historic document, which was penned in Kliptown, Soweto, in 1955.

President Jacob Zuma says government has and will continue to go back to basics and use the precepts of the Freedom Charter to improve the lives of all South Africans. As the district Municipality we noted that in order to achieve radical social and economic transformation, as it was important for the country to use the Freedom Charter as a guide to shaping policies and legislation that are aimed at serving all South Africans.

In accordance with the provisions of the laws that govern the affairs of the Municipality we have embarked upon a process of consultation with the local Community with a view to present the IDP and Budget for the 2016/17 Financial year. Chapter 4 of the Municipal Systems Act 32 of 2000 makes community participation in the affairs, programmes and activities of the municipality a legal obligation.

This IDP is therefore the culmination of a lengthy process of consultation with the local community. Accordingly, this IDP carries the aspirations of the masses of our community which the 2016/17 Budget

must seek to finance. Therefore, this IDP must be seen as a beacon of hope that will continue to guide us over the next financial year in our collective endeavors of building a better life for all our communities.

Critical to this is the question of compliance with the laws of the Republic. For an example, before the end of May 2016 we must have presented to Council the final budget for the forthcoming financial year.

In this regard, section 24 of Municipal Finance Management Act 56 of 2003 prescribes that “...**the final budget must be tabled 30 days before the start of the budget year.**”

We remain committed to the realization of the 5 National Key Performance Areas of municipalities, being the following:

- ☑☑ Good Governance and Public Participation
- ☑☑ Municipal Transformation and Organizational Development
- ☑☑ Basic Infrastructure and Service Delivery
- ☑☑ Local Economic Development
- ☑☑ Municipal Financial Viability and Management

This IDP together with its projects and implementation focus relates more strongly to the capital budget.

Our IDP and 2016/17 Budget will go a long way in improving the quality of life of our community by broadening accessibility and alleviating poverty. As such, as the new financial year commences, we are poised to accelerate service delivery in line with the Local Government Strategic Agenda. We are continuing to steam ahead to fight off the remaining service delivery backlogs to make the next 21 years of freedom even more meaningful to all our people.

We have worked hard to deliver on many fronts and it is the same time again when we have to take the battle to the new financial year

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EXECUTIVE MAYOR  
CLLR N.W SPEELMAN





**Foreword by the Municipal Manager of Lejweleputswa District Municipality**

Flowing from the political context laid by council in acknowledging the fact that our district is shedding more jobs in an economy better described as having to deal with the triple challenges of unemployment, poverty and economic growth, as administration of the municipality, we are committed to laying a basis for the reversal of the economic ills that have befallen us specifically as a district municipality and generally as a country.

The plans to reverse some of the economic conditions of the district include the need to prioritize infrastructure development throughout the district. For the 2016/17 financial year, we have reconsidered establishing a unit specifically to deal with the infrastructure challenges and we hope to partner with other stakeholders to improve establishing basic infrastructure necessary for economic growth.

Secondly, through a process of introspection conducted within the months of May and June 2015, we realised the need to give priority to our powers and functions and thereby dedicate limited resources at our disposal to implement them. Notwithstanding progress made regarding our powers and functions in the past, we have conscientiously put financial resources aside to specifically cater for local municipal programmes which include fencing of cemeteries, servicing of loans taken in the past for infrastructure development in local municipalities as well as building of the Nelson Mandela Arena in Welkom.

Apart from the infrastructure development intentions of the municipality, we have acknowledged the urgency to respond to the National Development Plan with specific deliverables by ensuring that our District IDP is properly aligned to the NDP and FSGDS, among others, to improve conditions necessary for creating employment by committing to establish different forms of co-operatives. Co-operatives have a

potential to create employment at a local level without putting transport and related burden for beneficiaries to travel on a daily basis. In addition to co-operatives development as a form of creating an environment to create employment, two programmes stand out in the budget for the financial year 2016/17:

The expanded public works programme (EPWP) concept is going to take root in a specific project budgeted internally and for the benefit of the region to a total of R1 million. The second project with potentially similar impact is the development of SMMEs in the district with a vision of ensuring that all our SMMEs understand our municipal supply chain processes so that they benefit from programmes of the municipality.

Another key important factor is the fact that the NDP argues that, there is a need to broaden the ownership of assets to historically disadvantaged groups, while the FSGDS proposes that we should develop post mining economies for the former mining areas and in our case Matjhabeng and Masilonyana local municipalities stand out to benefit from this project respectively and thus their IDP should reflect post mining economic projects.

As management, we acknowledge that we need programme monitoring to ensure that where there are challenges, the political executive can provide oversight and intervention. A legislative process to ensure there is monitoring of programmes and projects has been in existence for a while now and we intend to continue adherence to it by first ensuring that each administrative head of a department signs an annual performance agreement and commit to programmes in the Integrated Development Plan(IDP) and budget.

We therefore commit to provide administrative leadership and support for ensuring that we deal decisively with the triple challenges of unemployment, poverty and economic growth. This can only be truly possible when public participation processes are facilitated and take place as planned. So we simultaneously urge all our stakeholders to participate in council programmes whose intentions are to evaluate progress achieved as well as providing inputs on challenges experienced so that as a municipality

**WE MOVE FORWARD IN UNISON.**

## **POLITICAL LEADERSHIP OF THE INSTITUTION**

EXECUTIVE MAYOR: CLLR NKOSINJANI SPEELMAN

SPEAKER: CLLR ANDRONICA OLIFANT

## **MEMBERS OF THE MAYORAL COMMITTEE (MMC)**

1. MMC: FINANCE:	CLLR MMT MATLABE
2. MMC: CORPORATE SERVICES AND ADMINISTRATION:	CLLR M LEKAOTA
3. MMC: LED, TOURISM, AGRICULTURE, YOUTH AND SMME: "PLANNING"	CLLR X TOKI
4. MMC: SPECIAL PROGRAMMES "IN THE OFFICE OF THE EXECUTIVE MAYOR":	CLLR J PEREKO
5. MMC: SPORTS, ARTS, CULTURE AND RECREATION:	CLLR K PHUKUNTSI
6. MMC: SOCIAL SERVICES AND ENVIRONMENTAL HEALTH:	CLLR T KHALIPHA
7. MMC: MUNICIPAL SUPPORT AND INFRASTRUCTURE:	CLLR PP MALEKA

## **ADMINISTRATIVE LEADERSHIP OF THE MUNICIPALITY**

### **1. MUNICIPAL MANAGER: Me PME KAOTA**

Contact person	Office line	Email address
Jane Thabana	057 391 8906	<a href="mailto:jane@lejwe.co.za">jane@lejwe.co.za</a>
		<a href="mailto:mm@lejwe.co.za">mm@lejwe.co.za</a>

### **2. CHIEF FINANCIAL OFFICER: MR PK PITSO**

Contact person	Office line	Email address
Malesia Ramatsebe	057 391 8920	<a href="mailto:malesia@lejwe.co.za">malesia@lejwe.co.za</a>
		<a href="mailto:pitsopk@lejwe.co.za">pitsopk@lejwe.co.za</a>

### **3. EXECUTIVE MANAGER: CORPORATE SERVICES AND ADMINISTRATION: MR MM MAHLANYANE**

Contact person	Office line	Email address
Cecilia Damoyi	057 391 8904	<a href="mailto:cecilia@lejwe.co.za">cecilia@lejwe.co.za</a>
		<a href="mailto:mahlanyane@lejwe.co.za">mahlanyane@lejwe.co.za</a>

4. EXECUTIVE MANAGER: LED, AGRICULTURE, PLANNING AND RURAL DEVELOPMENT: MR AT JONAS

Contact person	Office line	Email address
Mapaseka Tloome	057 391 8925	<a href="mailto:mapaseka@lejwe.co.za">mapaseka@lejwe.co.za</a>
		<a href="mailto:archie@lejwe.co.za">archie@lejwe.co.za</a>

5. EXECUTIVE MANAGER: ENVIRONMENTAL HEALTH AND DISASTER MANAGEMENT: MR MM MTHOMBENI

Contact person	Office line	Email address
Shirley Mokoena	057 391 8906	<a href="mailto:shirley@lejwe.co.za">shirley@lejwe.co.za</a>
		<a href="mailto:moss@lejwe.co.za">moss@lejwe.co.za</a>

# CHAPTER 1

**Executive summary**

### **1.1. Area composition of the municipality**

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

The district is one of the four district municipalities in the Free State. The other three are; Thabo Mofutsanyane in the north east; Fezile Dabi in the north as well as Xhariep in the south east. There is one Metropolitan municipality, Mangaung, which is located in south east;

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

- Masilonyana
- Tokologo
- Tswelopele
- Matjhabeng
- Nala

#### **Masilonyana Local Municipality**

The Masilonyana area of jurisdiction is located in the Southern part of Lejweleputswa District Municipality's area of jurisdiction and is surrounded by local municipalities of Matjhabeng, Tswelopele, Tokologo, Mangaung, Mantsopa and Setsoto. The municipal area comprises the towns of Winburg, Theunissen, Brandfort, Verkeerdevlei and Soutpan. There are no major centres within the municipal area and the closest cities are Bloemfontein, Welkom and Kroonstad.

The area has been identified as having contested areas that Municipal Demarcation Board intends to incorporate into Mangaung Local Municipality through processes of boundary re-determination. The most important occurrence over the past few years was the erection of the tollgate on the N1, in the vicinity of Verkeerdevlei.

#### **Tokologo Local Municipality**

The area of jurisdiction in the Tokologo Local Municipality is situated in the Lejweleputswa District Municipality region. The former Dealesville, Boshof, Hertzogville Transitional Local Councils and sections of the former Western, Central South and Bloemfontein District TRCs are included in the regions. The residential areas include the following areas: Hertzogville/Malebogo, Boshof/Kareehof/ Seretse and Dealesville/ Tswaranang and covers an area of approximately 11 933.24 km<sup>2</sup>.<sup>1</sup>

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<sup>1</sup> Tokologo Municipality-SDF 2005

### **Tswelopele Local Municipality**

The Tswelopele Local Municipality was established in terms of section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998) and was published in Provincial Gazette no 109 dated 28 September 2000 and came into being on 06 December 2000. The new Local Municipality is a category B Municipality with a plenary executive system as contemplated in Section 3(b) of the determination of types of Municipality Act, 2000 (Act No 1 of 2000). Tswelopele Local Municipality is situated in the north western part of the Free State within the regional boundaries of Lejweleputswa District Municipality. The Local Municipality comprises two urban areas/ centres namely Hoopstad/ Tikwana and Bultfontein/ Phahameng, which are 60 km from each other, as well as their surrounding commercial farmland, and rural areas as demarcated by Municipal Demarcation Board<sup>2</sup>.

### **Matjhabeng Local Municipality**

Economic factors also played a role and a number of towns originated as service centres for the surrounding farming community of the town resulted in a fast growing city where economies of scale started to play a role.

The mining sector has been in a process of restructuring for some years and is still retrenching staff, which is particularly affecting the mining towns of Welkom, Virginia, Odendaalsrus and Allanridge. The sudden surge in petrol prices nationwide would indeed exacerbate the already negative economic growth in the area in terms of employment opportunities. It is also estimated that most of the retrenched labour, mainly unskilled, remains in the region and adds to the social problems associated with declining economic conditions. As local municipalities plan, it is incumbent upon all of us to ensure that we take into account estimated figures of retrenched staff to project future service delivery demands. This will be reinforced by the development of an indigent policy and implementation of the same.

### **Nala Local Municipality**

Wesselsbron and Bothaville function as individual administrative unit with the bulk of the administration being done from Bothaville, which is also the seat of the Council in the area. Technical expertise in all fields of local government, including town planning, engineering, financial, legal and health services is

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<sup>2</sup> Tswelopele Municipality-SDF 2004

either available from in-house professionals or from specialist consultants in these fields, located either locally or in nearby towns.

Map 1 - Lejweleputswa District



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

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



## 1.2. Governance issues

The municipality is currently governed by the troika. The executive Mayor- **Cllr Nkosinjani Speelman** is at the political helm of the municipality, together with The Speaker of council who presides over council meetings. The third is the Municipal Manager, who is the administrative head of the municipality.

The Speaker is the chairperson of council and is responsible for managing and setting council meetings. Council sits at least four times a year on ordinary council meetings whilst there is also a plan for special council sittings in the same financial year. The role of the Executive Mayor is assisted by members of the mayoral committee who are effectively the political heads of departments in the municipality. This is the second structure that provides oversight on municipal programmes. The sessions are called once a quarter to discuss progress and challenges that the municipality faces. Next to the mayoral committee are the portfolio committees of each department, whose meeting schedule complies with mayoral committee sittings. The flow of information and items that must serve in council is such that the management committee, chaired by the municipal manager, first convenes meetings on a monthly basis to develop items and discuss challenges faced during programme implementation.

### **Audit Committee Members**

CHAIRPERSON : MR LJ MAKORO

MEMBER : ADV. LS KHONKHE

MEMBER : MR ET FEMELE

MEMBER : MR. NS MASOKA

MEMBER : MR NS MAROTA

Other structures of council are the audit committee which has five members sourced externally for a period of three financial years (**see above table**); the municipal public accounts committee on the annual report (**see below**), chaired by cllr David Masienyane, established in a council meeting of the 12<sup>th</sup> March 2014, appointed for a term which corresponds to the term of sitting council.

### **Municipal Public Accounts Committee**

- Cllr VZ MAFONGOSI (Chairperson)
- Cllr MD MASIENYANE
- Cllr AG MAKEKEMA
- Cllr KG MOKHOBO
- Cllr MD MAFA
- Cllr ML RADEBE
- Cllr V QABELA
- Cllr MG NYAMANI
- Cllr Dr JS MARAIS
- Cllr CJ SCHLEBUSCH
- Cllr SJ TSHEKELO

The audit committee is an on-going function compliant to legislation and supports the internal audit unit on matters of internal audits of the municipality. Part of the responsibilities is to ensure that portfolio of evidence for work done is readily available for the external audit.

Other internal committees established in line with legislation and functional in the municipality are supply chain linked bid committees. These are the specification committee, the evaluation and adjudication committees.

The municipality also has four (4) section 80 committees established as portfolio committees and they are Finance & IDP portfolio committee, Corporate Services portfolio committee, LED & Planning portfolio and Environmental and Disaster Management portfolio committee. All these committees are politically headed by their respective Members of the Mayoral Committee (MMCs) to carry out their duties by ensuring all items that go to the Lejweleputswa council have served before their portfolio's, Mayoral Committee and eventually reach the council.

#### **1.2.1 Training Committee**

The district municipality has the training committee comprising of officials representing their respective departments and management and it is chaired by the MMC for Corporate Services. The purpose of the training committee is to cater for training needs of the employees and align them with the challenges identified in the IDP of the municipality to empower them to perform their duties efficiently. Any other matter related to training and education is dealt with by this committee (e.g. Bursary policy & Workplace skills Development Plan).

#### **1.2.2 Local Labour Forum**

The forum is functional and is constituted by two unions representing the interests of their members, the management represented by Corporate Services Executive Manager and the employer represented by the MMC for Corporate Services.

Other important issues of public participation are dealt with by Office of the Speaker. They are responsible for ward committee oversight at the district level. They ensure that elections take place as well as training of ward councillors and ward committees succeed. The district has 69 wards from all the 5

local municipalities. The method of community consultation is done as per legislation but the municipality has a draft community participation policy which has not yet served in council.

Other policies which served in the council included the fraud prevention policy and code of ethics which were noted and a public consultation process is still to be undertaken. One of the processes that the municipality undertakes to ensure that communities are informed of planning for the district relates to the public hearings on IDP and budget. We had organised public hearing meetings with the public on the 2013/14 IDP and budget this year in May 2015.

### **1.2.3 Lejwe-le-putswa Development Agency**

Lejweleputswa District Municipality established Lejwe-le-putswa Development Agency in 2005 in terms of section 84 of chapter 10 of Municipal Finance Management Act, no 56 of 2003 hereinafter referred to as the LDA. The main objectives of the LDA is to promote economic development in the District to create jobs and wealth, reduce poverty levels and promote Lejweleputswa region as a commercial hub and also function as springboard for Private, Public Partnership (PPP) for the District.

The LDA receives its developmental mandate from Lejweleputswa District Municipality and thus accounts to the District Municipal Manager with regard to progress reports on projects being implemented. It also provides monthly reports to the Industrial Development Corporation (IDC) because of the funding it receives from the IDC.

The LDA consists of administration led by the acting CEO, three (3) permanent staff members and the agency has employed Finance Manger on month to month basis.

#### **LDA Board Members**

CHAIRPERSON : MR. SS MTAKATI

DEPUTY CHAIRPERSON : LR MUTSI

MEMBER : MS MME NTHONGOA

MEMBER : MS M MOSALA

MEMBER : MR AZ NDLALA

### **1.3. Institutional arrangement issues**

The municipality has appointed Municipal Manager, Mme Palesa Kaota who started in July 2013. She heads a structure of employees located within four departments of Finance, Economic Development and Planning, Environmental Health and Disaster Management, Corporate Services as well as Municipal Manager's Office. The other departments of the Offices of the Speaker and the Executive Mayor fall within council general and are therefore reporting to the Corporate Services department but essentially are semi-independent departments on operational issues as they sign for procurement issues from within their respective departments.

The Municipal Manager is responsible for the staff establishment in terms of the Municipal Systems Act, no 32 of 2000 and each financial year a structure that is geared towards implanting the IDP and budget is brought before council as an integral part of the IDP for adoption. The revised structure which added a position of PA to the Municipal Manager has been approved by council in 2014 and it is therefore anticipated that the planned structure will go through this financial year for implementation in the next financial year. The vacant position of Executive Manager: Corporate Services have now been filled and Mr Mahlanyane is the responsible Executive Manager for Corporate Services.

Apart from the structure, we also have a workplace skills plan that support the structure of council when it comes to skills development and this responsibility is the prerogative of Corporate Services on behalf of council.

The municipality has a functional PMS which is currently confined to reviews only for senior managers of the institution. It is linked to performance agreements and SDBIP from each department and senior management positions have budget set aside for performance bonuses in instances where such are due through substantive assessments made and qualified as per the Performance Management Policy.

The intergovernmental relations processes have been planned for in the IDP and are an integral part of municipal programmes. The accounting officer is the custodian of the IGR process and ensures that all the monitoring and evaluation, technical and political legs sit and are functional in terms of interventions on service delivery.

We are conscious of branding the municipality in as broadly as possible. Whilst ensuring that we perform our legislative mandate, we ensure that we market ourselves through our website where information regarding our structures and related programmes are located. As part of our mandate to ensure that we comply with legislation, we ensure that local newspapers are used to disseminate information to the public.

# CHAPTER 2

Legislative requirements

## **2.1. Framework and process plan development.**

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

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

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

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

# LEWEELEPUTSWA DISTRICT MUNICIPALITY

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## DISTRICT IDP FRAMEWORK

ADOPTED

2016-2017

# DISTRICT IDP FRAMEWORK

## **INTRODUCTION**

The Framework for Integrated Development Planning is the mechanism to ensure alignment and integration between the IDP's of Lejweleputswa District Municipality and its family of local municipalities being, Matjhabeng, Masilonyana, Nala, Tokologo and Tswelopele.

The Integrated Development Plan (IDP) is a 5 year strategic plan crafted mainly to guide development within a municipal space as required by the Municipal Systems Act, no.32 of 2000. The IDP is the municipal overarching plan that supersedes all plans for local government and is geared towards addressing development challenges and to fulfil its developmental mandate. The District IDP developmental framework thus becomes of critical importance to both the district and local municipalities as it provides the direction which municipalities' IDP's should follow and drive the integrated development planning within the district area of jurisdiction.

## **LEGISLATIVE BACKGROUND**

The development of the district framework is a legislative requirement in terms of Section 27 of Municipal Systems Act, (Act no32 of 2000) and Section 84(1) (a) of the Municipal Structures Act, 1998.

The Act compels,

1. Each District municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.
2. A framework referred to in subsection (1) binds both the District municipality and the local municipalities in the area of the district municipality, and must at least ;
  - a. Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality;
  - b. Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;
  - c. Specify the principles to be applied and co – ordinate the approach to be adopted in respect of those matters: and
  - d. Determine procedures-

These pieces of legislations are informed by section 152 of the Constitution of 1996, which provides the objects of local government that requires the local government to:

- *Provide democratic and accountable government for local communities;*
- *Ensure provision of services to communities in a sustainable manner*
- *Promote social and economic development*



- *Promote a safe and healthy environment*
- *Encourage the involvement of communities and community organisations in the matters of local government*

### **OBJECTIVES OF THE DISTRICT IDP FRAMEWORK**

The District Framework binds both the District and Local municipalities in the area, and is aimed at proper consultation, co – ordination and alignment between the planning processes of the district municipality and its constituent local municipalities

The District Framework must be developed in consultation with the local municipalities in a joint workshop to be organised by the District. The local municipalities are required to develop their process plans which explicitly details how the process of planning, drafting, adoption and review of IDP is going to unfold.

The District Integrated Development Plan (IDP) must be aligned with the District Framework and the IDP proposals of the local municipalities must be taken into account in the drafting process.

The function of the District Framework is to ensure that the process of District IDP and local IDP's is mutually linked and can inform one another (parallel process). Secondly the District Framework is intended to ensure that there is a common understanding of the IDP process, through IGR structures, such as District Mayors' forum IGR, Technical IGR (Municipal Managers' forum), and the IDP Managers forum, to enhance co- operative government, agreement on predetermined programmes specifying timeframes for different steps and joint milestones. The framework serves as a guide for local municipalities in preparing their process plans and has to be (process plan) based on proper consultation with municipal stakeholders and be submitted to the District for monitoring purposes.

The District Framework is established in an interactive, consultative and mutually aligned manner during the preparation phase in order to ensure that municipal process plans are in line with what is contained in the District Framework and the Framework reflects the proposals of the local municipalities.

The Framework has to be accepted by all local municipalities and be utilized as a basis for drafting municipal process plans.

The Lejweleputswa District Municipality's vision as required by the guidelines.

### **VISION**

**“A leader in sustainable development and service delivery by 2030”**

## **ROLES AND RESPONSIBILITIES OF DISTRICT MUNICIPALITIES**

In terms of legislation (Municipal Structures Act, 118 of 1998), the district municipality is expected to exercise different sets of powers and functions Vis-à- Vis their areas and local municipalities that constitute the district.

The District Municipality has been designed to fulfil the following key roles:

- *To be reorganized around a set of standards planning and development regions and key responsibilities for the district-wide integrated development planning, including, land-use planning, economic and development and transport planning. Thus district are centres of integrated planning at regional scale, to ensure integration of social, economic and environmental development plans.*
- *Promote infrastructural development.*
- *Provide technical assistance to local municipalities: Capacity building of category B municipalities to assume municipal functions*
- *Provide directives for growth (social, economic and environmental as per the object of local government outlined in section 152 of the Constitution) for the local municipalities in its area of jurisdiction.*
- *Provide for alignment with the neighbouring municipalities.*
- *Indicate how it will engage its local municipalities in ensuring the implementation of the framework plan.*

## **CONSULTATION PROCESSES AND PROCEDURES FOR ALIGNMENT**

### **ROLE PLAYERS**

The following officials and politicians through recognized forums and structures shall be involved in the alignment process:

Between Local Municipalities and the District Municipalities:

- District Mayors Forum (IGR)
- Municipal Managers Forum (IGR Technical)
- IDP Coordinator/ Managers Forum
- Provincial Sector Departments
- Provincial Sector Departments
- Provincial COGTA IDP & LED Directorate
- National Sector Department and
- State Owned Enterprises (ESKOM, Water Board, Telkom, etc.)

## **THE ALIGNMENT PROCESS**

The Lejweleputswa District Municipality has a crucial role to play in co-coordinating and facilitating the IDP process at a district level. The LDM is responsible for

Horizontal alignment of local municipal IDP's in the area of LDM's jurisdiction and after the completion of every IDP phase the District shall convene or summon all local municipalities within its area of jurisdiction to harmonize our IDP'.

Facilitate vertical alignment of IDP's with other spheres of government and sector departments and the preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists;

The Lejweleputswa District Executive Mayor shall table the alignment needs at IGR political forum for inputs and adoption.

Each local municipality should formulate their process plan based on the Lejweleputswa District IDP Framework and submit the draft for assessment in terms of alignment procedures and timeframes as described in the Framework.

## **MANAGEMENT ALIGNMENT STRUCTURES**

IGR MAYORS' FORUM

SPEAKERS' FORUM

IGR TECHNICAL COMMITTEE

IDP COORDINATORS/MANAGERS

LED FORUM

CFO FORUM

SCM FORUM

**IDP MANAGERS FORUM**

The IDP Managers forum is a structure that will constitute of District and local IDP Managers, plus Free State COGTA IDP & LED directorate.

The structure will convene as per the IDP phase completed by all municipalities

To submit monthly progress reports to the District municipality and the District should forward the reports to the provincial department of Cooperative Governance and Traditional Affairs

Ensure horizontal alignment between local municipalities

Ensure vertical alignment

**NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES**

	NATIONAL PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES
	Vision 2030	Vision 2030	“ A leader in sustainable development and service delivery by 2030”
1	Expand infrastructure	Inclusive economic growth and sustainable job creation	Basic Service Delivery and Infrastructure Development
2	Create jobs		Local Economic Development
3	Transition to a low carbon economy		Climate Change
4	Transform urban and rural spaces	Sustainable rural development	
5	Education and training	Education, Innovation and skills development	
6	Build a capable state	Good Governance	Good Governance and Public Participation
7	Fight corruption		Financial Management and Viability
8	Provide quality health care	Improved quality of life	
9	Transformation and unity	Building social cohesion	Institutional Development and Transformation
10	Turnaround strategy	Local government Turnaround strategy/ outcome 9	Local government turnaround strategy/ outcome 9

## DISTRICT TARGETS

Service delivery targets	<ol style="list-style-type: none"> <li>1. <b><u>Water</u></b> <ul style="list-style-type: none"> <li>• No of households with no access to piped (tap) water=3705</li> </ul> </li> <li>2. <b><u>Sanitation</u></b> <ul style="list-style-type: none"> <li>• Buckets= 13684</li> <li>• Other= 827</li> </ul> </li> <li>3. <b><u>Waste</u></b> <ul style="list-style-type: none"> <li>• refuse removal = 33 497</li> </ul> </li> <li>4. <b><u>Electricity</u></b> <ul style="list-style-type: none"> <li>• No access to electricity for cooking = 23 631,</li> <li>• No access to electricity for heating= 69 539,</li> <li>• No access to electricity for lighting= 16 591</li> </ul> </li> <li>5. Roads</li> <li>6. Sports and Recreation</li> </ol>
Economic developments targets	LED strategy projects
Financial management and viability	Achieve clean audit, SCM and ICT
Institutional development and transformation	HR Development policies, “ Batho Pele” principles, Employment Equity Plan
Good Governance and Public Participation	Representative and participatory democracy

## **CONSULTATION DURING THE PLANNING PROCESS**

The process for consultation between the District municipalities and the local municipalities during the five year planning process and the review of the IDP thereof is as follows:

### **Phase 1: Analysis**

Lejweleputswa district municipality shall perform analysis related to district-wide issues and coordinate and align key development priorities with local municipalities.

### **Phase 2: Strategies**

Local municipalities shall be invited to district strategic workshop to jointly discuss the most appropriate problem – solving strategies.

Provincial and National specialists and competent resource persons from civil society could be invited to join this process and the District will assume facilitation and coordination role.

### **Phase 3: Projects**

Project and programmes planning will require co – ordination and alignment between the district and local municipalities.

### **Phase 4: Integration**

During this phase local and district municipalities will ensure the integration of different processes and will consolidate the institutional restructuring and communication plan, in order to finalise their respective IDP's and programmes.

### **Phase 5: Approval**

The district will play an important role in horizontal (cross border issues) and vertical co – ordination.

Local and district level planning will therefore run parallel, rather than in a one sided, bottom – up or top down manner.

### **MATTERS REQUIRING ALIGNMENT**

Matters that require alignment may include the Integrated Development Planning process (5phases), as well as section 84 (1) and (2) of the Municipal Structures Act, no. of 1998 (Powers & functions) .

### **POWERS & FUNCTIONS**

No	Local Municipality	District Municipality
1	Municipal Public Works	Integrated development planning for district as a whole
2	Internal Road Infrastructure	Bulk infrastructure
3	Bulk Water Supply and Reticulation	Fire Fighting
4	Sanitation	Fresh produce markets and abattoirs
5	Solid Waste Disposal	Cemeteries and Crematoria
6	Bulk Electricity Supply	Local Tourism
7	Firefighting Services	Firefighting Services( Tswelopele and Masilonyana)
8		Municipal Airports
9		Waste Management Services
10		Municipal Health Services
11		Integrated Transport Services
12		Municipal Airport(except for Matjhabeng and Nala)

## **THE FIVE PHASES OF IDP PLANNING METHODOLOGY**

### **FIVE YEAR PLANNING PROCESS**

Phase 1: Analysis (coordinate Key Development Priorities)

Phase 2: Strategies (Alignment of development strategies)

Phase 3: Projects

Phase 4: Integration (Requires Horizontal and Vertical alignment)

Phase 5: Approval

### **ANNUAL IMPLEMENTATION**

Sectoral Operational Business Plans

Municipal Budgets (Service Delivery Budget Implementation Plan) SDBIP

Monitoring, Evaluation and Reviewing, Reporting & Remedial Action (PMS)

### **SECTION 84 (1) AND (2) THE DIVISION OF POWERS**

Electricity and Gas Reticulation

Fire – Fighting Services

Local Tourism

Municipal Planning (IDP)

Municipal Public Transport

Municipal Public Works

Municipal Health Services

Water and Sanitation Services

Portable water supply Systems

Domestic Waste – water

Sewage Disposal Systems

Cemeteries, Funeral Parlours and Crematoria

Markets



Municipal Abattoirs

Municipal Roads

Refuse Removal, Refuse Dumps and Solid Waste Disposal

**BINDING NATIONAL AND PROVINCIAL PLANS AND PLANNING REQUIREMENTS AND LEGISLATION**

The Lejweleputswa District municipality, with the support of the Provincial COGTA IDP& LED directorate must prepare a list of provincial legislation and other important national and provincial information for the framework workshop; and

LEGAL REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION
Legal requirement for a District/Local	Local Economic Development	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Comprehensive Infrastructure Plan	Department of Cooperative Governance and Traditional Affairs	Integrated Planning Act, no of 1997
	Spatial Development Framework	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Disaster Management Plan	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Integrated Transport Plan (ITP)	Department of Transport	National Land Transport Act, no5 of 2009
	Integrated Energy Plan	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Water Services Development Plan (WSDP)	Department of Water	Water Services Act, no30 Of 2004
	Integrated Waste Management Plan	Department of Environmental Affairs	White Paper on Waste Management in South Africa, 2000

	Spatial Planning Requirements	Department of Rural Development and Land Reform	Development Facilitation Act, no 67 of 1995
	Environmental Management Plan	Department of Environmental Affairs	National Environmental Management Act, no 107 of 1998
Required Sector Plans to be incorporated into the IDP	Housing	Department of Human Settlements	Housing Act, no107 of 1997
	Development Facilitation Act, no 67 of 1995, Chapter 1 Principles	Department of Rural Development and Land Reform	Development Facilitation Act, no 67 of 1995
	Environmental Management Framework (EMF)	Department of Environmental Affairs	National Environmental Management Act, no 107 of 1998
Sustainable Development Plans	Sustainable development beyond MDG		
	Climate Change		
	Provincial IDP Assessment Report		

### **PROPOSED PROCEDURES FOR MONITORING THE IDP PROCESS**

Each municipality will be responsible for monitoring its own process plan and ensure that the district framework is adhered to, as agreed.

Each local municipality must inform the district of deviations from the action programme that may affect district – wide activities.

The IDP Managers forum should be established that meet after the completion of each phase to jointly assess progress and decide on amendments;

The Executive Mayors and Mayors’ forum shall politically oversee and drive the IDP process and thus the Executive Mayor of Lejweleputswa shall ensure that there is collective agreement of the development priorities and targets and that all local municipalities abide by the District IDP Framework.

## **CONCLUSION**

The Lejweleputswa District Municipality shall in all earnest fulfil its developmental role by coordinating all development initiatives in its area of jurisdiction and provide support to the local municipalities in line with our mandate as the “centre of regional planning and development”.

LEJWELEPUTSWA DISTRICT MUNICIPALITY IDP AND BUDGET PROCESS TIMEFRAMES 2016-2017				
	ACTION/ OUTPUT	DELIVERABLE	RESPONSIBLE	ACTION DATE
1.	<i>DP to be reviewed</i>	Final IDP 2016-17	<i>MM and Executive Mayor</i>	03 August 2015 to 31 May 2016
2.	<i>Submit District IDP framework and process plan for adoption by council</i>	Adopted framework and process plans	<i>Municipal Manager</i>	11 August 2015
3.	<i>Advertise the approved framework &amp; process plan in local newspapers</i>	Advertisement in the local newspapers	<i>IDP Manager</i>	31 August 2015
4.	<i>Update IDP analysis phase on alignment with NDP &amp; PGDS &amp; Address IDP assessment report comments</i>	Reviewed & updated Analysis	<i>MM&amp; IDP steering committee &amp; Representative forum</i>	30 Sept 2015
5.	<i>Review key objectives, strategies and projects</i>	Reviewed key objectives, strategies and projects & programmes	<i>IDP Steering Com &amp; Representative forum</i>	30 Nov 2015
6.	<i>Submit budget instructions to all relevant persons</i>		<i>CFO and Budget Control Officer</i>	02 Nov 2015
7.	<i>Submit 2016/2017 budget framework to all relevant persons (Budget framework to include salary, operational and capital related information).</i>		<i>CFO and Budget Control Officer</i>	02 Nov 2015

	<b>ACTION/ OUTPUT</b>	<b>DELIVERABLE</b>	<b>RESPONSIBLE</b>	<b>ACTION DATE</b>
8.	<i>Preparation of a summary of available funds from: Internal funds, e.g. CDF and External funding, e.g. FM Grant</i>		<i>CFO and Budget Control Officer</i>	30 Nov 2015
9.	<i>Prioritization of reviewed project list for 2015/2016 from 2014/2015 IDP</i>	<b>Project list</b>	<i>MM &amp; Steering Committee,</i>	11 Dec 2015
10.	<i>Submission of detailed estimates by MM, HODs and Political Offices to CFO.</i>	<b>Budget estimates</b>	<i>MM, HODs and Political Offices</i>	11 Dec 2015
11.	<i>Assess financial feasibility of proposed new projects based on existing and potential funds</i>	<b>Proposed new project list/Budget adjustments</b>	<i>All HODs and Budget Control Officer/IDP Steering committee</i>	29 Jan 2016
12.	<i>Meeting with relevant officials (First draft Budget meeting)</i>	Draft budget	<i>CFO, Budget Control Officer/IDP Steering committee</i>	29 Jan 2016
13.	<i>Meeting with relevant officials (Second draft Budget meeting)</i>		<i>CFO, Budget Control Officer</i>	29 Jan 2016
14.	<i>Meeting with relevant officials (Third draft Budget meeting)</i>		<i>CFO, Budget Control Officer</i>	29 Jan 2016
15	<i>LDA Draft budget &amp; business plan 16-17 to 18-19</i>	LDA budget and Business plan	<i>LDA CEO</i>	29 Jan 2016
15.	<i>Considering of Draft Budget by Finance Portfolio Committee</i>		<i>CFO</i>	29 Feb 2016

	<b>ACTION/ OUTPUT</b>	<b>DELIVERABLE</b>	<b>RESPONSIBLE</b>	<b>ACTION DATE</b>
16.	<i>Considering of Draft Budget by Mayoral Committee</i>	<b>Mayoral Committee budget item</b>	<i>CFO</i>	29 Feb 2016
17.	<i>Table a draft reviewed IDP to MAYCO for consideration.</i>	<b>Mayoral committee Budget &amp; IDP item</b>	<i>MM and Executive Mayor</i>	29 Feb 2016
18.	<i>Tabling of MTEF Budget in Council meeting</i>	<b>Draft budget item to Council</b>	<i>Executive Mayor</i>	31 March 2016
19	<i>Table draft IDP to council for approval</i>	<b>Draft IDP item to Council</b>	<i>Executive Mayor</i>	31 March 2016
20.	<i>Discussing the draft with the public</i>	<b>Public participation</b>	<i>IDP Rep forum</i>	31 March 2016
21.	<i>Publicize tabled budget within 5 Days after tabling on website &amp; media</i>		<i>MM and CFO</i>	29 Apr 2016
22.	<i>Submit copies of IDP and budget to National /Provincial Treasury</i>		<i>MM and CFO</i>	29 Apr 2016
23.	<i>Second leg of IDP and Budget Participation process starts. Comments, additions and proposals by stakeholders</i>	<b>Incorporated Inputs from stakeholders</b>	<i>MM, CFO, HODs and Budget Control Officer and political offices</i>	1 Apr- 29 May 2016
24.	<i>Mayoral Committee finalizes the draft 2016/2017 IDP and budget</i>		<i>MM and CFO</i>	29 May 2016

	<b>ACTION/ OUTPUT</b>	<b>DELIVERABLE</b>	<b>RESPONSIBLE</b>	<b>ACTION DATE</b>
25.	<i>Submission of IDP and budget for 2016/2017 for approval by council</i>	<b>Approved IDP and Budget by Council</b>	<i>MM and CFO</i>	29 May 2016
26.	<i>Presentation of approved final IDP to the public</i>	<b>Informed Public participation</b>	<i>MM, Executive Mayor &amp; IDP Rep forum</i>	29 May 2016
27.	<i>Prepare Budget in the required format and submission thereof to both Provincial National Treasury</i>		<i>CFO and Budget Control Officer</i>	12 June 2016
28.	<i>Submit the approved IDP to provincial departments</i>		<i>MM</i>	12 June 2016
29.	<i>Submit draft SDBIP to Mayor within 14 days after approval of the budget</i>	<b>Final Municipal SDBIP</b>	<i>MM</i>	12 June 2016
30.	<i>Prepare Performance agreements and plans for signing and submission to relevant provincial offices.</i>		<i>MM</i>	31 July 2016
31.	<i>Set up expenditure, revenue and asset management system, incorporating budget.</i>		<i>CFO</i>	31 July 2016

## **2.2. Free State Growth and Development Strategy**

As a district municipality, we are expected to contextualize planning in the presence of other compelling planning initiatives of both the national and provincial dimensions. The Free State growth and development strategy is one such a plan that must be noted as we plan for the future of communities in the district. "The Free State Vision 2030 marks a break with the current planning approach which is based on a five year planning cycle that is shaped by the Medium Term Strategic Framework, Medium Term Expenditure Framework"<sup>3</sup>.

### **Free State Vision 2030**

The Free State Vision 2030 fosters an element of unity in planning to achieve improved prospects for human development whilst acknowledging related principle of diversity. The vision encouraged implementation of new growth sectors of the economy apart from the existing ones. This does not mean side-lining of existing sectors such as mining agriculture and manufacturing. The Free State vision 2030 is anchored on six pillars:

1. Economic Restructuring, growth and employment creation
2. Education, Innovation and Skills Development
3. Improved quality of Life
4. Sustainable Rural Development
5. Build Social Cohesion

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<sup>3</sup> *Draft Free State Provincial Growth and Development Strategy 2012: 20*



Free State Vision 2030	Free State vision 2030 pillars	Targets
<p>By 2030, the Free State shall have a resilient, thriving and competitive economy that is inclusive with immense prospects for human development anchored on the principles of unity, dignity, diversity, equality and prosperity for all.</p>	<p>Economic Restructuring, Growth and Employment Creation</p>	Increase the provincial growth rate from 2.1% in 2010 to 7% in 2030
		Increase the contribution of non-petro-chemicals subsectors to the manufacturing sector from 25% to 50%
		Increase the contribution of the agricultural sector from 3.8% to 10%
		Increase the provincial contribution to the South African economy from 5% in 2010 to 15% in 2030
		Increase GDP per capita income per person 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 broad band from the 256 kilobytes per second in 2011 to at least 2 megabytes per second in 2030
	<p>Education, Innovation and Skills Development</p>	Eradicate micronutrient deficiencies in children under 18 months
		Ensure that all children have at least two years of preschool education
		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

	<p>Improved Quality of Life</p>	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 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 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 in 2010 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	Increase the provision of quality basic services and invest in education, healthcare and public transport
		Increase investment in agro-processing, tourism, aquaculture 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 co-operatives
	Build Social Cohesion	Popularise and promote rights and responsibilities embedded within the Constitution
		Introduce African languages in all schools to facilitate understanding, tolerance, respect and diversity.
		Promote Sports 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
		Create a safe and secure environment for individuals

### **2.3. Key powers and functions for the District and Local Municipalities.**

The demarcation process over the years has acknowledged lack of capacity to perform certain functions as initially stated in the Local Government: Municipal Structures Act of 1998. Some of the functions as indicated in the act have since been performed at local level. Over time, some local municipalities were confirmed to lack capacity to perform certain functions and the MEC for Local Government at the time made adjustments so that the district can start performing these functions:

- Fire fighting services for Masilonyana and Tswelopele Local Municipalities;
- Municipal Roads
- Fresh Produce markets and abattoirs
- Environmental Health Services
- Local tourism

A detailed list of functions for both district and local municipalities is indicated below as follows:

<b>DISTRICT</b> <b>KEY POWERS AND FUNCTIONS</b>	<b>LOCAL</b> <b>KEY POWERS AND FUNCTIONS</b>
<ul style="list-style-type: none"> <li>▪ Integrated planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trading regulations</li> </ul>
<ul style="list-style-type: none"> <li>▪ Municipal Health Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Street lighting</li> </ul>
<ul style="list-style-type: none"> <li>▪ Fire fighting Services (Masilonyana and Tswelopele)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fire fighting Services</li> </ul>
<ul style="list-style-type: none"> <li>▪ Municipal Public Transport ( policy development)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipal Public Transport( All local Municipalities)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Fresh Produce Markets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fresh Produce Markets ( All local municipalities)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Cemeteries, funeral parlours and crematoria ( policy development)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cemeteries, funeral parlours and crematoria(by-laws)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Local Tourism</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local Tourism</li> </ul>
<ul style="list-style-type: none"> <li>▪ Municipal Airport</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipal Airport( except for Matjhabeng and Nala)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Municipal Abattoirs (policy development)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipal abattoirs( by-laws)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Solid waste disposal sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Billboards and Display of advertisements in public places</li> </ul>
<ul style="list-style-type: none"> <li>▪ Local sport facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sanitation</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Potable water</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Air pollution</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Child Care facilities</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Electricity regulation</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Refuse removal dumps and waste</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Fencing and fences</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Local amenities</li> </ul>

## 2.4. Millennium Development Goals

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

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

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

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

## 2.5. National Spatial Development Perspective

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

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

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

## **2.6. Priority areas of the 5 year local government strategic agenda**

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

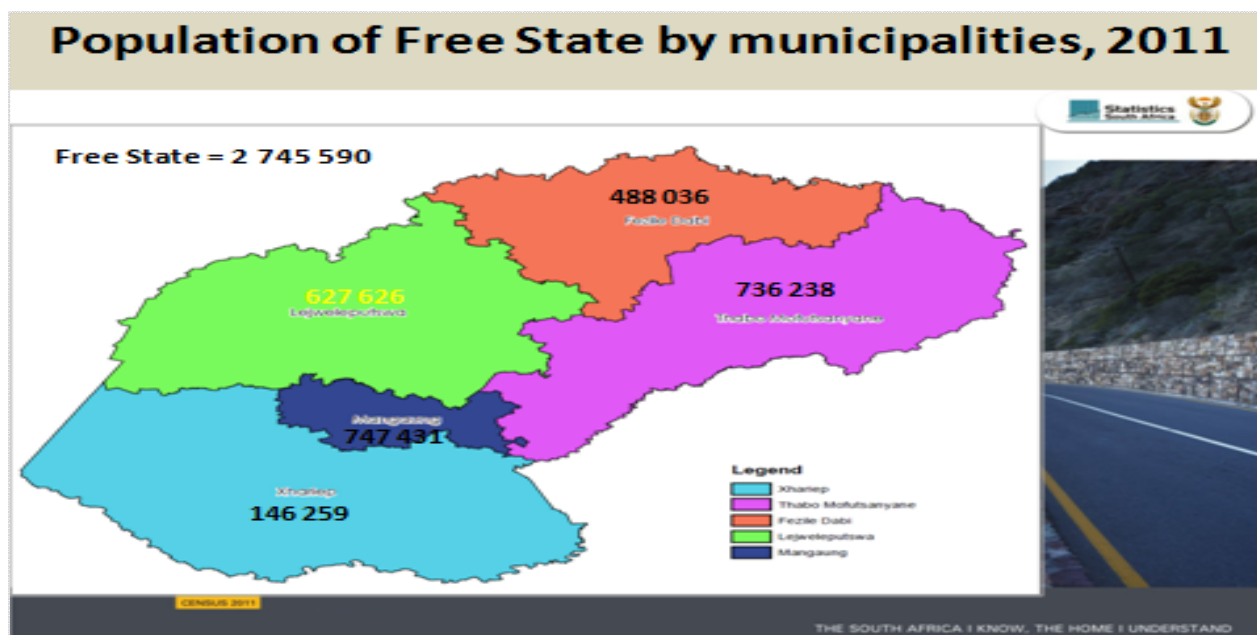
# CHAPTER 3

**Situational analysis**



### 3.1. Current trends

#### 3.1.1. Population size

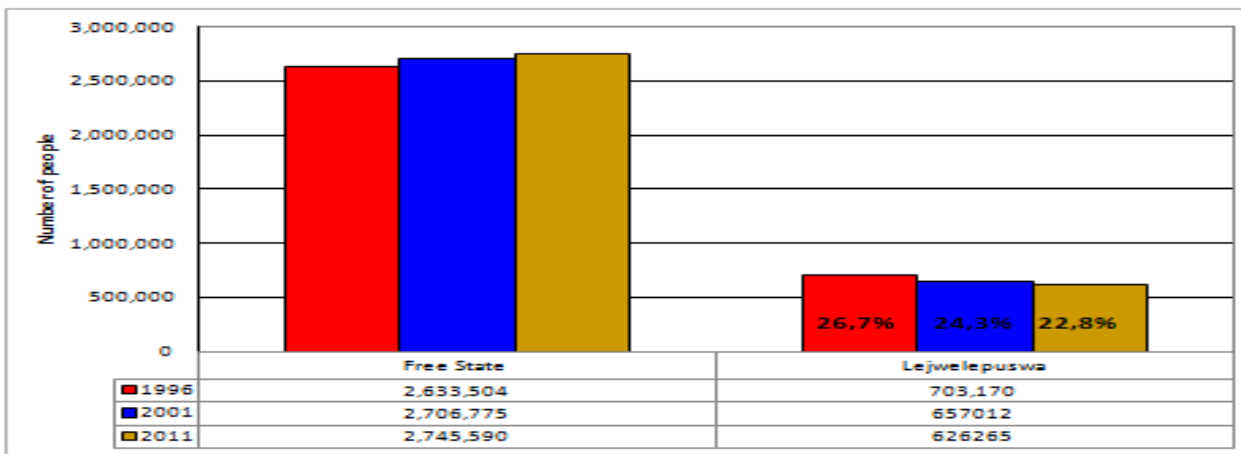


DEMOGRAPHICS		
Population	2001	2011
South Africa	44819777	51770561
Free State	2706771	2745590
<b>DC18: Lejweleputswa</b>	<b>657012</b>	<b>627626</b>
FS181: Masilonyana	64409	63334
FS182: Tokologo	32455	28986
FS183: Tswelopele	53714	47625
FS184: Matjhabeng	408170	406461
FS185: Nala	98264	81220

Statssa: Census 2011

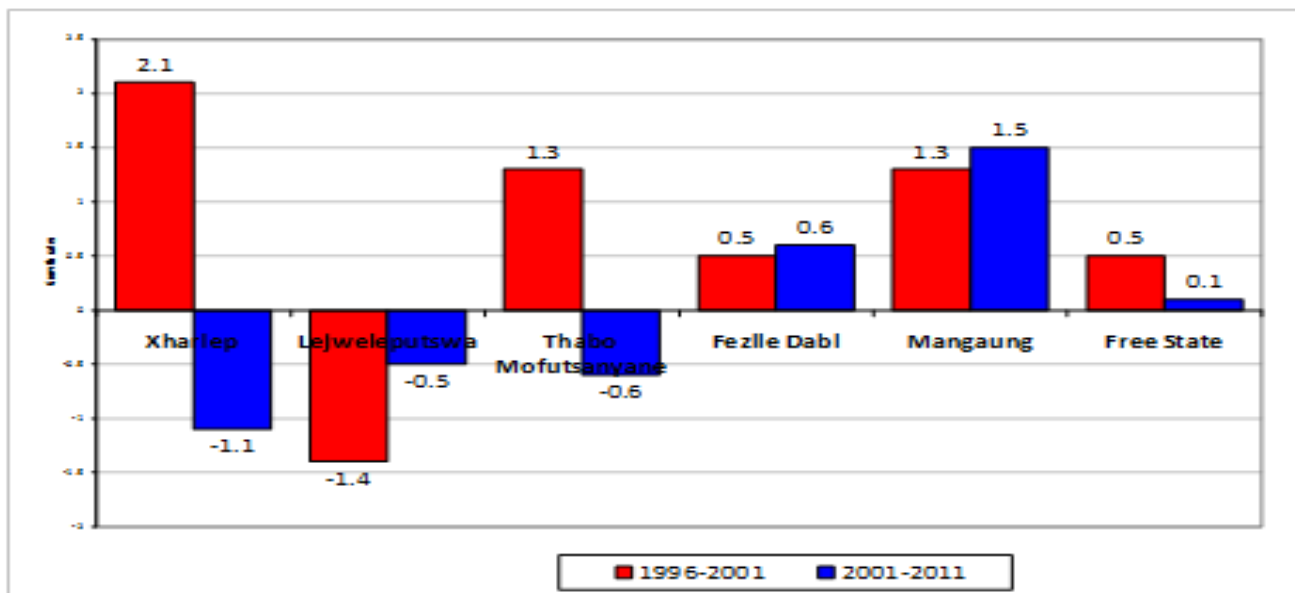
The table above indicates that the population of the district has decreased from figures of 2001 to 627 626 in 2011. The decrease is much more pronounced over a ten year period in municipalities such as Nala, Tswelopele and Tokologo Local Municipalities respectively with Nala being the hardest hit

## Population sizes of Free State and Lejweleputswa, 1996–2011



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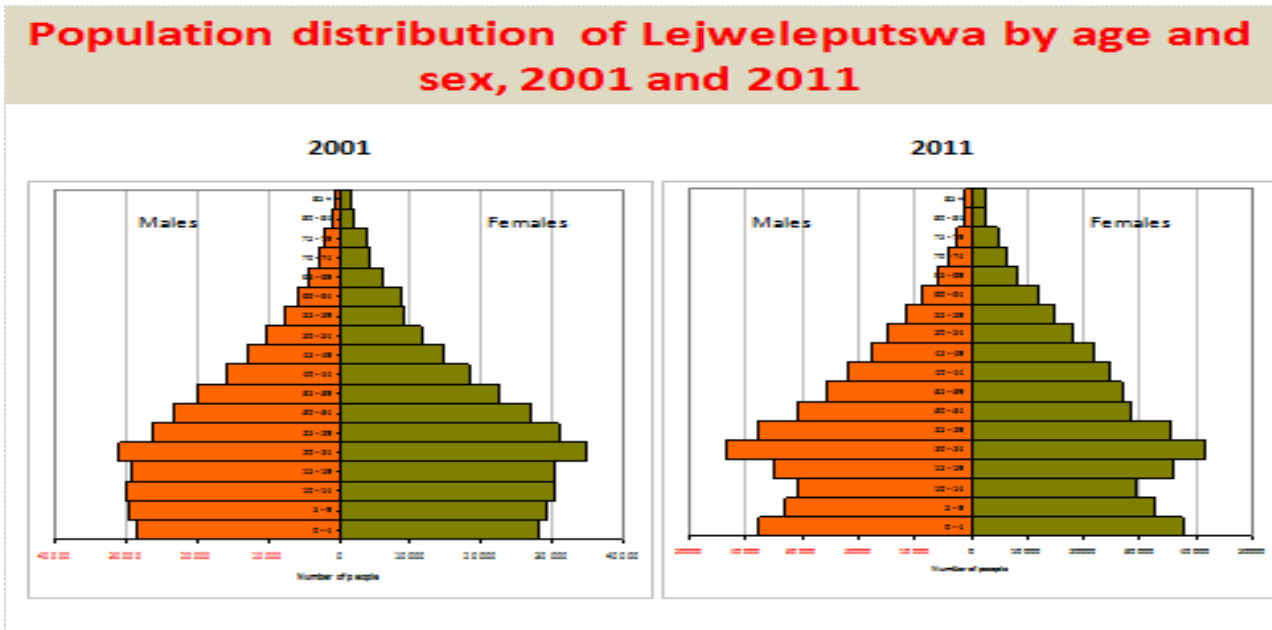
## Population growth rates of Free State by municipalities, 1996–2011



Statssa: Census, 2011

The table above illustrate population growth rates of Free State by municipalities over a period of 15 years in terms of which municipalities had a positive growth and those that experienced negative growth. The Lejweleputswa District has been experiencing a negative population growth between 1996 and 2001 which was -1.4 and between 2001 and 2011 which registered at -0.5 during the 2011 population census. This is contrary to provincial figures which increased from 2,655 504 in 1996 to 2,745 590 in 2011. Lejweleputswa District Municipality is the most affected of all the district municipalities in the Free State because it registered negative growth in both official censuses mentioned above. The only Free State district and metropolitan municipalities that have shown an increase in growth are Mangaung (1.5%) and Fezile Dabi (0.5%). **This shows that planning must be geared towards addressing issues concerned with causes of emigration from the district to other provinces.**

### 3.1.2. Population Distribution



Statssa: Census, 2011

The figure above is statistically referred to as the population pyramid which gives a district population distribution by age and sex over a ten year period, in the district. The comparison between the two figures is that in 2001 there was a high infant mortality rate between the ages of (0-4) while in 2011 the bottom of the figure is enlarged which implies that many children were born and this could also be attributed to the MTC transmission medication being made available to pregnant mothers. The similarities between the two figures are that the concentration of a bigger number of both sexes is around the ages of between 18 and 35 for the ten year period. Therefore it is crystal clear that the Lejweleputswa district population is very young and energetic thus the provision of employment to youth in Lejweleputswa is crucial and the region has potential to grow economically due to its young population.

## Population distribution by province of birth, Free State Municipalities, 2011

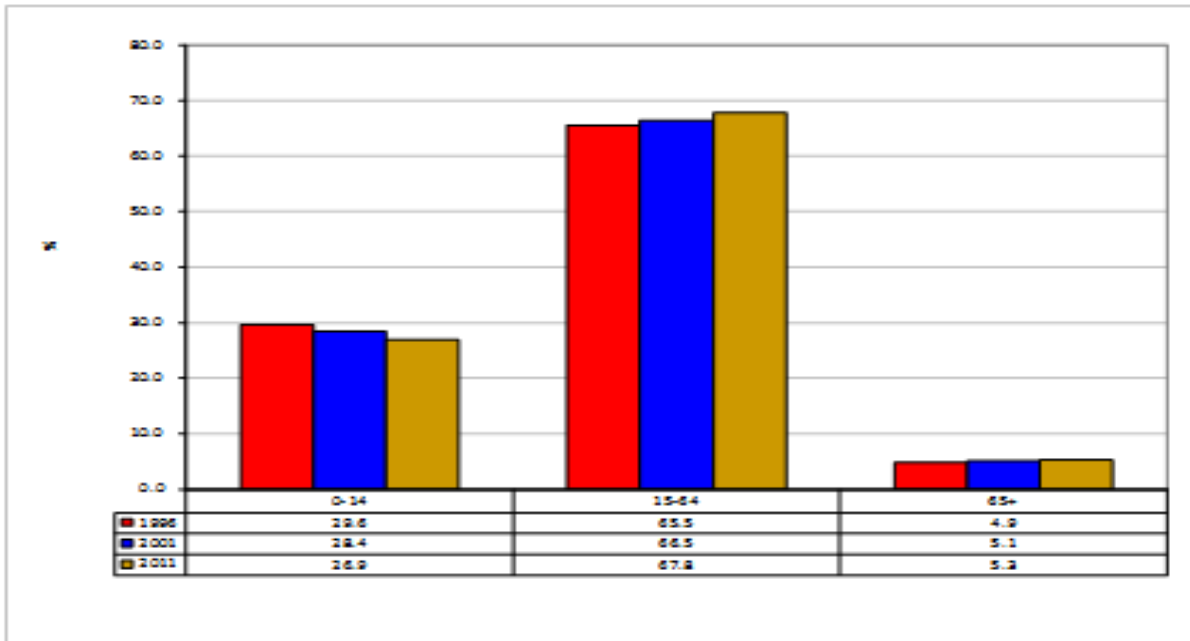
Place of usual residence	Province of birth									
	WC	EC	NC	FS	KZN	NW	GP	MPU	LIMP	Outside RSA
Free State	19 555	67 757	27 861	2 316 399	27 487	26 712	71 574	12 282	16 361	68 896
Xhariep	1 322	4 072	4 187	125 557	610	761	1 905	298	537	2 438
Lejweleputswa	4 115	26 361	5 427	515 354	4 681	8 137	11 654	2 745	3 383	22 825
Thabo Mofutsanyane	2 866	5 224	1 921	663 654	11 635	2 887	15 534	2 722	2 977	12 087
Fezile Dabi	3 405	9 105	2 933	393 461	4 713	7 137	26 882	4 196	5 166	8 308
Mangaung Metro	7 846	22 995	13 393	618 373	5 848	7 790	15 600	2 322	4 297	23 238

Statssa: Census, 2011

The above figure points to places of births of residents from the nine provinces. Of the 626 626 people registered as residing in Lejweleputswa, only 515 354 were born here. The rest come from other provinces as well as outside of the country. In fact, 22 825 come from outside of the country and the remainder originate from other provinces in the country: Western Cape (4115); Eastern Cape (26 361); Northern Cape (5427); KZN (4681); NW (8137); GP (11 654) MP (2745) and Limpopo (3383). The above figures show that the biggest contributor immigrants in the district is Eastern Cape with 26 361 people.

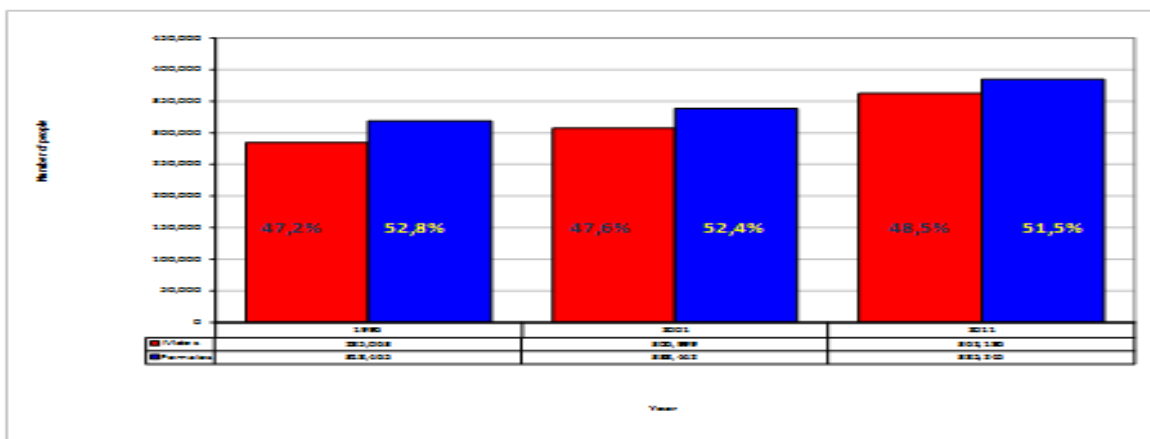
### 3.1.3 Population composition

## Population distribution of Lejweleputswa by age, 1996–2011



Statssa: Census, 2011

## Population distribution of Lejweleputswa by sex, 1996–2011

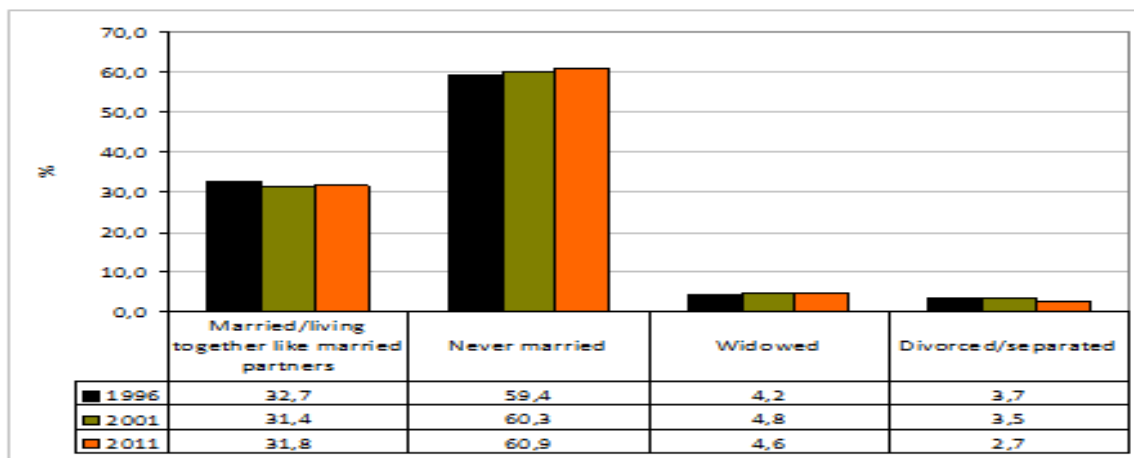


Statssa: Census, 2011

The two tables above depict a very interesting story about population composition and distribution by sex. The first one shows that there were more numbers between the ages of 15 and 64 in a 15 year period than any other age grouping. Instead there was steady decline in the number of people in the age category of 0-14 over the same 15 year period. Numbers for pensioners have been steady during the period.

Population distribution by sex within the 15 year period has also been quite steady. It also shows that females are dominant sex ranging from 52, 8% in 1996 to 51, and 5% in 2011.

### Percentage distribution of Lejweleputswa population by marital status, 1996–2011



Statssa: Census, 2011

The table above is about the marital status of the population of Lejweleputswa District over a 15 year period and it reveals that the percentage of married couples/ those living together as partners declined from 32,7% in 1996 to 31,8 % in 2011 while those who never married increased from 59,4% in 1996 to 60,9%. The percentage of widowed slightly increased from 4, 2% in 1996 to 4, 6% in 2011 and that of divorced couples/separated decreased from 3, 7% in 1996 to 2, 7% in 2011

### 3.1.4. Mortality rate status

#### Total Mortality Census 2001

Age	Male	Female	Grand Total	% of Male	% of Female
0-4	31255	31536	62792	49.8	50.2
5-9	31745	31607	63352	50.1	49.9
10-14	35195	35385	70581	49.9	50.1
15-19	34512	35554	70066	49.3	50.7
20-24	28773	30968	59741	48.2	51.8
25-29	25785	30009	55794	46.2	53.8
30-34	25276	28058	53333	47.4	52.6
35-39	27016	27176	54192	49.9	50.1
40-44	24312	22247	46559	52.2	47.8
45-49	18625	17384	36009	51.7	48.3
50-54	13365	12438	25804	51.8	48.2
55-59	8947	9047	17994	49.7	50.3
60-64	6385	7789	14175	45.0	54.9
65-69	4554	6426	10979	41.5	58.5
70-74	2881	3958	6839	42.1	57.9
75-79	1558	2429	3988	39.1	60.9
80-84	971	2038	3009	32.3	67.7
85+	481	1328	1809	26.6	73.4
<b>Grand Total</b>	<b>321638</b>	<b>335377</b>	<b>657015</b>		

#### Total Mortality Census 2011

Age	Male	Female	Grand Total	% Males of Total Population
00 - 04	34293	34103	68396	5.5
05 - 09	29383	29022	58406	4.7
10 - 14	27580	27035	54615	4.4
15 - 19	28496	29129	57625	4.5
20 - 24	32868	30993	63861	5.2
25 - 29	29529	27816	57346	4.7
30 - 34	23773	22542	46315	3.8
35 - 39	19238	20813	40051	3.1
40 - 44	17855	19892	37747	2.8
45 - 49	18622	18876	37498	3.0
50 - 54	16416	15959	32375	2.6
55 - 59	11581	13002	24583	1.8

60 - 64	7760	9432	<b>17193</b>	1.2
65 - 69	5086	6710	<b>11796</b>	0.8
70 - 74	3328	5184	<b>8512</b>	0.5
75 - 79	2056	3833	<b>5889</b>	0.3
80 - 84	1043	1972	<b>3015</b>	0.2
85+	701	1702	<b>2403</b>	0.1
<b>Grand Total</b>	<b>309611</b>	<b>318016</b>	<b>627626</b>	

### Gender

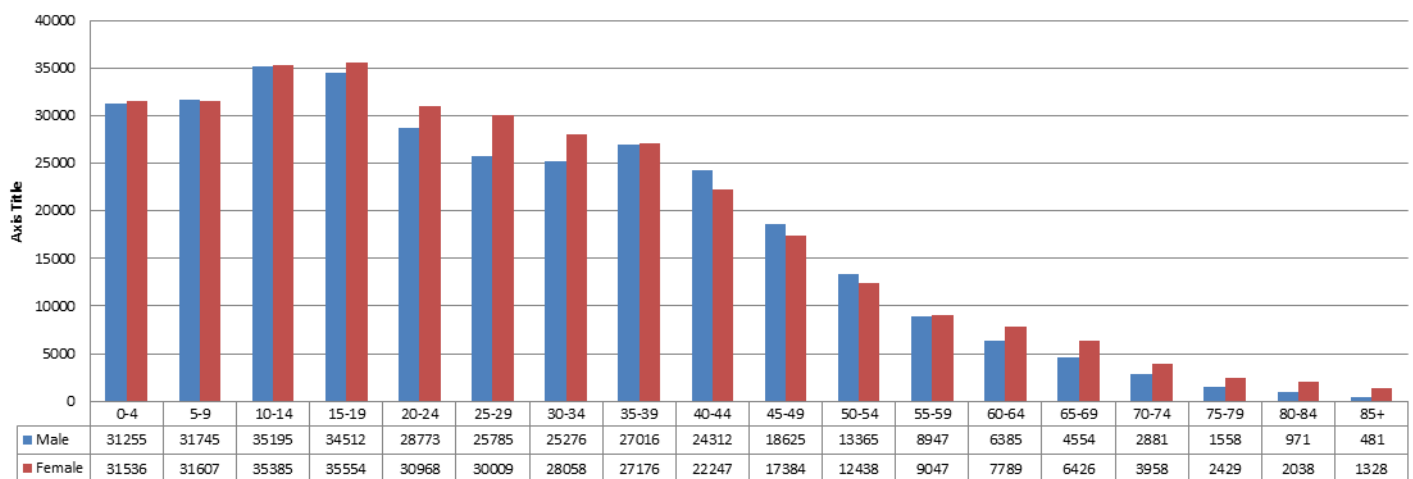
#### Under 5 Mortality census 2001

Gender	0-4yrs
Male	31 255
Female	31 536
<b>Grand Total</b>	<b>62 792</b>

#### Under 5 Mortality Census 2011

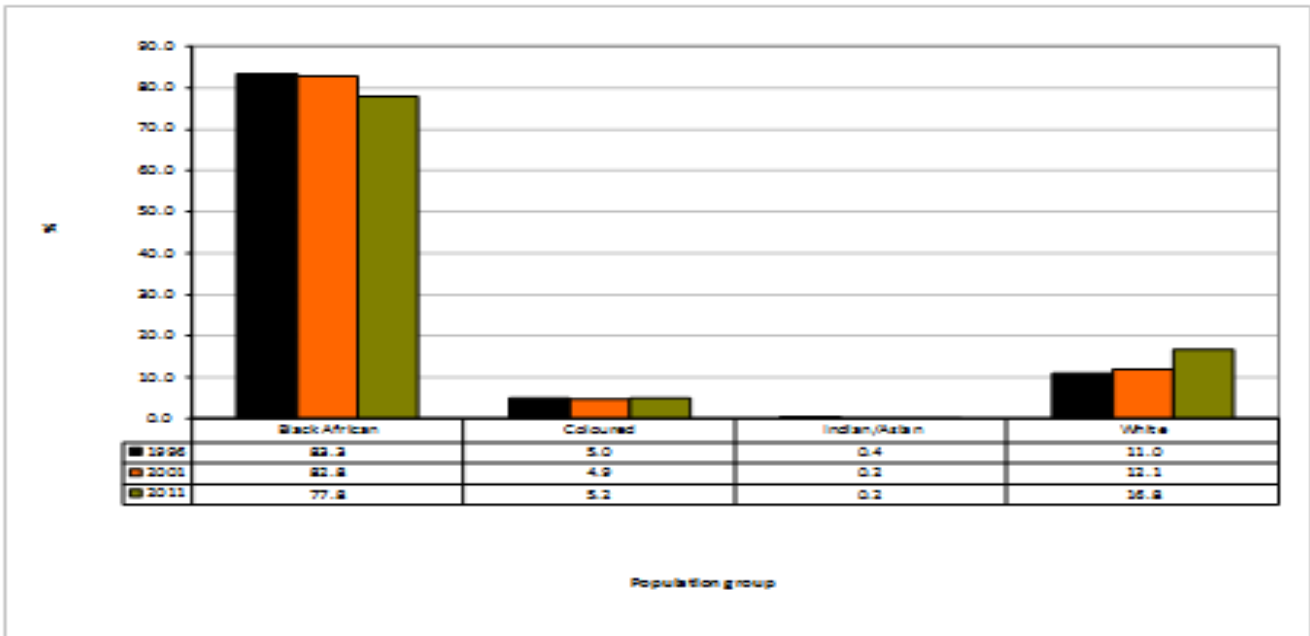
Gender	0-4yrs
Male	34 293
Female	34 103
<b>Grand Total</b>	<b>68 396</b>

Chart Title



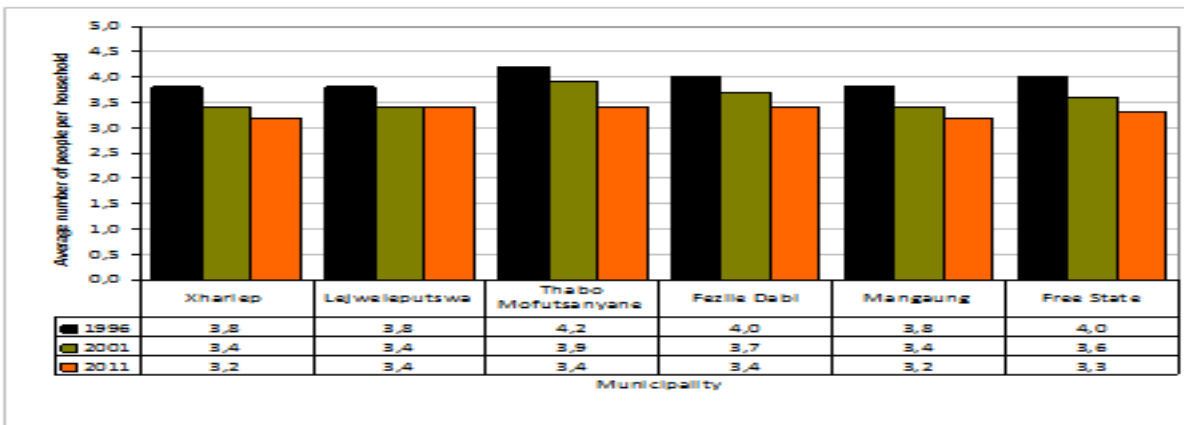


## Percentage distribution of Lejweleputswa population by population group, 1996–2011



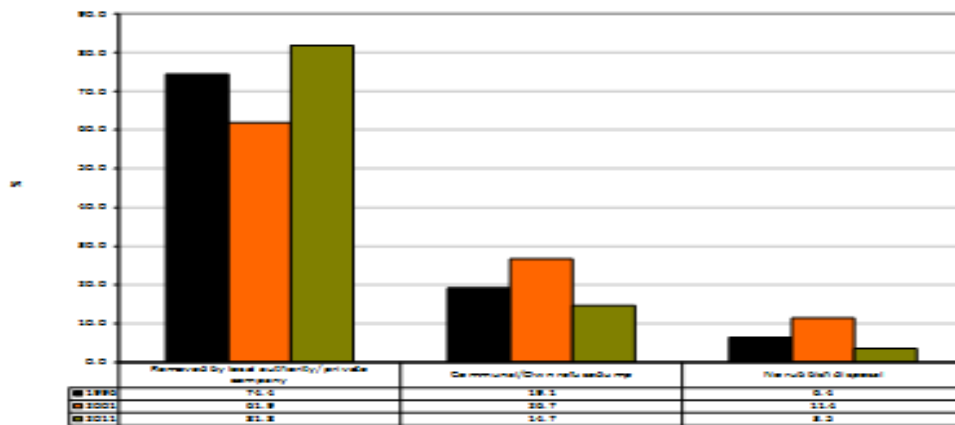
### 3.1.5. Household and services

## Average household sizes for Free State Municipalities, 1996-2011



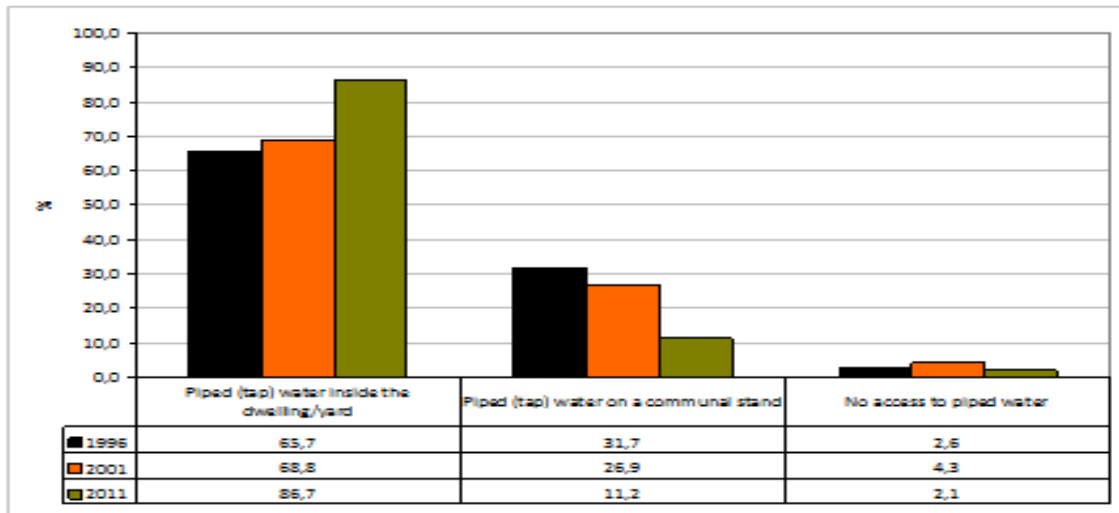
Statssa: Census, 2011

## Percentage distribution of households by type of main dwelling, Lejweleputswa: 1996-2011



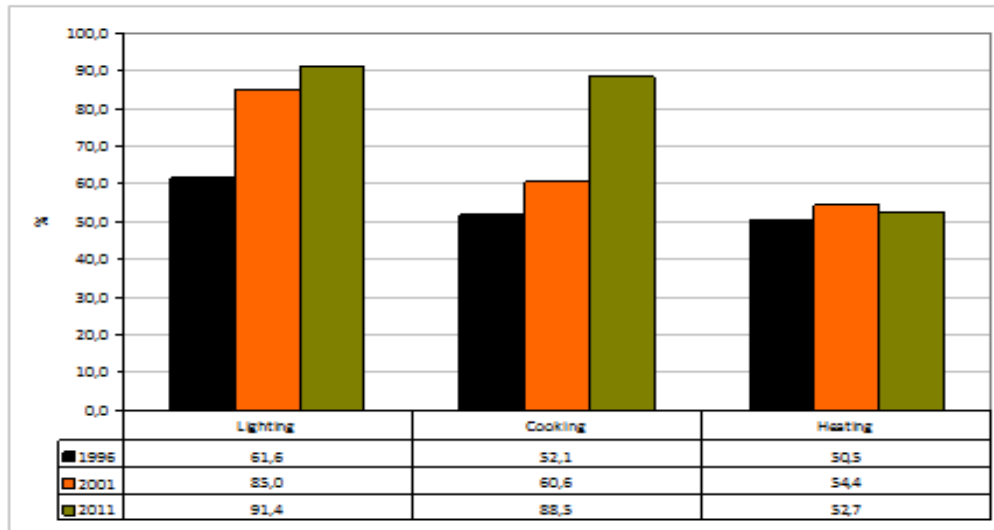
The average household size of people living in the district has always been lower than that of the province. In 1996, the average household size of population in the district has been 3, 8% compared with that of the province which was at 4, 0% for the same period. The picture is somewhat the same 20 years later with the district at 3, 3% whereas the provincial figures stood at 3, 4%. These decline could be interpreted to mean that young adults move out of their parents' homes to establish own homes in the forms of shacks in other places or have successfully lined up to get own RDP houses. This is the part that government needs to comprehend and act decisively on because there is a need for increased basic services everywhere.

## Percentage distribution of households by access to water, Lejweleputswa: 1996-2011



There has been increased in the provision of piped water since 1996 from 65.7% to 86.7% in 2011. Piped water provision has an impact on the provision of drinking through avenues like communal stand pipes. The table shows a comprehensive picture whilst there was increased provision of piped water, there was also a decrease in the number of people who report to source their water elsewhere other than in piped water. People who indicated that they do not have access to piped water have decreased from the 1996 figures of 2.6% to 2.1% in 2011. People who indicated that they access water through communal stand pipes have decreased from 31.7% in 1996 to 11.2% in 2011. The 13.3% of people who do not have access to piped still require improvement in the water service in the district.

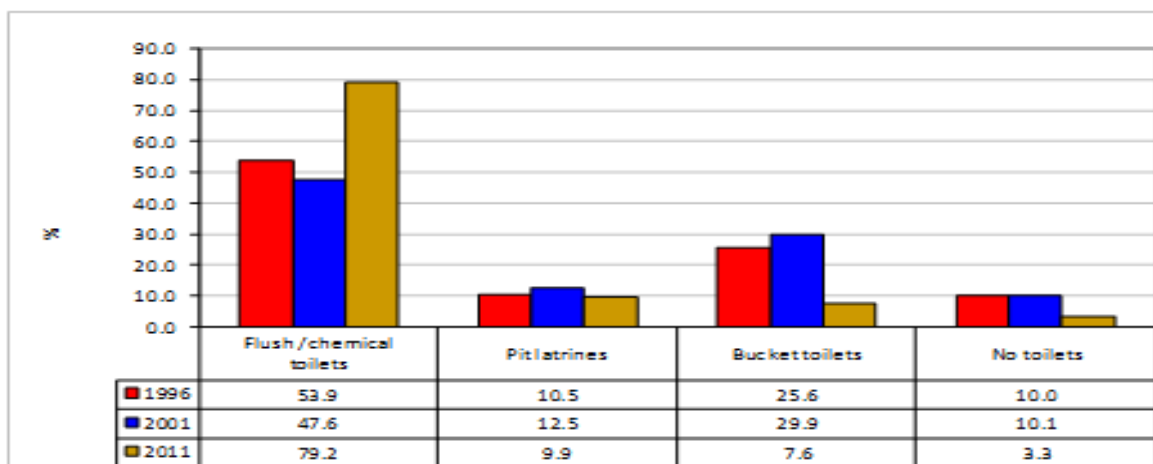
## Percentage distribution of households using electricity for lighting, cooking and heating, Lejweleputswa: 1996-2011



Statssa: Census, 2011

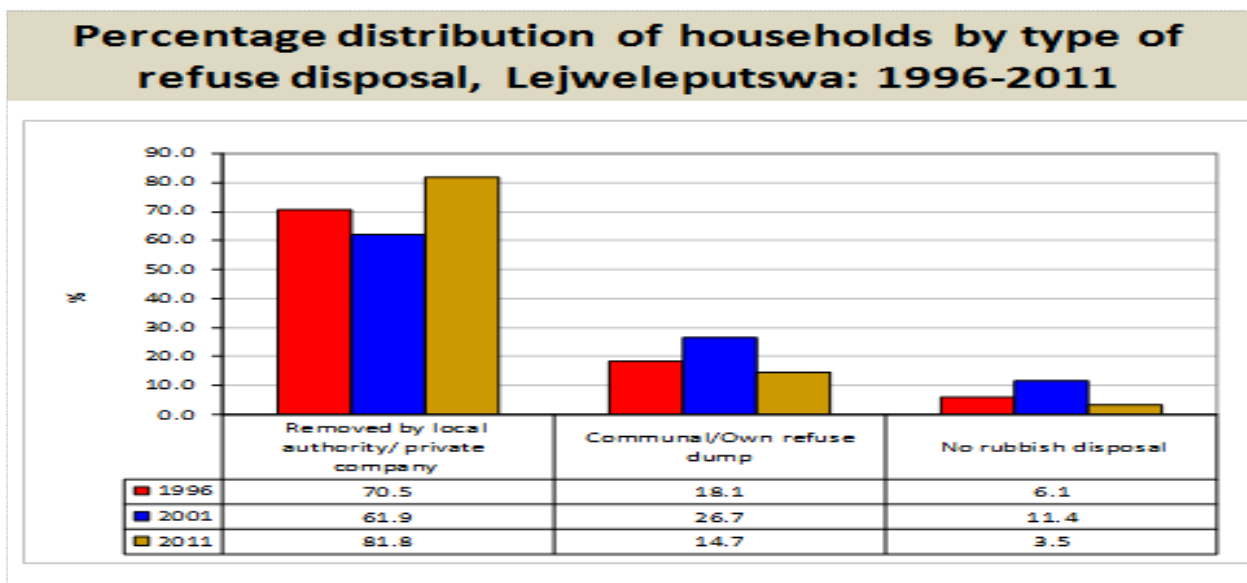
It has become known that people have been using electricity for lighting more than cooking and heating. The figures above are an illustration of this point. The % of using electricity for lighting has staggered upwards from 61.6% in 1996 to 91.4% in 2011. It is also interesting though that electricity has also been preferred of late for cooking purposes with 88.5% of the population using it for cooking. Urbanisation could have been the factor for families to now use electricity than other forms of energy to cook. We know that there were other forms of methods used in the past to prepare fire than to use electricity because at the earlier times, electricity was not accessible to the majority of the people.

## Percentage distribution of households by type of toilet facilities, Lejweleputswa: 1996-2011



Statssa: Census, 2011

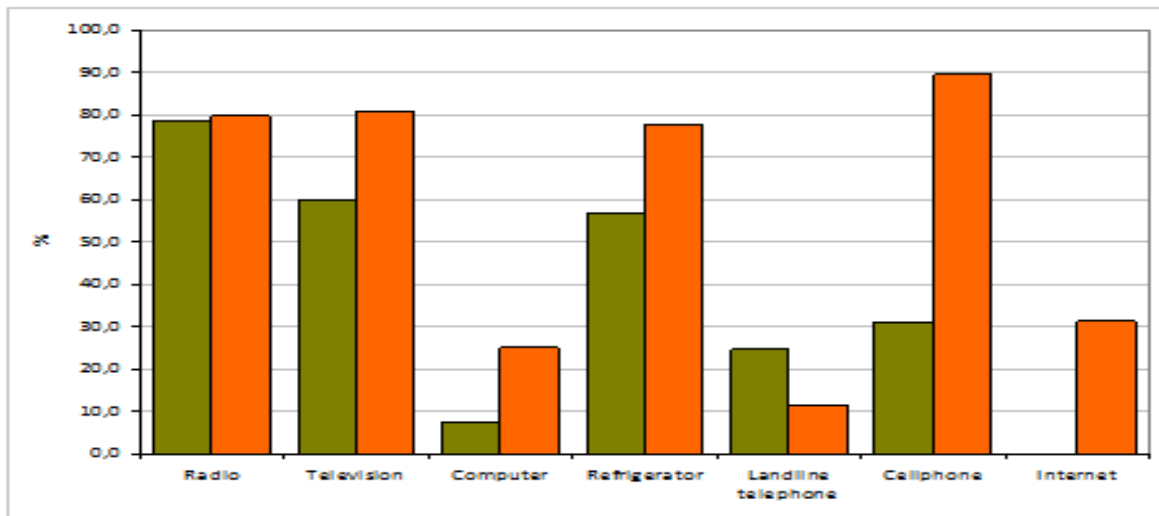
There have been improvements in ridding ourselves of the backward forms of toilet facilities from especially that of buckets to flush and in some instances, the chemical toilets. In some areas where there were no toilets at all, pit latrines were recommended as temporary measure. The figures above paint a promising picture though that we are working towards eradication of all forms of backward toilet facilities to more modern and acceptable forms. The number of people who have access to flush/chemical toilets increased from 53, 9% in 1996 to 79, 2% in 2011 and those using pit latrines decreased from 10,5% in 1996 to 9,9% in 2011. The backlog of bucket system was reduced from 25,6% in 1996 to 7,6% in 2011 and those who do not have access to any form of toilets was decreased from 10,0% in 1996 to 3,3% in 2011. There is still some way to traverse the challenges though.



Statssa: Census, 2011

The role of local municipality playing a pronounced role in removing refuse has improved from 70,5% in 1996 to 81,8% in 2011. The Local and private company roles have ensured that refuse removal is speeded up. There are challenges though where we still have communities dumping own refuse. In this case municipalities have resorted to by-laws that are intended to discourage such behaviours. In this district in particular, there was a decrease in instances where communities dump own refuse from 18.1% in 1996 to only 14.7% in 2011. This remains one of the areas of concerns in order to quell rampant infiltration by rat family. The area of Welkom is known for rodent infestation for some time now quick and improved service regarding refuse removal would play a key role in ensuring that infestation is kept to a minimum

## Percentage distribution of households with specified items, Lejweleputswa: 2001 and 2011

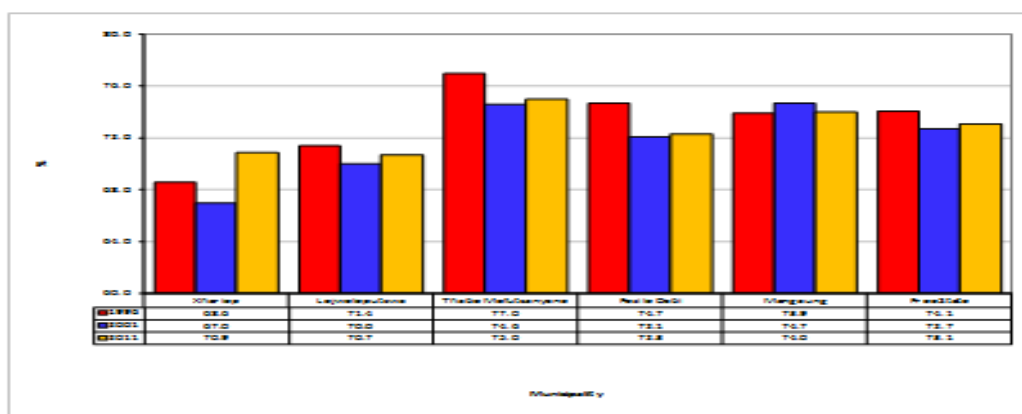


Statssa: Census, 2011

The table above reflects the increase in the number of households in Lejweleputswa who use specified items such as radio increased from 79,0% in 2001 to 80,0% in 2011, television increased from 60,0% in 2001 to 80,0% in 2011, access to computers increased from 8,% in 2001 to 25,% in 2011, refrigerators increased from 58% in 2001 to 78% in 2011, landline telephones decreased from 25% to 21% and the use of cellphones increased from 30% to 90% and internet to 30% over a 10 year period.

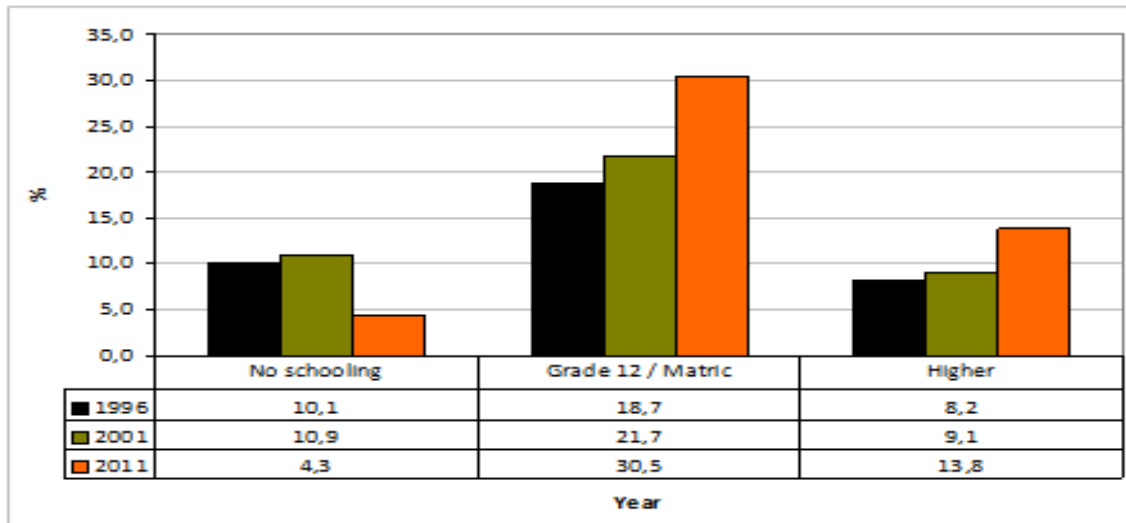
### 3.1.6. Educational status

#### Percentage distribution of population aged 5-24 by school attendance and municipality, Free State 1996-2011



Statssa: Census, 2011

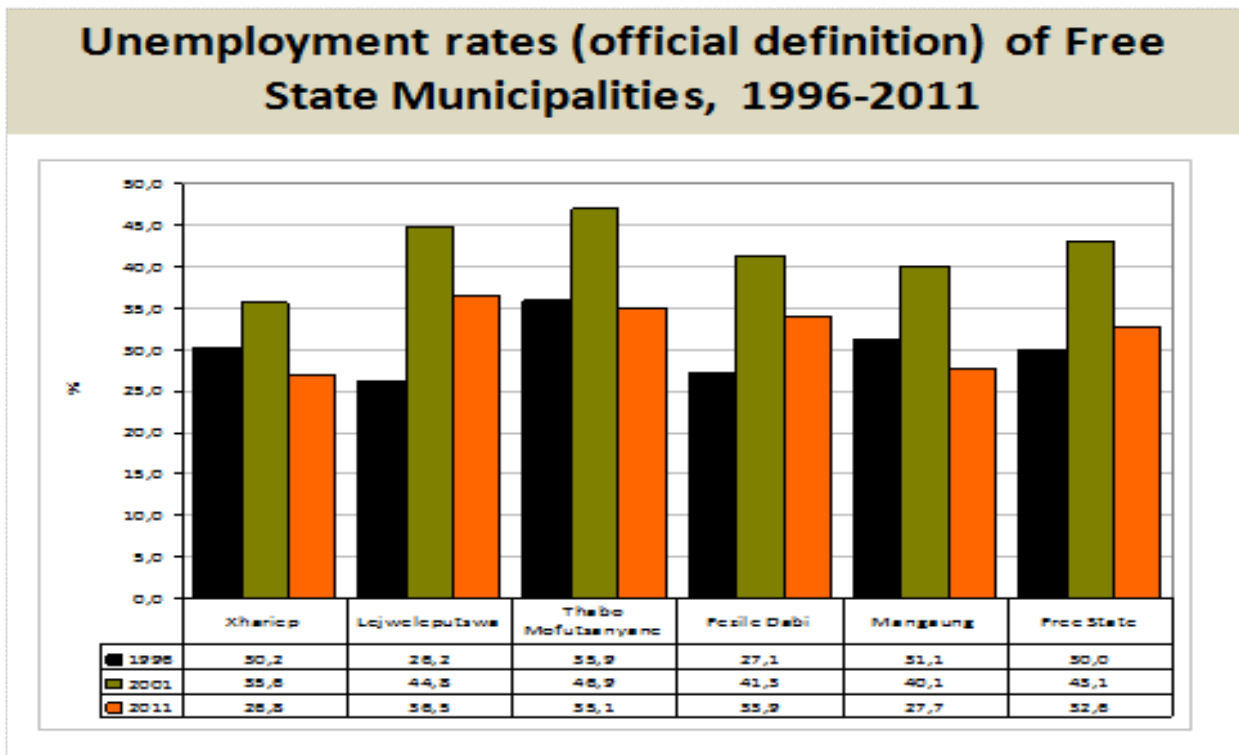
## Percentage distribution of population aged 20+ by highest level of education, Lejweleputswa: 1996-2011



Statssa: Census, 2011

The education system has shown steady improvement in encouraging learners to pass matric to enter tertiary education. The graph above is illustration of the state of education in the district. For instance, people who reported that they are not attending school have decreased over the 20 year period to 4.3% from 10.1% in 1996. The picture shows improvement in matriculation status as is the case with higher education from an 8.2% in 1996 to 13.8% in 2011.

### 3.1.7. Employment status



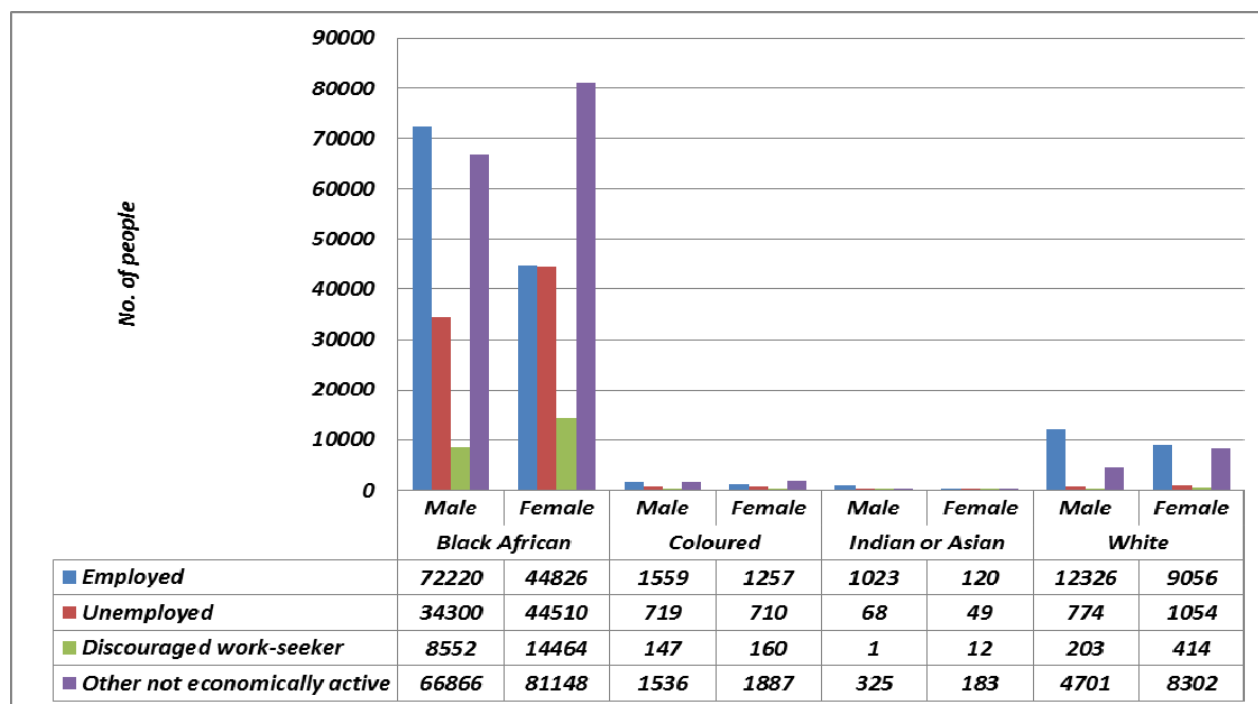
Statssa: Census, 2011

The district is one of the worst municipalities with highest rate of unemployment in the Free State province in the 2011 census. It is standing at 36.5%. Although the picture for all municipalities is not satisfying, in the Free State, Lejweleputswa has the highest numbers of unemployment. This must be attributed partly to mining closures. The revival of the district agency must be to establish some form employment opportunities in the district. Mining closures do not help the situation either. There must be strategies used by local economic development agencies to steer the employment in the right direction. Efforts must be to engage youth to establish sustainable enterprises.



## Employment Status by Population and Sex

### Official employment status by Population group and Gender in LDM



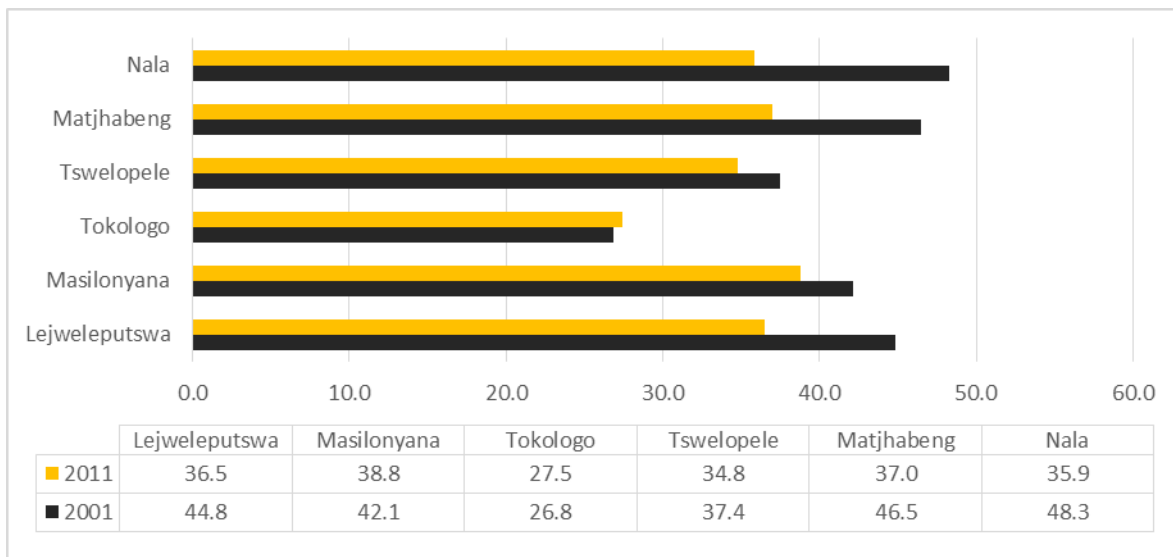
Statssa: Census, 2011

The table above depicts the official employment status by population group and gender in the Lejweleputswa District, with black African male being the highest with **72220** employed followed by African female at **44826**, and white males with **12326** employed, and white females at **9056**, male coloured at 1559 and coloured female at **1257**. The Indian, male employment is at **1023** while female Indians is **120**.

The unemployment of Black African male is **34300**, and Black African female is **44510**. The White male unemployment is standing at **774** and White female the rate of unemployment is at 1054. The Coloured male unemployment is at **719** and the Coloured female is **710**. The Indian male is 68 and Indian female is at **49**.

It is quite clear that the Black African population group is the most affected both males and females and the district should focus on creating more employment opportunities to significantly reduce the rate of unemployment from **36, 5%** to **5%** by 2030.

## Lejweleputswa Youth Unemployment rate

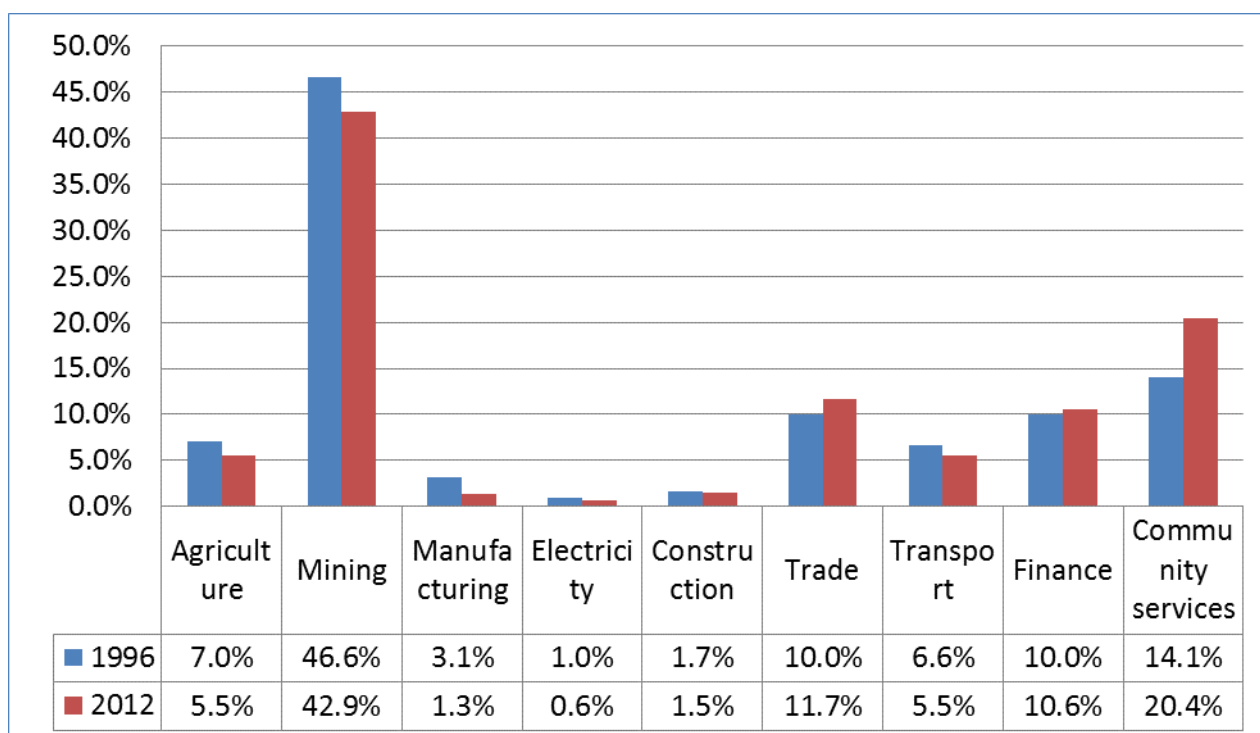


Statssa: Census, 2011

The table above depicts a picture of the youth unemployment in Lejweleputswa with Masilonyana being the hardest hit municipality at a rate of **38.8%** unemployment followed by Matjhabeng with **37.0%**, Nala standing at **35.9%**, Tswelopele at 34.8% and Tokologo being the least with **27.5%**.

This situation calls for Lejweleputswa to prioritise youth and women when embarking of EPWP projects and SMME's development in an attempt to address youth and women unemployment.

## GDP contribution by industry



Source: Global Insight, Regional explorer, 2013

The table above shows GDP contribution by sector and mining is still the leading sector in terms of GDP contribution and the agricultural sector has declined by from 7.0% in 1996 to 5.5% in 2012 while the community services has increased from 14.1% in 1996 to 20.4% in 2012. Manufacturing has drastically decreased from 3.1% in 1996 to 1.3% due to the declining mining activities. The trade sector has also soared from 10.0% in 1996 to 11.7% and the transport sector has decreased from 6.6% in 1996 to 5.5% in 2012

### **3.1.8. Air pollution/Environmental management**

The air pollution function is being performed by both the district municipality and Nala Local Municipality in terms of the Municipal Demarcation Board assessment report for the 2008/09. Both municipalities provide the function from a single department and managers have appropriate tertiary qualifications for performing the functions. Both managers have shown that they have more than four year's experiences in performing the function. For the district municipality, there was significant increase in the budget allocations for the function during the period compared to the previous year. It was also made clear in the report that Nala Local Municipality had only one official and no budget to perform the function when the district provide both budget and staff to perform the function. No adjustments were made regarding the functions for other local municipalities. The Municipal Systems Act does not allocate any environment-related functions to districts. However, in practice air pollution arrangements are being implemented at a district level (Municipal Capacity Assessment 2011: Final National Report, p129)

The national DEA has developed the District AQMP which has been approved by Provincial DEA. The department is currently in the process of implementing the plan through their appointed consultants, SSI. The municipality participated in an established Environmental health awareness yearly program which is aligned with the national environmental celebration days, e.g. water week etc.

### **3.1.9. Fire Services**

During the 2008/09 year, Tokologo Local Municipality (FS 182) was the only local municipality that did not perform the function. All other municipalities have indicated fire fighting as the main activity under the function. This function was performed within a single department. Experience ranged between three to twenty three years between FS 181 to 184. The manager in 185 had 16 years of experience in the function. The budget for the function decreased in 184 compared to the previous year whilst the rest of the other municipalities had increasing budgets. Municipalities had staff to deal with the function whilst there were vacancies in a few others. All the five municipalities, excluding FS 183, had equipment to perform the function.

*(Source: Municipal Demarcation Board Assessment of Capacity for the 2008/09 period, District Municipality Report)*

### **3.1.10. Municipal Health Services**

#### **Definition**

The municipal health functions have been defined as: *municipal health, licensing and control of undertakings that sell food to the public, noise pollution, pounds, accommodation, care and burial of animals; and licensing of dogs.* (Source: Municipal Capacity Assessment 2011: Final National report)

#### **Municipal powers and functions**

Municipal health refers to a basket of services which relate to creating a healthy environment through regulatory activity. It is thus not directly related to primary healthcare. The constitution and the Health Act provide the background to the legal responsibilities of municipalities in this regard. The services included within the municipal health function (see below) are purely regulatory activities. Where there is a service to be performed i.e. for the functions of Waste management and Disposal of the dead, only the regulation of these activities falls under municipal health, the actual provision of the services are covered elsewhere. The National Health Act (Act 61 of 2003) places the responsibility for regulating the provision of the municipal health services with the relevant district or metropolitan municipality. Municipal health services are defined in the Health Act as: *water quality monitoring, food control, waste management<sup>33</sup>, health surveillance of premises, surveillance of prevention of communicable diseases, excluding immunisations, vector control, environmental pollution control, disposal of the dead<sup>34</sup>, and chemical safety (Ibid).*

The Matjhabeng Municipal area is one of the areas with highest HIV infection rate in the country, and this will have a detrimental economic impact on the region over the next few years. The long-term effect of HIV/AIDS can and will be devastating on the whole community and have a major impact on all economic sectors. However the last survey which was done in 2010 shows some serious decline with the highest hit being in the age between 30 and 34 years.

2008	2009	2010
33.8%	33.4%	30.0%

Source: Department of health

Mobile clinics are operating in the rural areas, but the community is experiencing problems of inaccessibility due to the distance travelled to visiting points, and the frequency of the service. In urban areas the number of clinics and hospitals are inadequate and mostly overcrowded. Emergency medical services are not readily available during emergencies and the response time is slow. The availability of medicine in clinics is problematic due to inadequate control and poor distribution.

**Welkom:**

**Rheederspark Clinic:**

The Clinic is very small and has to accommodate the population of Reahola family units as well as the residents of the suburb itself. The overcrowding is further compounded by the sprawling shacks at the land close to the Clinic. The Department started with negotiations for land at the most central area to be able to serve the population, we are waiting for the response that allocates the stand number.

**Riebeeckstad Clinic:**

The Clinic is very small and has to accommodate the population of new residence between Riebeeckstad suburb and Thabong. The situation has led to number of patients being turned back without getting the service. The District has tried to assist but the structure only allows appointment of two Professional Nurses because there are two consulting rooms. Our head count has risen to 50 patients per Professional Nurse per day and this high numbers compromise the quality of care.

**Ventersburg:**

**Mmamahabane Clinic:**

The Clinic is very small and was designed to serve a very small population but the current residents are over whelming the services. The Clinic is also very close to N1 road hence the need to improve the activities so that we can be able to address the emergencies when they happen. The area that we identified was the one very close to the existing clinic structure. If it is allocated we will just expand the existing structure and safe on cost.

## Virginia

### Meloding clinic

The Clinic is very small and dilapidated and it was designed to serve a very small population but the current residents are overwhelming the services there is a need to build a structure that will accommodate calibre area and the old Meloding population.

- i. EMS not readily available during emergencies (Urban & Rural)  
We need functional call centre that will be able to handle high number of calls
- ii. Inadequate medication in clinics  
Medicine availability ranges between 80 and 95% the district has a buffer store situated at the Kopano offices
- iii. Poor sanitation
- iv. Provision of mobile clinics in/for rural communities problematic because of its inaccessibility as a result of patients having to travelling long distances to arrive at visiting points and the frequency of visits made per month.  
The district has high shortage of mobiles and this affect the access to health care to the disadvantaged rural population. We are trying to close the gap but the demand is too high.

Environmental factors impacting on health include poor sanitation, poor conditions around waste dumps, pollution, and a lack of potable water.

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

### Recommendation

There should be a development of a coordinated programme for the whole district that should include provincial departments of social development, health as well as departments within municipalities to plan and coordinate identified issues.

#### 3.1.11. Cemeteries, Funeral Parlours and Crematoria

In terms of the Municipal Demarcation report for 2008/09, the only municipality that did not show that they perform the function was Matjhabeng Local Municipality. The rest of the municipalities performed the function from a single department. The experience of each official in the department ranged between three and twenty years. The manager for Nala Local Municipality indicated that s/he had a matriculation certificate but had twenty years' experience in performing the function. All municipalities had increases in budgeting for the function as compared to the previous budget year. They all have equipment to deal with the function. For the district municipality, it was established that there was one vacancy in the department.

The recommendation from the assessment was the reversal of the function from all local municipalities.

### 3.1.12. Local Amenities

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

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

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

(Source FSPGDS 2006-2014)

An aspect to be raised is the value that the Moto-GP course, Phakisa in Welkom could play in future development and marketing of the district. Furthermore, the need for additional sports facilities, especially a soccer stadium, if the district wants to gain from the spin-offs of the 2010 World Soccer Cup is emphasized. (*Phakisa Moto-GP in the Free- State PGDS is captured under events and entertainment as tourism attraction facility*)

### Recommendations

Budget must be made available for sporting activities in the district- especially the OR Tambo Games. The High Performance Centre project infrastructure has been upgraded. Plans must be shown to indicate coordination in this regard.

# CHAPTER 4

Spatial Development Framework



#### 4.1 Spatial perspective



The district is one of the four district municipalities in the Free State. The other four are Thabo Mofutsanyane in the north east; Fezile Dabi in the north as well as Xhariep in the south east and one metropolitan municipality which is Motheo which is located in south east. According to the FSPGDS (2006-14), Lejweleputswa is the major contributor in the Free State Geographic Product (GGP) and is also an important agricultural area. The district is predominantly known as the Free State Goldfields which forms a part of the larger Witwatersrand basin. The spatial planning for Lejweleputswa indicates that the district has 3 190 855 hectares of area which constitutes about 26.4% of the total provincial land area of approximately 12 969 028 hectares<sup>4</sup>.

Municipality	Spatial composition
Masilonyana	<p>The municipality comprises the following towns: Winburg, Theunissen, Brandfort, Verkeerdevlei and Soutpan. There are no major urban centres and it is about 45 kilometres towards Bloemfontein and about 58 kilometres from Theunissen to Welkom.</p> <p>The municipality benefits from the N1 toll gate as well as the N1 road that crosses through the area. It is fundamentally a rural area with no major urban centres. It is dependent on agriculture with crop and livestock production as the agricultural activities. There are also significant mining activities in the area. The main water source in the area is the Erfenis Dam. In terms of attracting tourists, the area has the Soetdoring Nature Reserve in Soutpan</p>
Tokologo Municipality	Local The municipality is composed of the following towns; Hertzogville, Dealesville and Boshof.

<sup>4</sup> Reviewed FSPGDS 2006-14

		<p>The municipality's spatial character of note is that it has vast tracts of land which are mostly agricultural. A range of agricultural activities takes place there with the following being dominant; maize and wheat farming. There are also mining deposits in the area which have not been exploited to the full. Game farming takes a larger portion of available land space in the area. There is also a conservation area Boshof that must be considered during planning.</p> <p>There is currently the R64 which links the towns with Bloemfontein as well as R708 which links the local municipality and the district with North West province and Christiana town.</p>
Tswelopele Municipality	Local	The municipality is composed of two towns and they are Hoopstad and Bultfontein. The area has one of the best tourist attraction reserves in the Free State called the Sandveld Nature Reserve in Hoopstad. The area is one of the areas in the district which has the potential to attract tourists in the district.
Matjhabeng Municipality	Local	The towns comprising the municipality were developed as a result of mining activities as follows; Virginia, Welkom, Odendaalsrus, Hennenman. The other remaining towns were support service centres for farming communities in the area. They are Ventersburg and Allanridge. Matjhabeng Local Municipality is largely populated by mining and residential structures.
Nala Municipality	Local	<p>The municipality also has two urban areas namely; Wesselsbron and Bothaville. It mainly has an agricultural area specifically dealing with crop production. The Vet River in the area provides an advantage for an irrigation scheme. Recreational facilities have been established on the banks of the Vaal River. It also provides opportunities for irrigation scheme. The Vals River also provides opportunity for establishing irrigation schemes.</p> <p>The Nampo is an agricultural node which is situated 18 kilometres outside of Bothaville on the road towards Orkney and Matlosana. The annual Nampo agricultural show has been regarded as one of the best in the world as it attracts visitors from around the world. This show then becomes one of the biggest sources of economic growth of Nala Local Municipality.</p>

#### 4.2. SWOT analysis for the five Local Municipalities

Municipality		Strength	Weakness
Masilonyana Local		The municipality is 45km to Bloemfontein which is the	It is fundamentally a rural area with

	Spatial perspective	provincial capital of the Free State province	no major urban centres.
		The N1 passes through the municipality.	
		The municipality boasts nature reserves for attracting tourists during holidays and benefit from such visits.	
		<b>Opportunities</b>	<b>Threats</b>
		The municipality stand to exploit the Erfenis dam water source for improved agricultural activities.	Its rural nature could disadvantage it in terms of attracting more companies to establish branches in the areas of the municipality.
As a result of the municipality's predominantly rural context, it can motivate for increased equity share in order to increase and fast track service delivery.			

#### Framework for strategy formulation- Masilonyana Local Municipality

The municipality should receive substantial financial and human resource assistance in order to improve because the likelihood to recruit scarce skills will be a challenge. The district municipality should be prepared to include the local municipality and consult with them in areas of development. In essence, there must be a strategy that is intended to assist the local municipality in terms of both financial and human resource capacities.

Municipality		<b>Strength</b>	<b>Weakness</b>		
Tokologo Local Municipality	Spatial perspective	The municipality's spatial character of note is that it has vast tracts of land which are mostly agricultural in nature.	The municipality has a huge challenge regarding water sources and general availability of water throughout the year.		
		There are also mining deposits in the area which have not been exploited to the full			
		Game farming takes a larger portion of available land space in the area.			
				<b>Opportunities</b>	<b>Threats</b>
			Exploration of mineral deposits		
			Opportunity to exploit the game market.		

#### Framework for strategy formulation- Tokologo Local Municipality

Consultation process must be initiated to ensure there is financial assistance to help support development programmes of the municipality. In order to boost development such key economic issues as game farming must be a priority for the municipality but this is conditional upon a comprehensive consultation process with local game farmers. Exploration of the mining activities should also be a priority in an area with less employment opportunities.

Municipality		<b>Strength</b>	<b>Weakness</b>
Tswelopele Local Municipality		The municipality has Sandveld Nature Reserve that can be exploited to boost tourist numbers in the district.	No major businesses are located here.
		Some areas of the municipality boost salt pans which can be used for economic growth and thus employment.	
		It is also one of the main maize	

	Spatial perspective	producing areas in the province.	
		<b>Opportunities</b>	<b>Threats</b>
		It has the potential to contribute to creation of work opportunities in the region through location of businesses specialising in maize production.	Spatial location is a prohibiting factor and thus may result in outmigration of potential skill in the area.

**Framework for strategy formulation- Tswelopele Local Municipality**

The municipality should be assisted to develop beneficiation businesses from maize in the area. It is an area that boosts a number of water sources as well as the salt pans which can contribute tremendously to the economy of the region.

Municipality	Spatial perspective	<b>Strength</b>	<b>Weakness</b>
Matjhabeng Local Municipality		Most of the spaces in the area are mining activities	The revenue generation is very low as a result of high unemployment due to mining closures.
		There are unused mine properties that can contribute to alternative economic activities in the region.	
		Some educational satellite institutions are located here and can therefore contribute on areas that require further research.	
		<b>Opportunities</b>	<b>Threats</b>
		Existing mining houses can be used for economic development.	

**Framework for strategy formulation- Matjhabeng Local Municipality**

It is very fundamental that concentration on spatial perspective for the municipality be around exploitation of the existing but unused mining properties.

Municipality		Strength	Weakness	
Nala Local Municipality	Spatial perspective	The municipality is located within water source-Vals River- and can therefore encourage crop production in the area.	It is not a tourist destination and therefore cannot attract visitors in numbers.	
		The area also specialises in maize production.		
		Its promixity may be used to tap on opportunities from the North West Province.		
			Opportunities	Threats
		The NAMPO competition can be exploited for the benefit of the municipality.	One of the next to Bothaville is Klerksdorp which can attract skilled people to the area near.	

**Framework for strategy formulation- Nala Local Municipality**

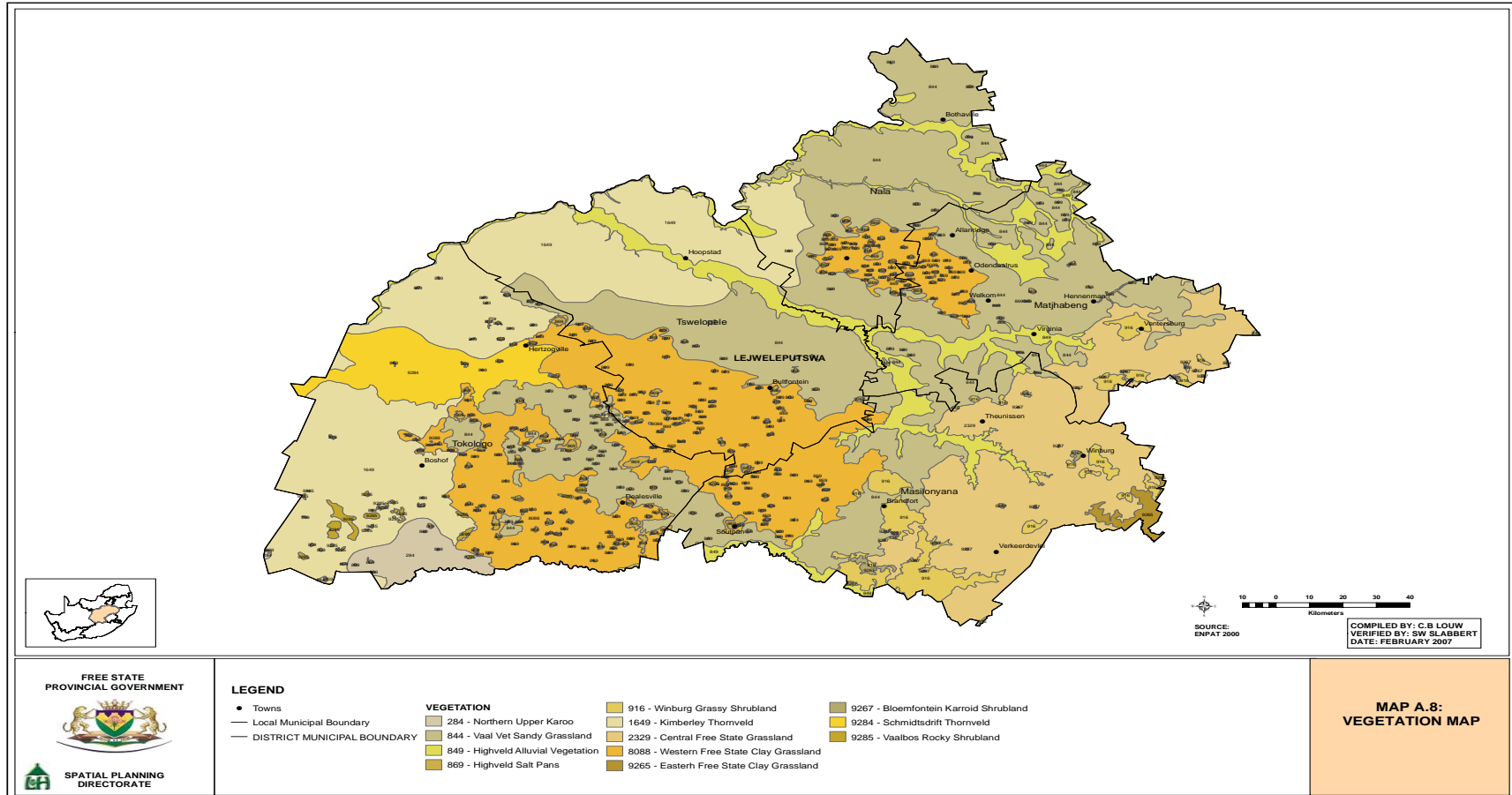
The municipality can be assisted to take advantage of the Nampo Agricultural Festival.

**4.3. Land and Environmental Perspectives**

4.3.1. Land cover

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

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



#### 4.3.2. Environmental Management

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

Nature Reserves and Conservancies nodes are localities protected by legislation for its environmental quality. The Sandveld Nature Reserve, Erfenis Dam Nature Reserve, as well as a few conservancies are located in the Lejweleputswa District. The marshes within the rural hinterland around Wesselsbron in Lejweleputswa District are environmentally sensitive and should be preserved.

*(Source: Lejweleputswa District Municipality's Spatial Development Framework, 2008/2009)*

It is therefore imperative that economic development respects the fundamental rights of future generations to live better without the inconvenience that may be caused in current development initiatives. Our point of reference here would be the 2007/8 spatial development framework to provide the state of affairs in line with the environmental issues.

#### 4.3.3. Geomorphology

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

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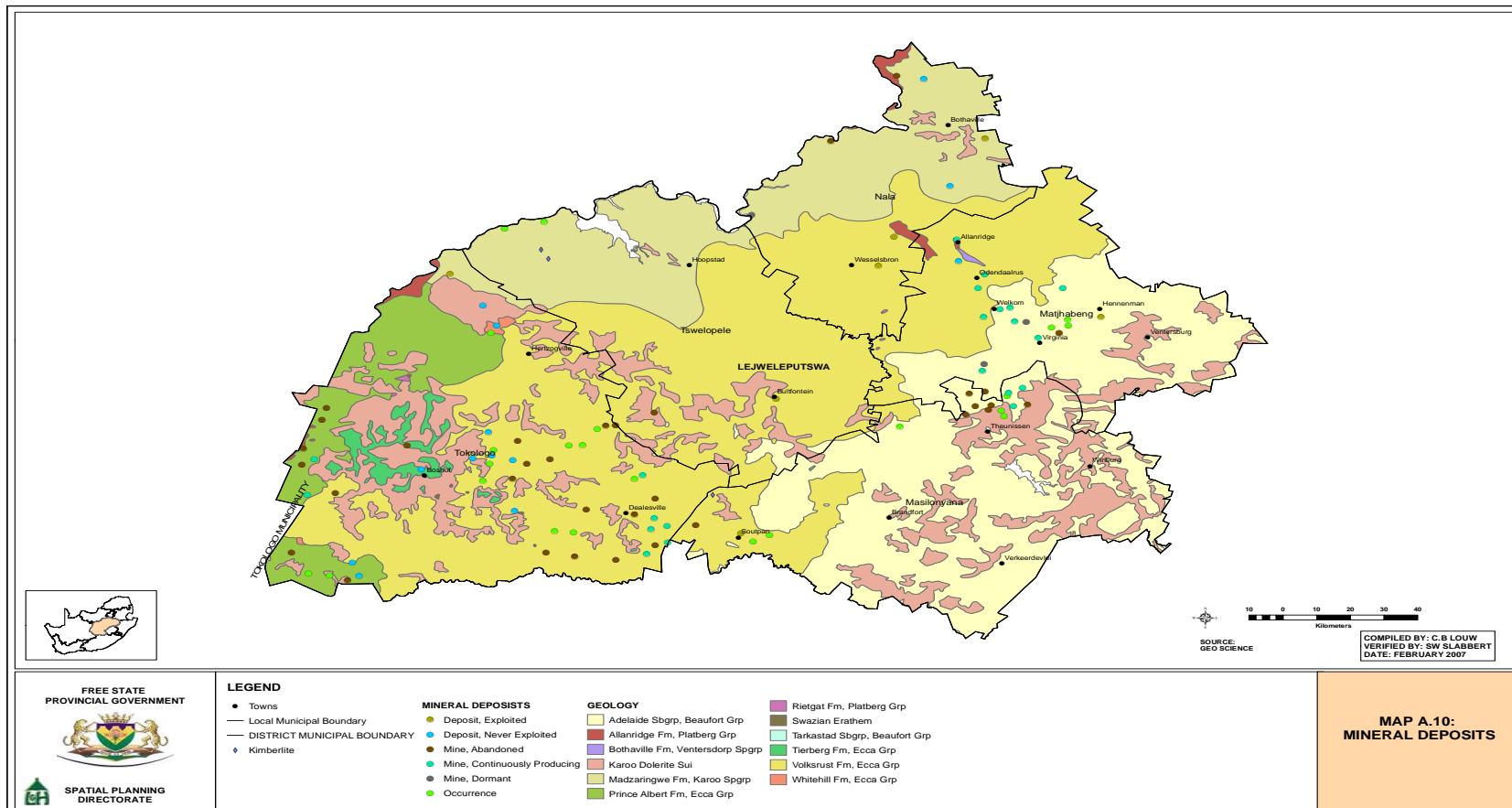
<sup>5</sup> Free State Provincial Environmental IDP toolkit.



## Geology

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

Please refer to the map provided below as reference



#### 4.4. Infrastructure and Services

##### 4.4.1. Water

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

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

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

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

(Source: Community survey, 2007)

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

Water Supply	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala	Total
Piped water on community stand: distance greater than 200m from dwelling	1807	650	1760	17885	2191	24293
Borehole	131	188	94	892	352	1657
Spring	3	0	3	18	6	30
Rain-water tank	27	12	9	102	26	176
Dam/ pool/ stagnant water	15	64	55	318	6	458
River/ stream	0	9	9	27	12	57
Water vendor	15	12	3	529	15	574
Other	326	133	156	4122	572	3509
% Backlog in water supply	11.34	11.91	16.67	18.57	12.23	16.56

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

#### 4.4.2. Roads and Transport

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

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

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

Although some improvements were made during the years, there is much still to be done especially when it is highlighted that almost 76%<sup>6</sup> of households in the Free State are dependent on public transport.

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

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

Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services. In the urban areas the main problem is the condition of the streets and storm water drainage in the townships. In most of the townships, streets are in poor conditions with very little water drainage system. This is not only a problem to the local inhabitants but also complicates effective service delivery,

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<sup>6</sup> Free State Growth and Development Strategy 2007/8

policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way.

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

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

#### 4.5. Geology

The most dominant geo-structural rock formations are the Madziringwe formation and Karoo supergroup forming the western north-south belt. The Volksrust formation and Ecca group form the central north-south belt. The eastern north-south belt is composed of the Adelaide subgroup and Beaufort group (Source: Council for Geoscience 2001). The geology in the Lejweleputswa district consists mostly of shale, mudstone, sedimentary and dolomite.

- Tokologo 5% sandy clay soils
- Tswelopele 15% loam-sandy clay soils and 28% sandy clay soils
- Nala 45% sandy clay soils
- Matjhabeng 45% loam-sandy clay soils and 25% sandy clay soils
- Masilonyana 75% loam-sandy clay soils and 63% sandy clay soils

Clay percentages towards the western parts of Lejweleputswa are less than 15% and increase to the east between 15% and 35%. Masilonyana has more than 35% clay percentage.

Lejweleputswa is lying on the slightly undulating plains and pans, low lands with hills, plains and pans are slightly irregular undulating plains and hills. A biome is a major geographical area of ecologically similar communities of plants, animals and soil organisms, often referred to as ecosystems. Lejweleputswa is in the Grassland Biome West to East. The area consists of Kimberly thorn bushveld dry clay Highveld grassland, dry sandy Highveld grassland and moist cool Highveld grassland. The Lejweleputswa district municipality falls within the summer rainfall area of South Africa. It receives an average annual rainfall of between 400mm and 550mm, with the east section having the highest average

compared to the western section. The district has an average daily temperature of between 70C and 260C, with the western section having higher temperatures than the eastern section. It is also characterised by cold winter conditions.

*(Source: Lejweleputswa District Municipality's Spatial Development Framework, 2008/2009)*

# CHAPTER 5

## Strategy formulation

The district municipality has constitutionally prescribed framework functions and responsibilities. These are described below in terms of section 83; read in conjunction with the requirements of sections 84 and 88 of the Municipal Systems Act, 1998. These responsibilities could be explained as follows:

**Municipal Structures Act, S. 83.**

- (1) A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution.
- (2) The functions and powers referred to in subsection (1) must be divided in the case of a district municipality and the local municipalities within the area of the district municipality, as set out in this Chapter.
- (3) A district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by—
  - (a) Ensuring integrated development planning for the district as a whole;
  - (b) Promoting bulk infrastructural development and services for the district as a whole;
  - (c) Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
  - (d) Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

On the basis of our legislative mandate, the municipality has sought to commit to improving the lives of people in the district through committing to the following vision and mission statements:

**VISION: “A LEADER IN SUSTAINABLE DEVELOPMENT AND SERVICE DELIVERY BY 2030”**

**MISSION STATEMENT: THE LDM STRIVES TO ACHIEVE ITS VISION THROUGH**

1. PROVIDING SOUND FINANCIAL MANAGEMENT
2. PROVIDING EXCELLENT SERVICE DELIVERY AND PUBLIC PARTICIPATION PROGRAMMES
3. ENHANCING HIGH STAFF MORALE, PRODUCTIVITY AND MOTIVATION
4. PROVIDING HIGH QUALITY LOCAL MUNICIPAL SUPPORT PROGRAMMES
5. MAINTAINING GOOD WORKING RELATIONS IN THE SPIRIT OF CO-OPERATIVE GOVERNANCE

The Values of the LDM are the following

1. INTEGRITY
2. HIGH WORK ETHICS
3. OPENNESS
4. TRANSPARENCY
5. HONESTY
6. CONSULTATION



**7. PROFESSIONALISM**

<b>MUNICIPAL CORE FUNCTION: INTEGRATED PLANNING</b>			
<b>Mandate/Responsibilities</b>	<b>NDP</b>	<b>FSGDS</b>	<b>MTSF</b>

<p><b>Foster good governance to create a conducive climate for growth and development</b></p> <ul style="list-style-type: none"> <li>• Strengthen an integrated development orientation and planning in governance</li> <li>• Promote citizen participation in forums such as Integrated Development Plans and ward Committees (96)</li> <li>• Improve the link between citizens and the state to ensure accountability and responsive governance.(97)</li> <li>• Improve community communication structures and feedback mechanisms</li> <li>• Implement complaint management systems. including rapid response on municipal level (97)</li> <li>• Improve the level and quality of political oversight by strengthening the capacity and role of the oversight structures(97)</li> <li>• Strengthen planning and research capacity in municipalities (33)</li> <li>• Promote citizen-based monitoring of government service delivery.(97)</li> <li>• Increased routine accountability of service delivery departments to citizens and other service users.</li> <li>• Revitalize and monitor adherence to Batho Pele programme (wearing name tags improving attitudes, being courteous, responsiveness, etc.).</li> <li>• Improve the overall financial management in governance structures in the province to ensure clean audits and appropriate financing towards the growth and development of the province.</li> <li>• Improve and enforce the implementation of all supply chain managements requirements.</li> <li>• Introduce early warning systems in all municipalities and provincial departments</li> <li>• Streamline funding models in line with long term growth and development priorities.</li> <li>• Establish and ensure that financial oversight committees (internal and external) and subcommittees are functional such as: Internal audit, risk management, tender committees, anti-corruption committees (P98)</li> <li>• Ensure compliance with Treasury guidelines in respect of budget transfers, roll overs and deviations in supply chain management system</li> <li>• Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental relations (P98)</li> <li>• Build the necessary monitoring and evaluation capacity in provincial departments and municipalities (P98)</li> <li>• Mainstream regulation on monitoring and evaluation into uniform set of regulations for all spheres of government(P98)</li> </ul>		<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p>X</p> <p>X</p> <p>X</p>
<b>MUNICIPAL CORE FUNCTION: MUNICIPAL HEALTH SERVICES</b>			
<b>Mandate/Responsibilities</b>	NDP	FSGDS	MTSF
<p><b><u>Integrate Environmental concerns into growth and development planning (DR12)</u></b></p> <ul style="list-style-type: none"> <li>• Improve water quantity and quality management (P30)</li> <li>• Intensify the monitoring and evaluation of river health and water quality (both surface and ground water)</li> <li>• Improve the standards of drinking water treatment (Blue Drop)</li> <li>• Improve waste water management (Green Drop-enforcement)</li> <li>• Monitor and mitigate the impact of acid mine drainage to minimize the effects thereof on both surface and groundwater quality</li> <li>• Implement economic incentives for environmental protection</li> </ul>		<p>X</p> <p>X</p> <p>X</p> <p>X</p>	

<ul style="list-style-type: none"> <li>• Mitigate the causes and effects of climate change(P30)</li> <li>• Reduce Green House emissions in industries through alternative methodologies and processes</li> <li>• Adopt and integrate alternative energy approaches (solar, wind, hydro and biofuels) to reduce the carbon footprint of the province’s energy requirements</li> <li>• Adopt the sustainable development approach of a “Green Economy” by increasing the use of green energy, waste recycling schemes, facilitation of ecotourism opportunities and the advocacy of labour intensive economic development</li> <li>• Implement strategies for water conservation and demand management.</li> <li>• Implement environmental regulations to mitigate exploitation of strategic mineral resources. (P87)</li> <li>• Implement a waste management system that reduces waste going to landfills. (87)</li> <li>• Develop climate change mitigation strategies pertaining to the core functions of provincial departments/municipalities? (P87)</li> <li>• Zero emission building standards by 2030. (P88)</li> </ul>		X	
<b>MUNICIPAL CORE FUNCTION: FIRE FIGHTING SERVICES</b>			
<b>MANDATE/RESPONSIBILITIES</b>	NDP	FSGDS	MTSF
<b><u>Environmental sustainability</u></b>			
<ul style="list-style-type: none"> <li>• Improved Disaster preparedness for extreme climate events(P16)</li> </ul>	X		
<b>MUNICIPAL CORE FUNCTION: MUNICIPAL PUBLIC TRANSPORT</b>			
<b>Economic Infrastructure</b>			
<ul style="list-style-type: none"> <li>• 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 (P15)</li> <li>• Consolidate and selectively expand transport and logistics infrastructure, with key focus areas being:</li> <li>• Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by enhanced links with road-based services.</li> </ul>	X X X		
<ul style="list-style-type: none"> <li>• Develop and maintain an efficient road, rail and public transport network.(P13)</li> <li>• Develop a provincial road network plan which defines an inter-regional strategic public transport network indicating primary and/or feeder/district routes.</li> <li>• Improve road infrastructure</li> <li>• Identify and address road safety hotspots</li> <li>• Improve the public transport facilities.</li> <li>• Improve rural public transport services through setting up scheduled subsidized public transport services to improve access to services</li> <li>• Improve national transport planning to develop long-term plans for transport that synchronise with spatial planning and align infrastructure investment activities of provincial and local government and clearly communicates the state’s transport vision to the private sector. (P13)</li> <li>• Improve and preserve national, provincial and local road infrastructure.</li> <li>• Improve public transport</li> <li>• Strengthen institutional arrangements for public transport.</li> </ul>		X X X X X X X X	

**MUNICIPAL CORE FUNCTION: LOCAL TOURISM**

**MANDATE/RESPONSIBILITIES**

**NDP**

**FSGDS**

**MTSF**

**Harness and increase tourism potential opportunities**

- 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. (P14)
- Implement a government support programme for tourism development and growth.
- Support and maintain local tourism infrastructure
- Develop and implement a tourism-network strategy within the province and across provincial borders.
- Enhance local government capacity for tourism development.(P14)
- Ensure adequate budgeting for local tourism support.(P14)
- Improve tourism marketing. (14)
- Strengthen local and provincial tourism business forums. (P14)
- Ensure after-hours information and tourism access at tourism office.
- National Tourism Strategy implemented and reviewed regularly in terms of impact on growth, employment, investment, output, exports and African regional development
- Compile a comprehensive database of tourism products. **(P15)**
- Establish an integrated tourism website
- Expand tourism products and product range
- Develop tourism routes.(P14)
- Support differentiated tourism product development in conferencing, adventure tourism, education, medical, exhibitions, sport, mining, agriculture and small town attractions.(P15)
- Increase and build human capacity for tourism development and service excellence (15)

X

X

X

X

X

X

X

**MUNICIPAL CORE FUNCTION: LOCAL ECONOMIC DEVELOPMENT (LED)**

**MANDATE/RESPONSIBILITIES**

**NDP**

**FSGDS**

**MTSF**

<p><b><u>Diversify and expand agricultural development and food security</u></b></p> <ul style="list-style-type: none"> <li>Expand and diversify sustainable agriculture production and food security (P22)</li> <li>Increase investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture(P1)</li> <li>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. (P1)</li> <li>Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas.</li> <li>Protect agricultural land for agricultural land use in line with SDF (P22)</li> <li>Align all agricultural initiatives with the Provincial Spatial Development Framework.</li> <li>Identify research and promote competitive products</li> <li>Expand the establishment of agricultural-related Local Economic Development projects.</li> <li>Develop and implement spatial development frameworks as the basis to guide rural land use planning and development and to address spatial inequities.(P1)</li> <li>Implement the comprehensive food security and nutrition strategy (P23)</li> <li>Establish and fast track value adding agro-processing (23)</li> <li>Identify growth points for value adding programmes and align with Spatial Development Framework</li> <li>Unlock agro-processing potential by implementing incentives to draw-in investments</li> <li>Implement relevant and applicable grain and livestock beneficiation programmes (P23)</li> </ul>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	
<p><b><u>Minimise the impact of the declining mining sector and ensure that existing mining potential is harnessed</u></b></p>	<p>NDP</p>	<p>FSGDS</p>	<p>MTSF</p>
<p>Broaden ownership of assets to historically disadvantage groups. (6)</p> <p>Increase the benefit to the country of our mineral resources by: giving clear certainty over property rights (the right to mine) increasing rail, water and energy infrastructure, structure a taxation regime that is fair, equitable and predictable and that recognizes the non-renewable nature of mineral resources. (6)</p> <p>Support the life of existing mines and create new mining opportunities.</p> <p>Invest in key infrastructure programmes that are secondary to mining.</p> <p>Market opportunities through new mining business profiles</p> <p>Open up opportunities for new mining initiatives. (P6)</p> <p>Curb crime which impacts negatively on the mining industry. (P6)</p> <p>Promote small-scale mining in sandstone, clay, salt, diamonds and other commodities. (23)</p> <p>Mining Beneficiation Action Plan (MAP) developed, implemented and reviewed regularly in terms of impact</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	

<p>on growth, employment, rural incomes, investment, output, exports and African regional development. (P6)</p> <p>Develop a post-mining economy for mining areas(7)</p> <p>Develop and support partnerships with social partners.</p> <p>Re-use mining infrastructure in line with spatial development plans</p> <p>Implement mine tourism initiatives.</p> <p>Ensure rehabilitation of mining areas</p> <p>Coordinate mining rehabilitation concerns (road construction) (waste recycling).(8)</p> <p>Institutionalize an agreed upon funding model for mining rehabilitation (8)</p> <p>Empower local entrepreneurs to benefit from mining aggregates</p> <p>Re-mining of existing slime dams and dumps</p>		<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	X
<b><u>Expand and diversify manufacturing opportunities</u></b>	NDP	FSGDS	MTSF
<p>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 (57)</p> <p>Invest in the growing petro-chemical industry and other knowledge-intensive manufacturing industries. (P57)</p> <p>Facilitate the development and maintenance of local and provincial infrastructure to support knowledge-intensive industries (57)</p> <p>Facilitate and support downstream activities, especially in support of agro- manufacturing complex</p> <p>Provide appropriate and adequate Information and Communication Technology (ICT) infrastructure</p> <p>Ensure that enabling basic services are planned for and maintained at local government level for manufacturing (P57)</p> <p>Ensure an enabling environment for manufacturing (P59)</p> <p>Increase public and private ICT investment in network upgrades and expansion, development of applications and local content (P57)</p>	X	<p>X</p> <p>X</p> <p>X</p>	

Objectives	Strategies	Projects		
		Year 1	Year 2	Year 3
Expand and diversify sustainable agriculture production and food security by 2030	Capacitate already existing Agricultural Cooperatives	Farm together training	Farm together training	Farm together training
	Establish five(5) women Agricultural Cooperatives	Two (2) women Agriculture Cooperatives	Two(2) women Agriculture Cooperatives	One(1) women Agriculture Cooperative
To add-value to the district's agricultural products in order to boost the economy of the district 2020	Agro-processing of Soya Beans in Nala	Soya Bean Processing	Soya Bean Processing	Soya Bean Processing
Support the life of existing mines and create new mining opportunities	Create a conducive environment by launching a District and Mining Stakeholder forum by December 2016	District-Mining forum		
Open up new opportunities for new mining activities				
Promote small scale mining in Salt and Diamonds 2020	To mine salt in Soutpan for purpose of beauty spar and Process it for commercial product	Salt Mining processing	Salt Mining processing	Salt Mining processing
Develop a post mining economy for mining areas	To develop Lejweleputswa region into an ICT Hub	ICT Hub Implementation phase	ICT Hub Implementation	ICT Hub Implementation
Re-mining of existing slime dams and dumps				
Establish district fibre optic network to provide the backbone for broadband access to all local municipalities, government departments, private sector and communities by 2020	To install VPN system in Lejweleputswa region	Broadband VPN Technologies	Broadband VPN Technologies	Broadband VPN Technologies
To reduce the unemployment rate in the District from 38.5% by 2016 to 5% by 2030	Create conducive more jobs in labour intensive manufacturing sector	Labour intensive projects	Labour intensive projects	Labour intensive projects

Reduce youth unemployment from 36.5% by 2016 to 0% by 2030	Absorb and prioritize more young people and women in EPWP projects	EPWP	EPWP	EPWP
	SMME's development focusing on youth	SMME's	SMME's	SMME's
To promote green economy in the District	Conduct workshops on, 1) Green Economy 2)Renewable Energy, 3) Climate change	Conduct workshops	Conduct Workshops	Conduct Workshops
Promote of tourism Attraction sites in Lejweleputswa by 2016	Develop tourism banners	Tourism banners		
	Launch District Tourism Forum	District Tourism forum		
Create an environment for the promotion of singing talent	Invitation of Artists to perform during year end festival in December 2016/	Year-end festival		
To attract 20 000 tourists to Lejweleputswa Region every during Easter long weekend	Organize Easter Gospel Festival in Virginia at Tikwe Lodge	Gospel Festival	Gospel Festival	Gospel Festival
Support and maintain local tourism infrastructure				
To implement a government support programme for tourism development				



# CHAPTER 6

## Programmes and Projects

National KPA 2	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline Year 4	Annual target	Year5	Budget	Department
Basic Services and Infrastructure Investment										Municipal Manager

Objectives	Strategies	Projects		
		Year 1	Year 2	Year 3
Expand and diversify sustainable agriculture production and food security by 2030	Capacitate already existing Agricultural Cooperatives	Farm together training	Farm together training	Farm together training
	Establish five(5) women Agricultural Cooperatives	Two (2) women Agriculture Cooperatives	Two(2) women Agriculture Cooperatives	One(1) women Agriculture Cooperative
To add-value to the district's agricultural products in order to boost the economy of the district 2020	Agro-processing of Soya Beans in Nala	Soya Bean Processing	Soya Bean Processing	Soya Bean Processing
Support the life of existing mines and create new mining opportunities	Create a conducive environment by launching a District and Mining Stakeholder forum by December 2016	District-Mining forum		
Open up new opportunities for new mining activities				
Promote small scale mining in Salt and Diamonds 2020	To mine salt in Soutpan for purpose of beauty spar and Process it for commercial product	Salt Mining processing	Salt Mining processing	Salt Mining processing
Develop a post mining economy for mining areas	To develop Lejweleputswa region into an ICT Hub	ICT Hub	ICT Hub	ICT Hub
		Implementation phase	Implementation	Implementation
Re-mining of existing slime dams and dumps				

Establish district fibre optic network to provide the backbone for broadband access to all local municipalities, government departments, private sector and communities by 2020	To install VPN system in Lejweleputswa region	Broadband VPN Technologies	Broadband VPN Technologies	Broadband VPN Technologies
To reduce the unemployment rate in the District from 38.5% by 2016 to 5% by 2030	Create conducive more jobs in labour intensive manufacturing sector	Labour intensive projects	Labour intensive projects	Labour intensive projects
Reduce youth unemployment from 36.5% by 2016 to 0% by 2030	Absorb and prioritize more young people and women in EPWP projects	EPWP	EPWP	EPWP
	SMME's development focusing on youth	SMME's	SMME's	SMME's
To promote green economy in the District	Conduct workshops on, 1) Green Economy 2)Renewable Energy, 3) Climate change	Conduct workshops	Conduct Workshops	Conduct Workshops
Promote of tourism Attraction sites in Lejweleputswa by 2016	Develop tourism banners	Tourism banners		
	Launch District Tourism Forum	District Tourism forum		
Create an environment for the promotion of singing talent	Invitation of Artists to perform during year end festival in December 2016	Year-end festival	Year-end festival	Year-end festival
To attract 20 000 tourists to Lejweleputswa Region every during Easter long weekend	Organize Easter Gospel Festival in Virginia at Tikwe Lodge	Gospel Festival	Gospel Festival	Gospel Festival
Support and maintain local tourism infrastructure				
To implement a government support programme for tourism development				

National KPA 2	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline Year 4	Annual target	Year5	Budget (R)	Department
<b>LOCAL ECONOMIC DEVELOPMENT</b>	2.1 Economic Development	Expand Agricultural development to sustain food security 2016	Facilitate 2 Capacity building workshops for Cooperatives in the District	Capacity Building Programme	Number Capacity Building programmes	0	2	10		LED
			Develop the LDM LED Strategy Implementation Plan	LED Strategy Implementation Plan	Number of LED Strategy Implementation Plan	0	1	1		LED
			Convene District LED Forum Meetings	District LED Forum	Number of District LED Fora Meetings convened	2	2	10		LED
		To improve access to telecommunication services within the district by 2016	To install VPN System	Broadband VPN Technologies	Number of meetings held  Network architect study done	New	0	0		LDA
		To reduce greenhouse emissions in the district 2018	Developing solar power plant that will replace the current use of coal to generate electricity	Solar Power Plant	Number of meetings held with stakeholders, EIA study conducted, Bankable Business Plan Constructed Solar power plant	New	0	0		LDA
		To add-value to the district's agricultural products in order to	Agro-processing of Soya Beans in Nala	Soya Bean Processing	Number of meetings	New project	0	0		LDA

		boost the economy of the district			Pre-feasibility study					
		To mine salt in Soutpan for purpose of beauty spar	Processing the salt into a commercial product	Salt Mining processing	Number of meetings  Pre-feasibility study	New project	0	0		LDA
		To develop the municipality Game Reserve to attract eco-tourists and game hunters	Upgrade the game reserve	Game farming	Number of meetings	New project	0	0		LDA
	2.2. SMME Development	Workshop for Smme	Convene small scale mining workshop	Small scale mining workshop	Number of small scale mining workshops Conducted	New project	1	0		
			Convene Smme s Workshop on bid processes	Smme Bid process Workshops	Number of Smmes Bid process w/shops convened	New Project	2	10		LED
	2.3. Tourism Development	Promotion of tourists Attraction	Develop tourism banners	Tourism Banners	Numbers of tourism banners Developed	2	2	10		
			Launch District Tourism Forum	Tourism forum	Number of Tourism forums launched	1	1	5		LED
		Create an environment for the promotion of singing talent	Invitation of Artists to perform during year end festival in December 2016	Year end festival	Number of year end festivals held	1	1	5		LED

		To attract tourists to Lejweleputswa Region	Organise Easter Festival Virginia	Easter Festival	Number of Easter Festival held	1	1	5		LED
		To promote Tournament in Ldm region	Invitations of Golf Players to the Tournament	Golf Tournament	Number of Golf Tournaments	1	1	5		LED

National KPA 3	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline-Year 2	Annual target	Year5	Budget (R)	Department
<b>Municipal Transformation and Institutional Development</b>	3.1 Sound municipal administration	To adhere to all administrative responsibilities	Develop and distribute 20 signed portfolio committee agendas and minutes	Portfolio committee meetings	Number of signed portfolio committee agendas and minutes developed and distributed	20	16	80		Corporate Services
			Develop and distribute all signed MAYCO agendas and minutes	MAYCO meetings	Number signed MAYCO agendas and minutes	4	4	20		Corporate Services
			Develop and distribute signed council agendas and minutes	Council meetings	Number of signed council agendas and minutes	4	4	20		Corporate Services
	3.2 Local Labour forum	To ensure a functional LLF	Convene 4 LLF meetings annually	LLF meetings	Number of LLF meetings convened	4	4	20		Corporate Services
	3.3. Skills Development	Support indigents students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications	Sign 20 experiential learners by the end of June 2016.	Student bursaries	Number of bursaries issued per annum	20	20	-		Corporate Services



		in the areas of mining, IT etc.								
		To give experiential training to students at tertiary institutions to complete their qualifications.	Number of learners completing the experiential training.	Experiential training	80	20	20	20		Corporate Services
3.4	Workplace Skills Plan	Upgrade the skills of the staff members	Enrol staff members for attending short courses by the end of June 2016	Short courses	Number of staff members undertaking short courses to upgrade their skills.	18	30	10		Corporate Services
		Support staff members to further their qualifications.	Provide financial assistance to staff members to further their studies	Financial assistance	Number of staff members financially supported	10	30	10		Corporate Services
3.5.	Employee Wellness Programme	Conduct employee physical and mental wellness programmes	Facilitate two fun walk for the employees by the end of June 2016	Employee wellness	Number of employees wellness programme conducted.	4	4	20		Corporate Services
			Facilitate inter-district sport day	Employee wellness	Number of inter-district sport day facilitated	1	1	1		Corporate Services
3.6.	Employment Equity	Ensure adherence to requirements of employment equity	Employ two women into senior management	Employment equity	Number of women employed into senior management positions	2	2	10		Corporate Services

			positions							
			Facilitate 4 employment equity forum meetings by the end of June 2016	Employment equity forum	Number of employment equity forum facilitated	4	4	20		Corporate Services
	3.7.Occupational health and safety	To ensure adherence to occupational health and safety act	Establishment of occupational health and safety committee by June 2016	Occupational health and safety committee	Number of occupational health and safety committee meetings convened	New project	4	20		Corporate Services
	3.8.. Security Management	Create an environment to improve safety of people staff and property in municipalities	Monitor weekly in and out register book in all municipalities.	Security Management	Number of consolidated monthly access reports developed	12	12	60		Corporate Services
			Re-activate an surveillance system and report monthly		Number of monthly security reports developed	12	12	60		Corporate Services
			Reactivate the use of access points by all staff members		Monthly reports on functional use of access points.	12	12	60		Corporate Services

National KPA 4	Municipal Strategic Focus Area	Objective	Strategy	Project name	Key Performance Indicator	Baseline-Year 2	Three year target	Annual target- Year 3	Year 4	Year5	Budget	Department
<b>Municipal Financial Viability and Management</b>	4.1. Clean audit	Achieve a clean audit by 2016	To address all the matters of emphasis raised in the 2014/2015 financial year	Clean audit	Number of matters of emphasis eliminated	45	Clean audit	Clean audit	Clean audit	Clean audit		All Departments
			To review 3 financial and IT policies (Disaster recovery plan, SCM, IT) by the end of June 2016.	Financial policy review	Number of financial and IT policies reviewed	4	9	3	3	3		
			To develop virement, Business continuity plan and 3G Data policies by June 2016	Financial policy development	Number of new policies developed	0	9	3	3	3		Finance
	4.2. Supply Chain Management compliance	Improve management of procurement processes.	Train staff members on procurement processes.	SCM Training	Number of staff members trained,	0	30	10	10	10		Finance
			Train bid committees members on procurement processes annually	Bid committees training	Number of bid committee members	0	13	13	13	13		Finance
	4.3. Asset Management	To ensure improved and updated municipal assets	Update asset register as and when purchases are made	Asset Management	Number of asset register updates done	101	250	83	83	84		Finance
			Update asset register on a monthly basis		Number of asset register updated	4	36	12	12	12		Finance

4.4. Financial reports	To strengthen and sustain sound administrative and financial capacity of the district	Comply and submit financial reports.	Financial reporting	Number of financial reports submitted	34	138	46	46	46		Finance/MM
4.5. IT	To render effective & efficient ICT services	To procure new version of Microsoft licence by June 2015	Microsoft licences	Frequency of procuring new Microsoft licences	0	2	1	0	1		Finance
		Upgrade the municipal domain controller in June 2015	Upgrading municipal domain controller	Frequency of upgrading municipal domain controller	0	2	1	0	1		Finance
		Install wireless points to improve connectivity in the Disaster centre by June 2015	Wireless points installation	Number of wireless points connected	0	2	2	0	0		Finance
		Increase the server capacity back-up to cater for all municipal users	Number of municipal officials catered for through the back-up service	Number of municipal officials catered for through the back-up service	0	510	170	170	170		Finance

National KPA 5	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline-Year 1	Annual target	Year 5	Budget	Department
<b>Good Governance and Public Participation</b>	5.1. IDP	Ensure participation of all stakeholders in the IDP forum meetings.	Invite all stakeholders on our IDP database to participate in our forum meetings	IDP	Number of stakeholders invited to our IDP forum meetings.	0	100	200		Municipal Manager's Office
		Ensure implementation of a District wide integrated planning process	To review and approve a District IDP framework plan to inform process plans of all local municipalities.	District IDP framework plan	Number of framework plans reviewed	1	1	1		Municipal Manager's Office
			Review and approve a District IDP process plan	District IDP process plan	Number of process plans reviewed	1	1	1		Municipal Manager's Office
			Coordinate the review and approval of local IDP process plans	Local IDP process plans	Number of local IDP process plans reviewed	0	5	5		Municipal Manager's Office
			Convene four IDP Managers forum meetings by the end of June 2017	IDP Managers forum	Number of IDP Managers forum meetings convened	0	4	4		
	5.2. Moral regeneration	Restore societal moral values	Convening public awareness campaigns	Moral regeneration	Number of awareness campaigns convened	4	4	4		Executive Mayor
	5.3 Cooperative Development	Strengthen stakeholder collaboration on cooperative development.	Establish five Cooperatives in five local municipalities by 2016	Cooperative Development	Number of collaborative meetings	0	4	4		Executive Mayor

5.4. District Aids Council & HIV & AIDS	Reduce the spread of HIV & AIDS in the District	Coordinate 4 District Aids Council meetings	DAC	Number of DAC meetings coordinated	4	4	4	35,000	Executive Mayor
		Coordinate HIV and AIDS awareness campaigns throughout the district.	HIV and AIDS awareness campaigns	Number of HIV and AIDS awareness coordinated.	4	4	4	40,000	Executive Mayor
5.5. Gender, Disability, Elderly and Children's Programme	Promote the interests of designated groups	Conduct targeted awareness campaigns on the elderly	Targeted campaigns	Number of targeted awareness campaigns conducted for the elderly	1	1	1	39,500	Executive Mayor
		Conduct targeted awareness campaigns for women	Targeted campaigns	Number of targeted awareness campaigns conducted for the women	1	1	1	50,000	Executive Mayor
		Conduct targeted awareness campaigns for the people with disabilities	Targeted campaigns	Number of targeted awareness campaigns conducted for people with disabilities	1	1	1		Executive Mayor
		Conduct targeted awareness campaigns on children's programmes.	Targeted campaigns	Number of targeted awareness campaigns conducted for children	1	1	1	50,000	Executive Mayor
5.6. National Campaigns	Ensure coordination of all national and provincial campaigns in the district.	Convene 1state of the province address session	State of the Province address	Number of campaigns conducted.	4	4	4	450,000	Executive Mayor
		Undertake 4 international trips	International trips	Number of trips undertaken	0	1	1		Executive Mayor

			Convene 1 international women's day celebration activity	International women's day	Number of international women's day celebration activity convened	1	1	1		Executive Mayor
			Convene 1 freedom day celebration activity	Freedom day celebration	Number of freedom day celebration activity convened	1	1	1		Executive Mayor
			Launch 16 days of activism against women and children abuse	16 Days activism	Number of 16 days activism against women and children launched	1	1	1		Executive Mayor
5.7 Mandela day	To participate in the 67 minutes Mandela day in July.	Launch Mandela day	Mandela day			1	1	1	1000,000	Executive Mayor
5.8 Bursaries	To provide bursaries to deserving students in Lejweleputswa region/district	Identify needy students in the district to apply for bursaries	Bursaries		Number of bursaries awarded				1,800,000	Executive Mayor
5.9. Educational project	Encourage matriculation learners to improve their learning/passing grades.	Conduct motivational talk	Motivational talk		Number of motivational talks conducted	1	1	1	190,000	Executive Mayor
5.10. Grant-in-Aid	Create a conducive environment for the provision of aid during times of need	Donate money to members of the communities during times of need.	Grant -in -Aid		Number of members given donation	10+	Dependent on the amount needed for assistance	Dependent on the amount needed for assistance	69,330	Executive Mayor
5.11 Arts and Culture	To ensure arts and culture is celebrated in the district	Organise Arts and Culture activities in the district	Arts and Culture celebrations		Number of activities organised	0	1	1		Executive Mayor

5.12 Youth Development	To ensure that the needs of young people are catered for	Organise youth activities in the District	Youth development	No of youth development activities organised	0	1	1	150,000	Executive Mayor
5.13 OR Tambo games	To facilitate hosting of OR Tambo games		OR Tambo games	Number of games facilitated	3	1	1	95,000	Executive Mayor
5.14. Training Ward councillors	Improve skills of ward councillors & committee members throughout the district	Conduct 2 district wide accredited skills training sessions for all ward committees.	Accredited Skills Training	Number of accredited training sessions conducted.	New project	2	2		Speaker's Office
5.15. Ward committee competitions	Reward best performing ward committees in the district	Convene 1 annual ward committee award by the end of June 2017	Ward committee competitions	Number of ward awards convened	New project	1	1		Speaker's Office
5.16. Public Participation and Education	Provide a platform for the promotion of stakeholder participation	Convene three public participation meetings on IDP by June 2016.	Public Participation meetings	Public participation meetings convened	3	3	3		Speaker's Office
5.17.National Population registration campaign	Coordinate continuous registration of new born babies and all citizens from 16 years upwards	Convene 2 outreach programmes in each local municipality by the end of June 2017.	Outreach programmes	Provide birth certificates and id's for residents	10	10	10	50,500	Speaker's Office
5.18.Men's Forum	Encourage the promotion of a non-violent society through men outreach programme	Convene 4 local municipal sessions per year	Men's forum	Number of men's forum sessions held per year.	20	20	20		Speaker's Office



5.19. IGR	Ensure implementation of a single window of coordination in the district.	Conduct four (4) M & E site visits per year.	IGR	Number of monitoring and evaluation site visits conducted per year	4	4	4		Municipal Manager's Office
		Convene 4 technical district coordinating committee meetings per year		Number of technical district coordinating forum meetings held.	4	4	4		Municipal Manager's Office
		Convene 4 political coordinating forum meetings per year		Number of political district coordinating forum meetings held.	4	4	4		Office of the Executive Mayor
5.20. LED Forum	Coordinate all local economic development initiatives throughout the district	Convene 4 LED forum meetings per year	LED Forum	Number of LED forum meetings convened	4	4	4		LED & Planning
5.21. Policy Development	Create an improved policy environment in the municipality.	Revise three identified policies by June 2017	Policy development	Number of policies revised.	3	1	1		Municipal Manager's Office
5.22. Branding	Ensure effective branding of LDM activities	Procure a 4x4 meter municipal banner	Branding	Number of municipal banners procured sources	0	1	0	120,000	Municipal Manager's Office
5.23. Internal audit	Facilitate achievement of a clean audit of the municipality and its entity	Conduct quarterly internal audits to ensure improvement of service delivery.	Internal audit	Number of quarterly internal audits conducted per annum	New project	4	4		Municipal Manager's office
5.24. Risk Management	Conduct quarterly risk assessments on identified municipal programmes as per	Conduct monthly monitoring of identified risks and provide feedback	Risk management	Number of quarterly risk assessments conducted	New project	4	4		Municipal Manager's office

		the risk audit plan.								
	5.25.Performance Management System	Promote a culture of performance management	Coordinate the development of eighteen (18) non-financial performance reports by the end of June 2017	Performance Management	Number of reports developed by the end of June 2017	0	17	17	100,000	Municipal Manager
	5.26.Facilitation of Indoor Arena	To facilitate the establishment of the Nelson Mandela Arena	To facilitate the development of indoor Arena by 2016	Indoor Arena	No of meetings facilitated	0	2	0		Municipal Manager
	5.27. Ensure effective branding of LDM and communication with all its stakeholders	Reflect quarterly Communication of Achievements of the Municipality through newsletters , print or electronic Data	Advertise in various media sources	Municipal branding And Communication	Number of Adverts in the Media	10	10	50		Municipal Manager
	5.28.EPWP Programme	To facilitate creation Jobs for disadvantaged Youth women and men	Create jobs for 80 unemployed youth, women and men	Epwp	Number of jobs created	80	80	80		Municipal Manager

Objectives	Strategies	Projects		
<p><b><u>Water Quality Control</u></b></p> <p>To increase/improve our drinking water monitoring from 80% to 100% by 2017 in compliance with national drinking water standards</p>	<p>-Increase official visits to our local municipalities to monitor water quality</p>	Year 1	Year 2	Year 3
	<p>Increase the number of EHP officials by employing 5 more EHP practitioners?????</p>	<p>Official visits for water monitoring</p>	<p>Official visits for water monitoring</p>	<p>Official visits for water monitoring</p>
	<p>Facilitate training water treatment plant operators</p>	<p>Train water treatment plant operators in all local municipalities</p>		<p>Employ five (5) more EHP officials</p>
<p><b><u>Food Quality</u></b></p> <p>To reduce the number of businesses that break the law from 505 Businesses to zero by 2018</p>	<p>Penalize businesses which do not comply</p>	<p>Penalty fee</p>		
<p>To regularly assess 237 food samples for human consumption safety on a quarterly basis</p>	<p>Make quarterly visits to all 237 food outlets to take food samples for assessments</p>	<p>Monitoring of food outlets</p>	<p>Monitoring of food outlets</p>	<p>Monitoring of food outlets</p>

<b><u>Environmental Health</u></b>				
Promote environmental health awareness annually	By implementing environmental health awareness campaign	Environmental health awareness campaign	Environmental health awareness campaign	Environmental health awareness campaign
<b><u>Waste Management</u></b>				
To assess and monitor all municipal landfill sites on a quarterly basis	Pay visits to all municipal landfill sites within our district	Properly managed landfill sites	Properly managed landfill sites	Properly managed landfill sites
To assess and monitor all municipal waste collection services on a quarterly basis	Weekly waste collection by municipalities	Waste management	Waste management	Waste management
Ensure all landfill sites comply with legislation 2019				
Ensure that there are no illegal dumping sites in our communities by 2019	Conduct Community awareness campaigns	Awareness campaigns	Awareness campaigns	Awareness campaigns
	Develop by-laws to enforce compliance		By-laws	
Ensure safe air quality	Ensure licensing of air quality emitters.	Licensing of air quality emitters	Licensing of air quality emitters	Licensing of air quality emitters
<b><u>Disaster Management</u></b>				
_To fully capacitate disaster management Centre by 2018	Purchase all the following equipment	Disaster equipment		
Allocate sufficient budget		Sufficient budget	Sufficient budget	Sufficient budget

	✓ Purchase Disaster truck		Disaster truck	
To establish effective Joint Operational Centre (JOC), by 2017	✓ Convert some offices into operation facility		Joint Operational Centre	
To reduce the risk of exposure of our communities and businesses to the identified risk,	Conduct public awareness and educational campaigns in schools	Educational campaigns	Educational campaigns	Educational campaigns
	Distribute pamphlets and posters in communities and schools	Pamphlets and posters distribution	Pamphlets and posters distribution	Pamphlets and posters distribution
Upgrade GIS software 2017	✓ Purchase GIS software and update the license	Installation of new GIS software		
	Send 2 officials to GIS course	GIS training course	GIS training course	GIS training course
<b><u>Emergency Resources</u></b>				
To provide sufficient emergency resources to the Centre to perform its functions by 2017	✓ Purchase emergency vehicles and trailers		Emergency vehicles and trailers	Emergency vehicles and trailers
	✓ Purchase Tents & emergency housing units	Tents and emergency housing units		
	✓ Purchase first aid kit	First Aid Kit		
	✓ Purchase Blankets	Blankets		
	✓ Purchase protective clothing	Protective clothing		
Improve management of fire services in the district with the view of increasing capacity at LM's.	Create the post of chief fire Officer		Employ CFO	

National KPA 6	Municipal Strategic Focus Area	Objective	Strategy	Project Name	Key Performance Indicator	Baseline - Year 2	Three year target	Annual target- Year 3	Year 4	Year 5	Budget	Department
<b>Safe and healthy environment</b>	6.1 Municipal health services	To do water quality monitoring to ensure safe and healthy potable water	Implement effective water quality monitoring program.	Water quality monitoring	Number of water quality samples taken in terms of SANS 241.	179	612	204	204	204	100,000	EH
	6.2 Municipal health services	Enhance consumer protection with sufficient food control	Monitor all food selling outlets for compliance to legislation	Food quality monitoring	Number of food selling outlets complied	500	1500	500	500	500	100,000	EH
			Implement effective food sampling program	Food sampling	Number of food samples taken	161	480	160	160	160		EH
	6.3 Municipal health services	To create public environmental health awareness	Implement environmental health awareness campaigns	Environmental health awareness campaign	Number of environmental health awareness campaigns conducted.	4	12	4	4	4	29,000	EH
	6.4 Municipal health services	Ensure safe air quality	Ensure licensing of air quality emitters.	Licensing of air quality emitters	Number of licenses issued	4	12	4	4	4	100,000	EH
			Auditing of Atmospheric Emission Licenses issued	Auditing of Licences	Number of Licenses audited	New project	40	10	10	10		EH
	6.5 Municipal health services	To ensure responsible waste management practices	Quarterly Monitoring 16 waste management landfill sites	Waste management monitoring	Number of waste management landfill sites monitored	64	192	64	64	64		EH
6.7 Municipal health services		Quarterly Monitoring 17 waste collection services	Waste collection monitoring	Number of waste collection services monitored	68	204	68	68	68		EH	

	6.8 Municipal health services		Conduct quarterly waste management awareness campaigns.	Waste management campaigns	Number of waste management campaigns held	4	12	4	4	4		EH
	6.9 Disaster Management	Conduct Disaster Management awareness campaigns.	Conduct monthly disaster awareness campaigns in schools, and among the communities in conjunction with the 5 local municipalities in the district	Disaster awareness campaigns	Number of monthly disaster awareness campaigns held.	12	36	12	12	12	16,890	DM
	6.10 Disaster Management	Ensure an integrated, and multi-sectoral approach to Disaster Management in the District	Convene four quarterly disaster management advisory forum meetings	Disaster Relief Awareness.	Number of disaster Management Advisory Forum meetings held	4	12	4	4	4	23,000	DM
			Attend the 4 Provincial Advisory Forum meetings held quarterly.		Number of Provincial Disaster Management Meetings attended.	4	12	4	4	4		DM
			Establish Local Municipalities' Disaster Management Forums in the 5 Local Municipalities.		Number of Local Municipality Disaster Management Forums established and subsequent meetings attended.	1	20	5	5	5		DM
			Conduct Disaster Management workshops for Councillors and Officials in conjunction with SALGA and the Provincial Disaster Management Centre.		Number of Disaster Management Workshops held.	1	1	1	1	1		DM

			Participate in Sector Departments' public awareness campaigns.		Number of sector departments' public awareness campaigns attended.	1	1	1	1	1		DM
	6.11 Disaster Management	Formalize and promote integrated, uniform, and consistent response and recovery to Disasters, and Disaster incidents throughout the district.	Develop disaster mitigation strategies; Contingency Plans; Evacuation Plans; and Draft a Relief Assistance Policy for Incidents.	Disaster Relief	No of reports submitted on incidents responded to and relief rendered	4	4	4	4	4	60,000	DM
	6.12 Fire services	Ensure coordination of fire services throughout the District.	Conduct fire safety awareness campaigns.	Fire Safety awareness Campaigns.	Number of reports on fire safety awareness campaigns conducted	4	4	4	4	4		DM
			Procure of fire-fighting protective clothing for Tokologo LM and Masilonyana LM	fire-fighting Protective clothing	Fire-fighting Protective clothing procured.	New	8	8	0	0		DM
		Assessment of Firefighting Bakkies unit for 4 Municipalities: Tokologo, Tswelopele, Nala. Masilonyana	Assess Municipal Firefighting Bakkies	Assessment of Bakkies	Number of fire-fighting Bakkies assessed	New	6	6	0	0		DM
			Training of fire fighters for tokolog		No of Trainings Conducted	1	1	1	1	0		



# CHAPTER 7

## Financial plan

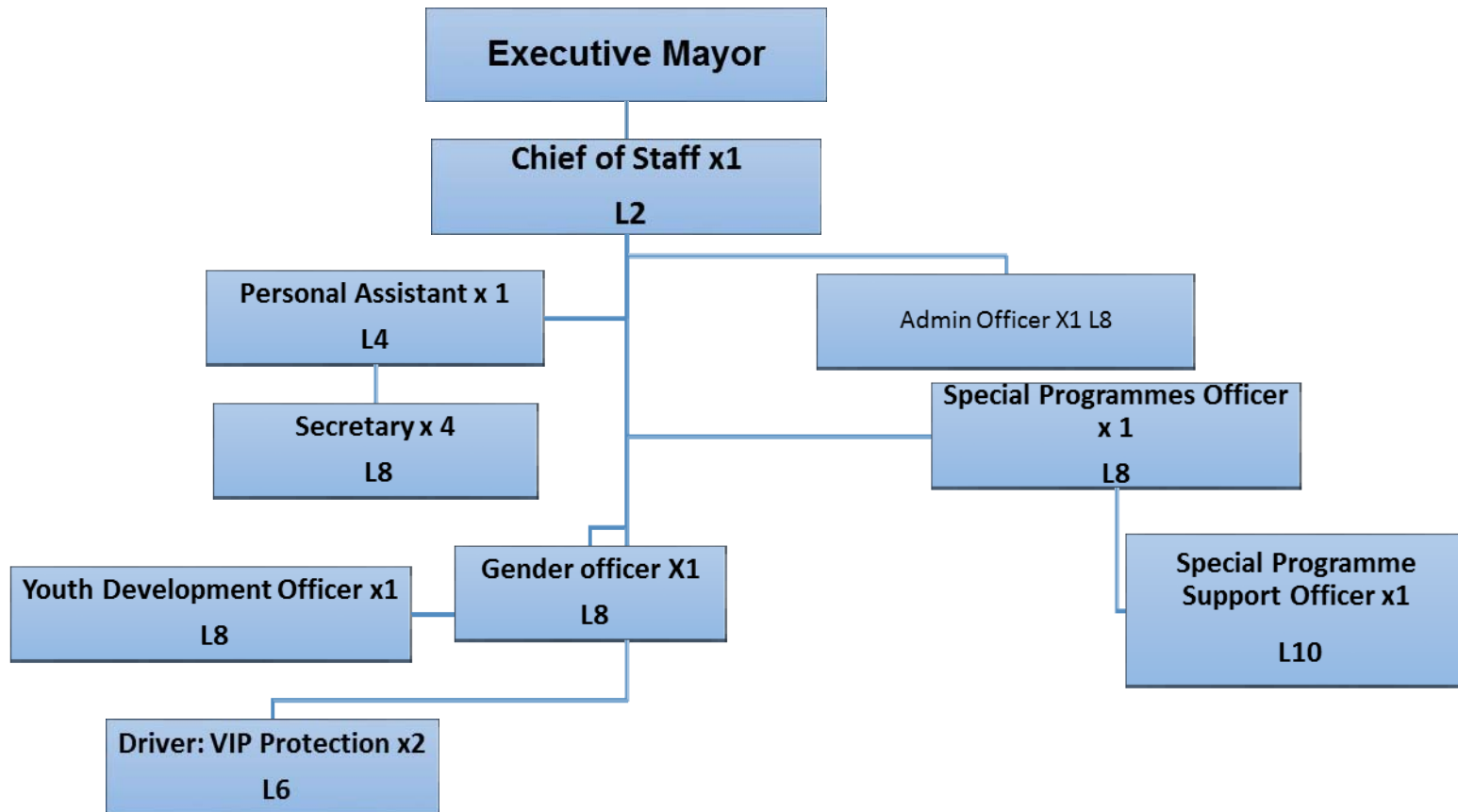
# CHAPTER 8

Human Resource Management Component

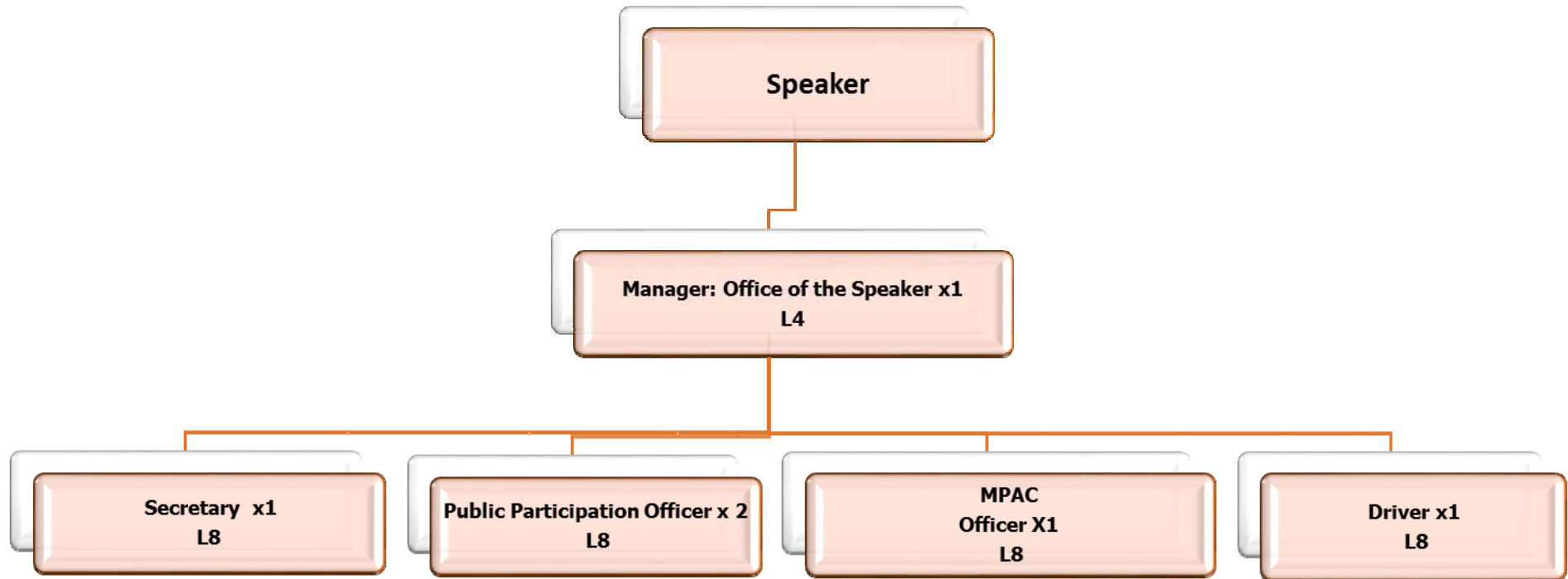
# ORGANISATIONAL STRUCTURE

2016/2017

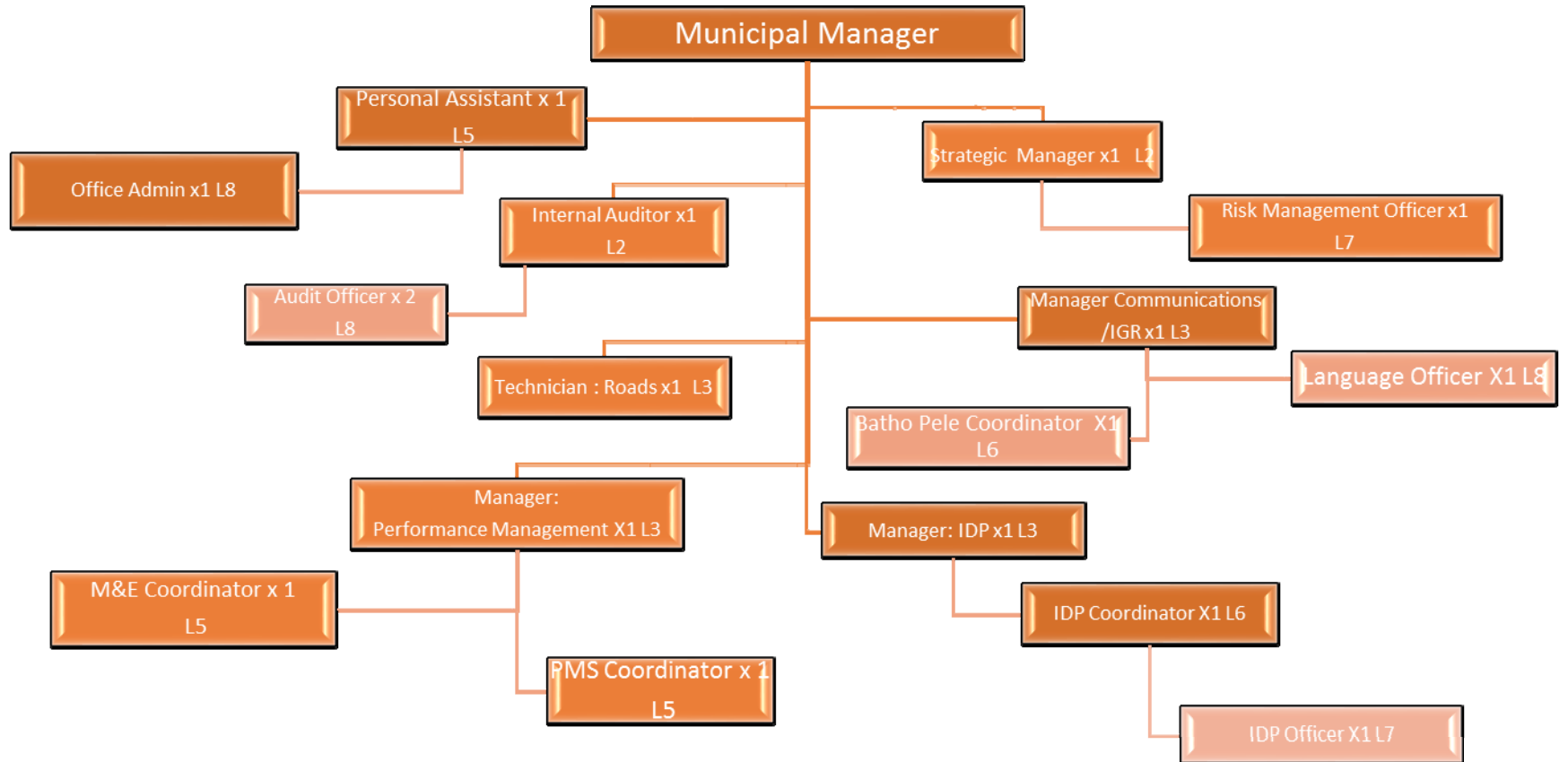
## 1.1 EXECUTIVE MAYOR'S OFFICE



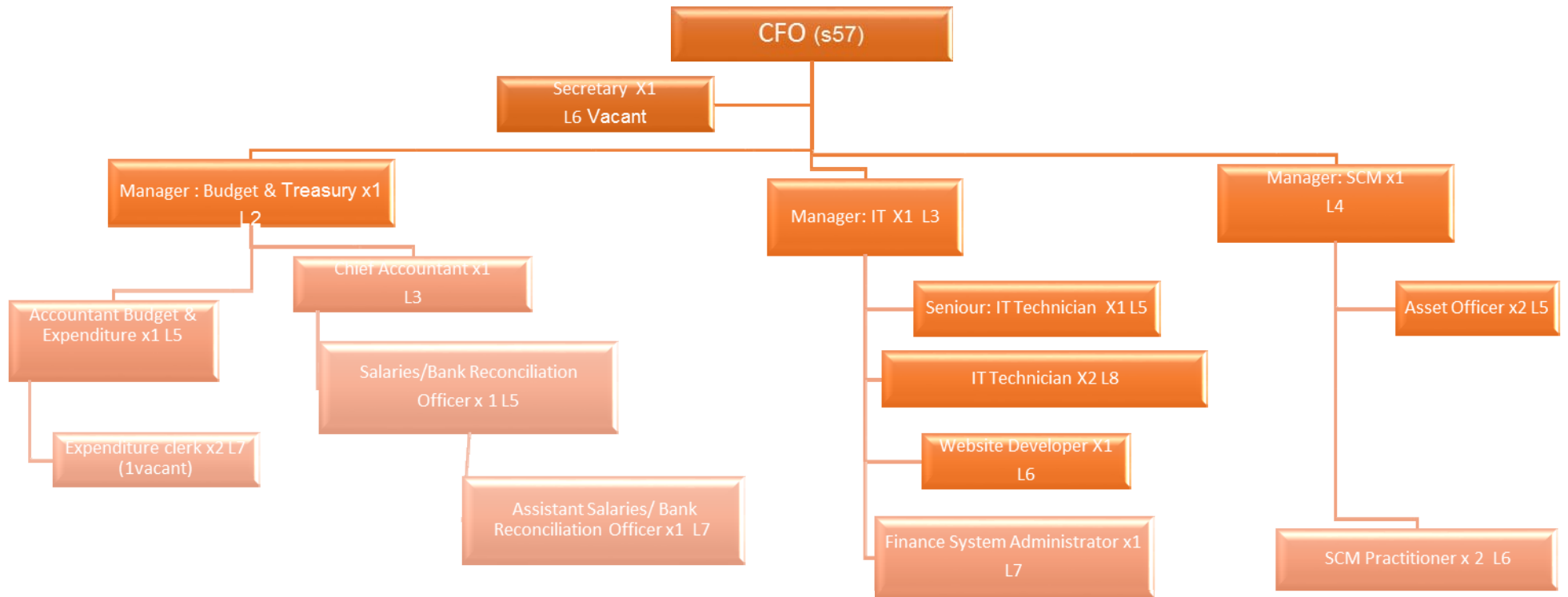
## 1.2. SPEAKER'S OFFICE



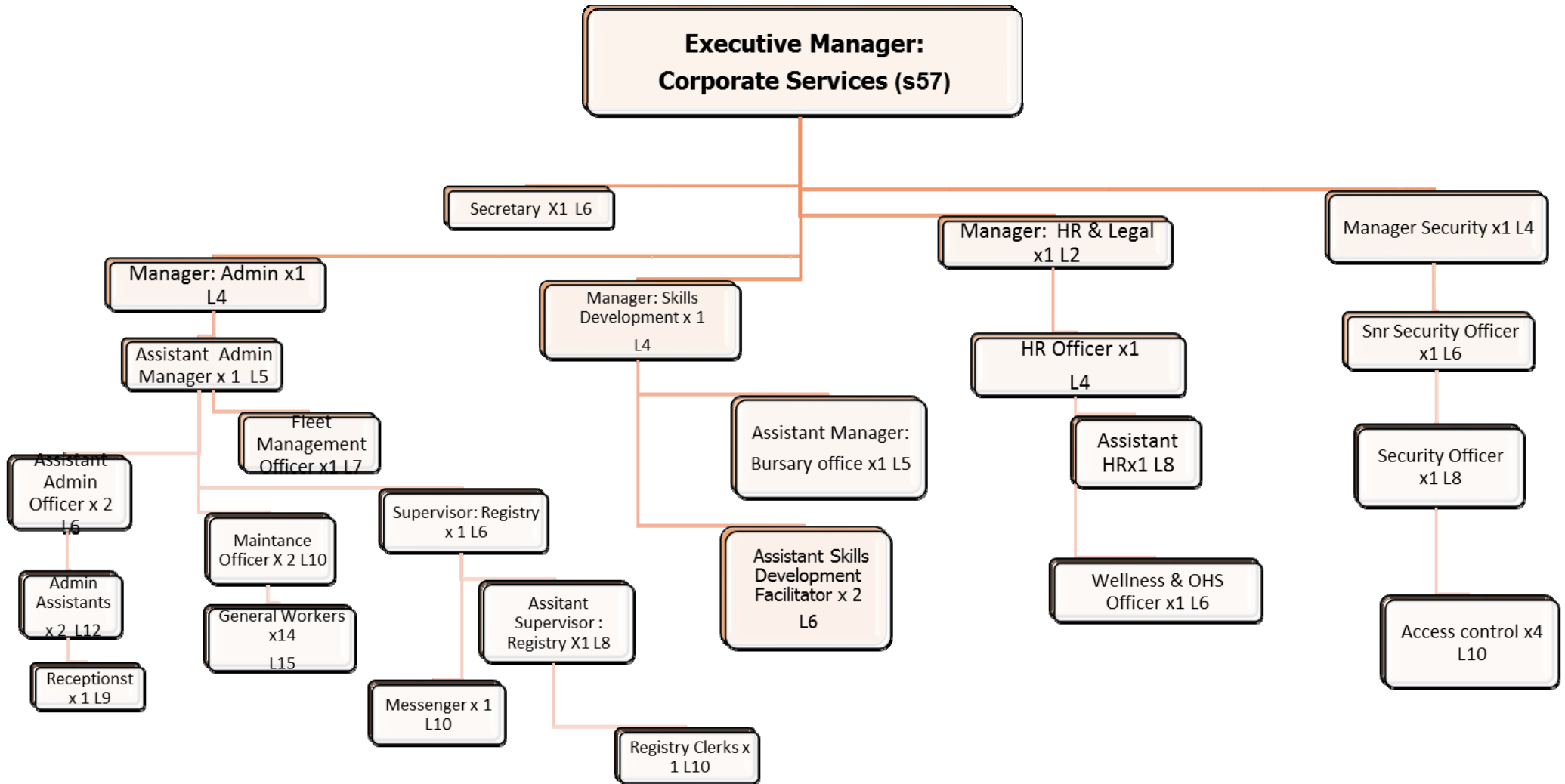
### 1.3. MUNICIPAL MANAGER'S OFFICE



### 1.4. CHIEF FINANCIAL OFFICER

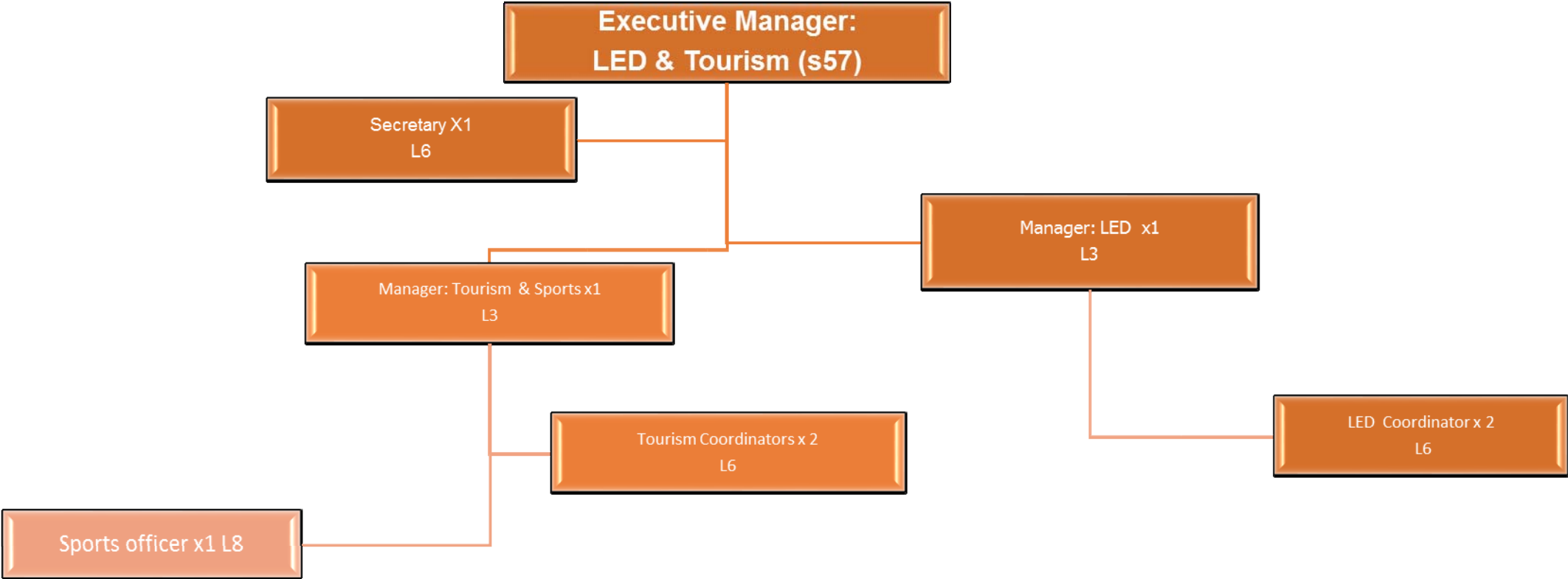


## 1.5. CORPORATE SERVICES

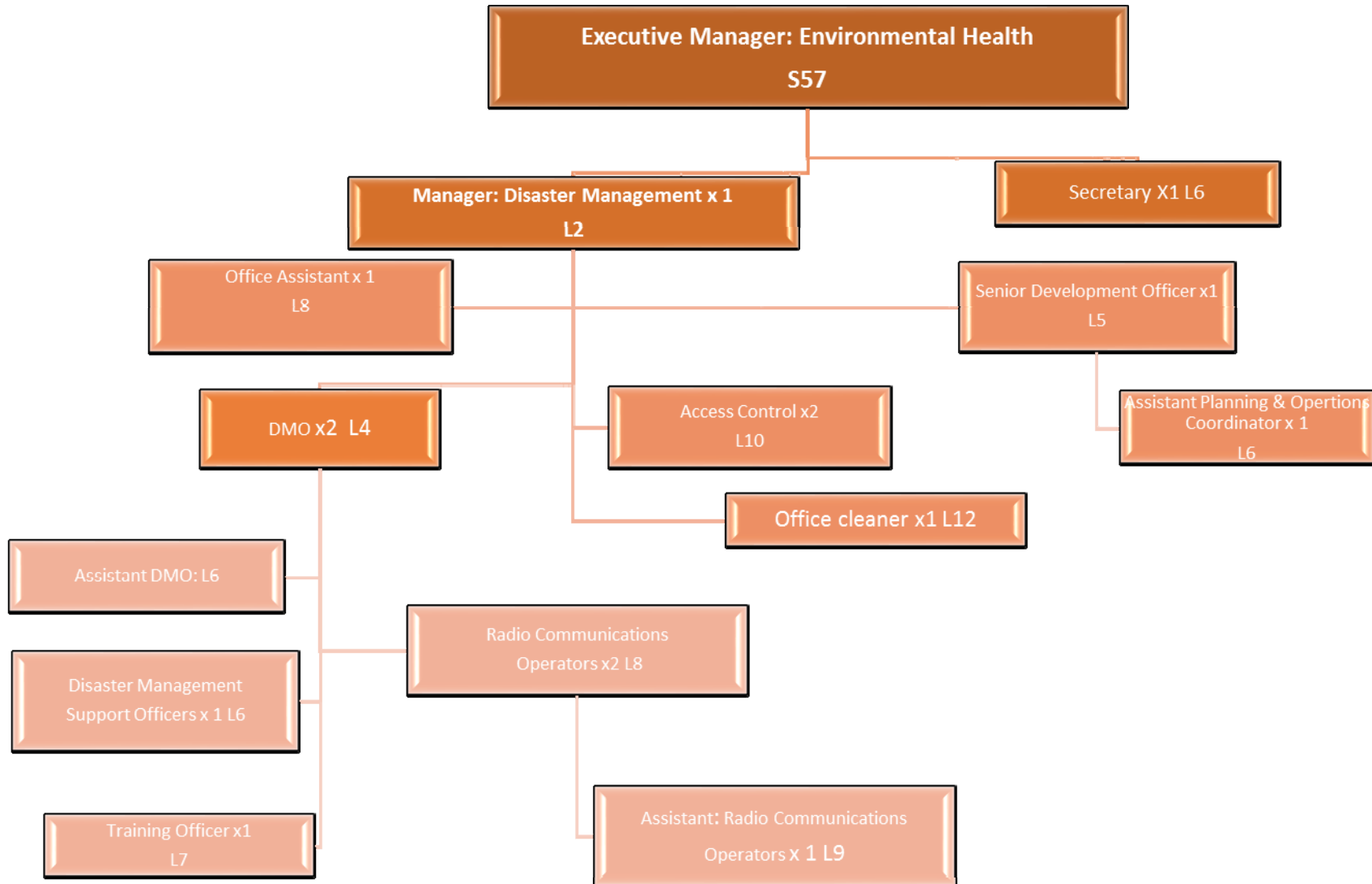


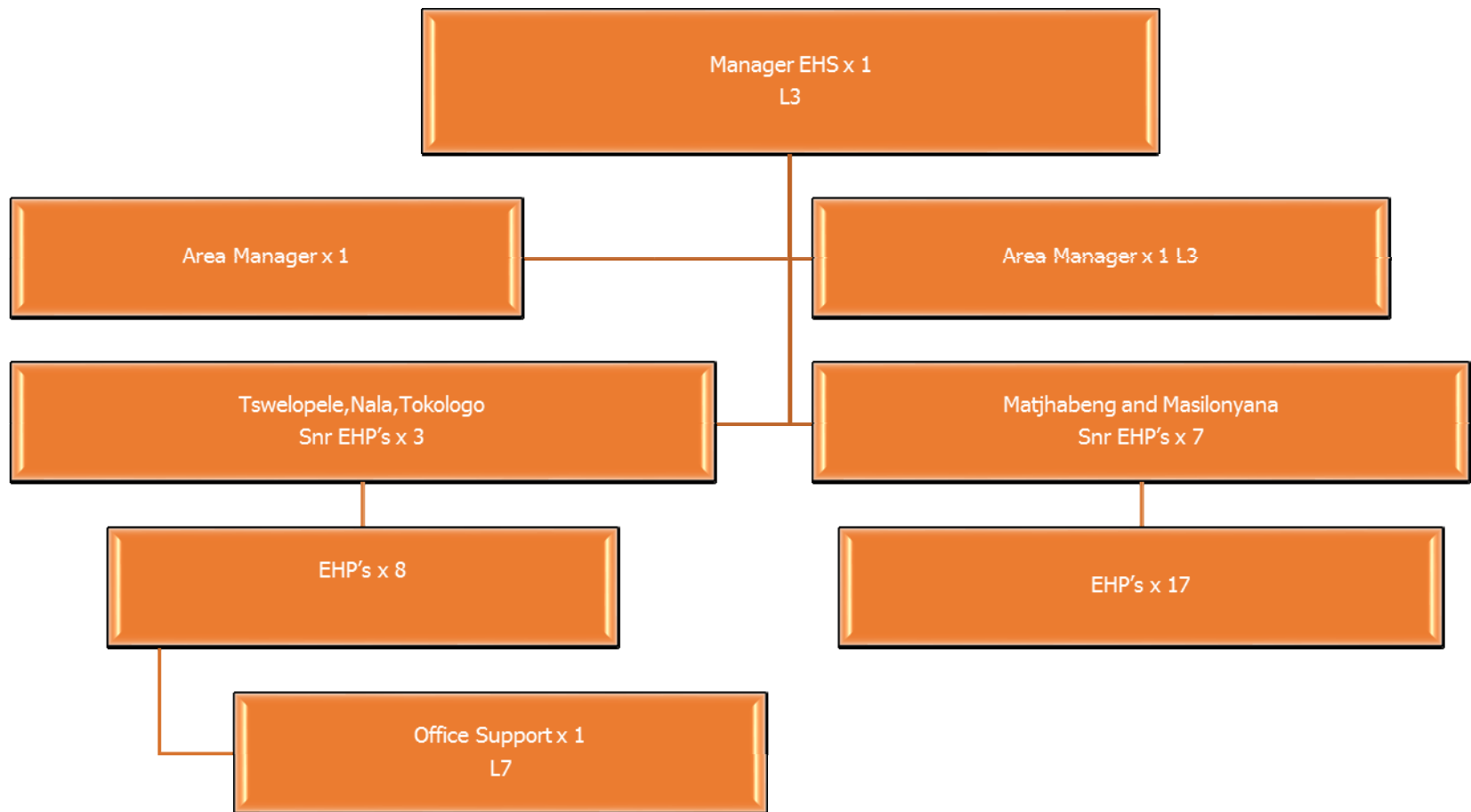


1.6. LED & TOURISM



1.8. ENVIRONMENTAL HEALTH & DISASTER MANAGEMENT: 1.8.1. Disaster Management





# CHAPTER 9

Performance Management of municipal programmes for 2016/17

## 9.1. Legislative background

- A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, review and reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

*(Local Government: Municipal Planning and Performance Management Regulations, 2001 (Chapter 3)).*

- Chapter 6 of the Municipal Systems Act stipulates the following in terms of the establishment of performance management system:

– “ A municipality must-

a) establish a performance management system that is-

i) commensurate with its resources;

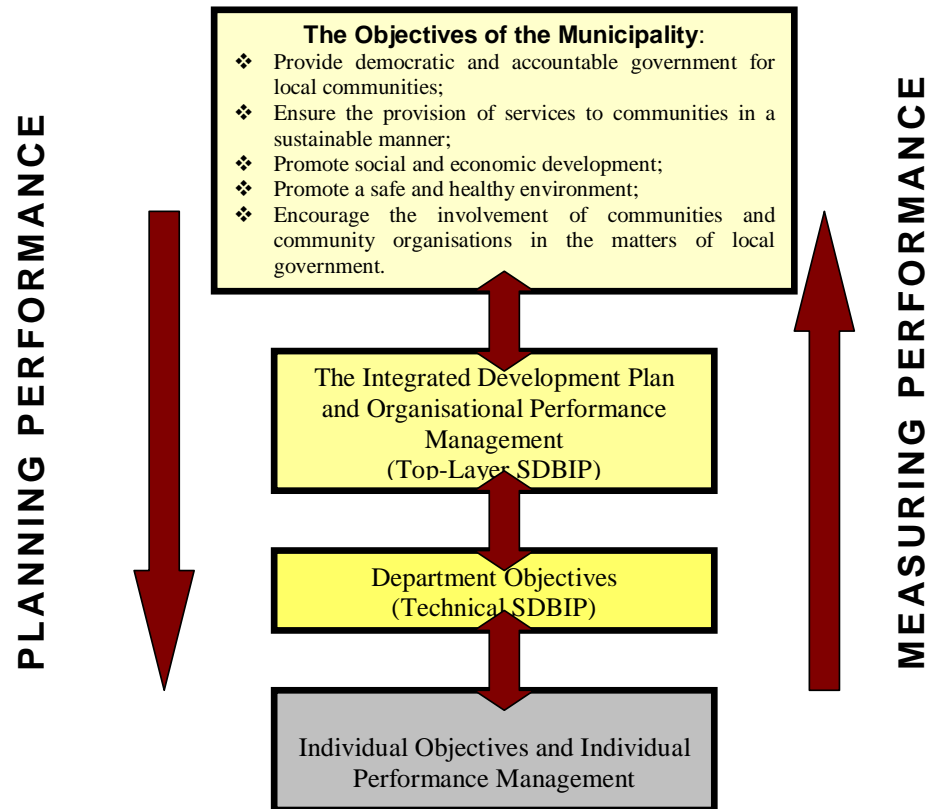
ii) best suited to its circumstances; and

iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;

b) Promote a culture of performance management among its political structures, political office bearers and councillors and in its administration;  
and

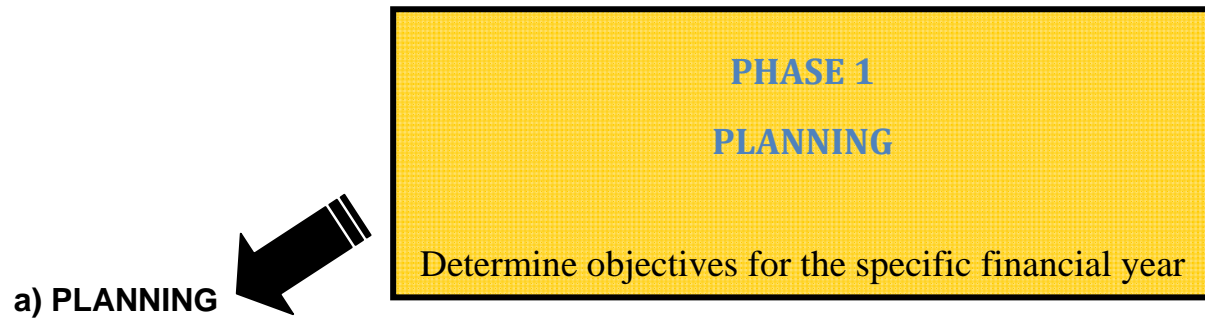
c) Administer its affairs in an economical, effective, efficient and accountable manner”

The above scenario is better depicted graphically below as follows:



It is therefore important to ensure that all resources of the municipality are used for the purpose of ensuring improved service delivery. All municipal programmes must be linked to a municipal macro plan called the IDP. Each Head of department must contribute towards consolidation of a top layer of an SDBIP for that financial year. Subsequent to each departmental head developing each departmental SDBIP, there need to be a process where all staff members find their specific role in the municipal programme and are therefore going to be assessed as required following the time lines as stipulated in the graph below:

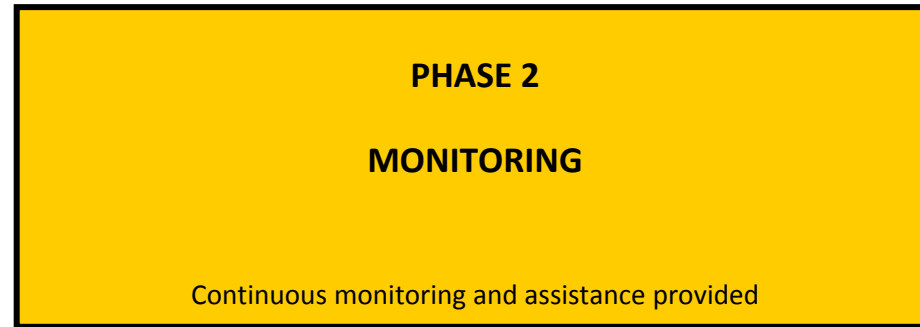
**TIMING AND ACTIVITIES AS SPECIFIED IN THE PERFORMANCE MANAGEMENT POLICY**



TIMING	ACTIVITIES
July each year i.e. beginning of financial year	<ol style="list-style-type: none"> <li>1. Manager/Supervisor to schedule meeting with Employee to agree on performance objectives* for the year.  (*In respect of the Municipal Manager or Section 57 Managers to be directly linked to the SDBIP of the respective directorate to be reflected in the Performance Agreement and Performance Plan.   *In the case of Non Section 57 Employees (lower ranking officials) <b>job descriptions</b> can be used to set performance objectives. However it is important to always consider the IDP and each Department's respective SDBIP in setting performance objectives. To be reflected in the Performance Management Tool and Performance Plan)</li> <li>2. Both the Manager/Supervisor and the Employee are required to prepare for this meeting.</li> <li>3. Ensure that the following documentation in respect of the Municipal Manager as well as Section 57 Managers are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <li>• Employment Contract</li> <li>• Job Description</li> <li>• Performance Agreement with Key Performance Areas and Core Competency Criteria</li> <li>• Performance Plan</li> <li>• Personal Development Plan</li> <li>• Code of Conduct</li> <li>• Financial Disclosure form</li> </ul> </li> <li>4. Ensure that the following documentation in respect of Non Section 57 Employees are compiled for the financial year or updated when necessary: <ul style="list-style-type: none"> <li>• Job Description</li> <li>• Performance Plan</li> <li>• Personal Development Plan</li> <li>• Performance Management Tool with Objectives and weights in terms of relevant Codes of Conduct to the specific posts</li> </ul> </li> </ol>



**b) MONITORING**



<b>TIMING</b>	<b>ACTIVITIES</b>
On-going throughout the year	<ol style="list-style-type: none"><li>1. Manager/Supervisor to provide on-going feedback and assistance to the Employee on his/her performance against the agreed objectives.</li><li>2. Employees to request for feedback and assistance when required.</li></ol>

**PHASE 3**

**REVIEWING**

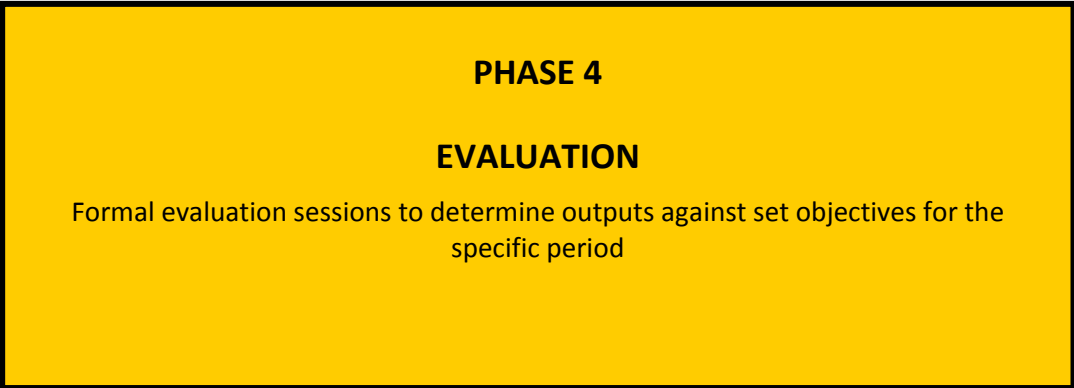
**Informal review sessions between Supervisors and Municipal Manager and Section 57 Managers to determine whether objectives as set for the specific quarters have been met or not and to what extent.**

**Remedial actions if need be.**

c) REVIEWING



TIMING	ACTIVITIES
<p>First 2 weeks of October for Quarter 1</p> <p>First 2 weeks of April for Quarter 3</p>	<p><b>MUNICIPAL MANAGERS AND SECTION 57 MANAGERS</b></p> <ol style="list-style-type: none"> <li>1. Informal review sessions to be held between the Section 57 manager and the Municipal Manager in the first 2 weeks of October as well as well as the first 2 weeks of April to determine whether objectives as set for the specific quarters has been met or not and to what extent.</li> <li>2. Remedial actions if need be.</li> </ol>



**d) EVALUATION**

TIMING	ACTIVITIES
<p>In January for Mid-Year evaluations</p> <p>In July for end of the year evaluation</p>	<p><b>MUNICIPAL MANAGERS AND SECTION 57 MANAGERS</b></p> <p>1. Formal review sessions to be held twice a year as set in the Regulations to be done by the panels.</p>

<p>January of each year – mid- year review</p> <p>Reviews by managers/ supervisors to be done within the January.</p> <p>Internal quality assurance committee meetings to be held in February (If need be)</p> <p>Quality assurance committee meetings to be held in March</p> <p>July of each year - final review</p> <p>Reviews by managers/ supervisors to be done within July.</p> <p>Internal quality assurance committee meetings to be held in the first 2 weeks of August (when required)</p> <p>Quality assurance committee meetings to be held in the last week of August</p>	<p><b>NON SECTION 57 EMPLOYEES</b></p> <p>Reviewing Performance</p> <ol style="list-style-type: none"> <li>2. Manager/Supervisor to set up formal mid-year review in the first 2 weeks of January to assess the Employee’s performance against the objectives.</li> <li>3. Manager/Supervisor to set up a formal final review in the first 2 weeks of July.</li> </ol> <p><b>The process for reviewing performance is as follows:</b></p> <ol style="list-style-type: none"> <li>1. Manager/Supervisor to request inputs in terms of service delivery in respect of services rendered by the relevant employee- by means of reports, letters, “incidents” where the official went the extra mile, etc.</li> <li>2. Manager/Supervisor to prepare scores of Employee’s performance against agreed objectives as a result of the evidence and “customer” input.</li> <li>3. Manager/Supervisor to ask Employee to prepare for formal review sessions.</li> <li>4. Formal review session between Manager/Supervisor and Employee to review performance against the set objectives for the specific quarter also taking into consideration aspects discussed during the informal evaluation. It may be necessary to have two meetings in cases where there are insufficient evidence to motivate scores. Where an Employee and Manager/Supervisor disagree on the score, the Manager’s/Supervisor’s decision will be taken into consideration- the appeals procedures can be followed should the employee disagree in terms of scores allocated.</li> <li>5. Review form to be signed by both Manager/Supervisor and employee.</li> <li>6. Manager/Supervisor and Employee to prepare and agree on development plan for the employee in line with the competencies necessary to achieve objectives as set in the Performance Plan in line with the Job Description.</li> <li>7. Informal Quality assurance committee meetings to be held as scheduled (when required).</li> <li>8. Municipal Quality assurance committee meetings to be held as scheduled to ensure that the evaluation was fair and just. Performance Review Documentation to be approved by the Municipal Manager/head of the Quality Assurance Committee.</li> </ol>
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**PHASE 5  
REWARDING**

Recognition for outstanding performance.  
Address poor performance and development needs.

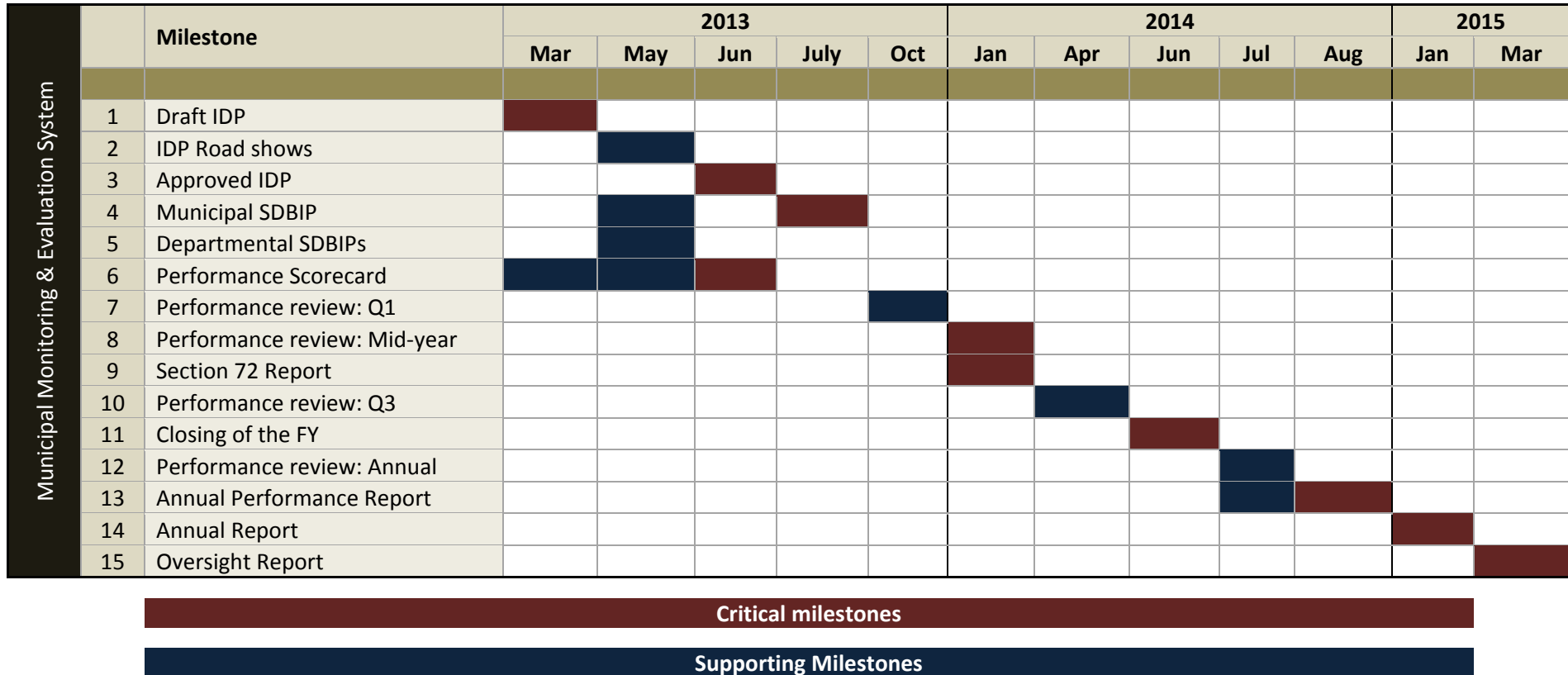


**e) REWARDING**

<b>TIMING</b>	<b>ACTIVITIES</b>
<p>Budget in February of each year</p> <p>Reward to be paid in September after the respective evaluation cycle each year</p> <p>Pro-rata rewards to be paid upon termination of contract should the employee qualify</p>	<p>MUNICIPAL MANAGER AND SECTION 57 MANAGERS</p> <ol style="list-style-type: none"> <li>1. Employees to be rewarded according to the policy</li> <li>2. Ensure that Development needs are addressed.</li> </ol> <p>NON SECTION 57 EMPLOYEES</p> <ol style="list-style-type: none"> <li>1. The Quality Assurance Committee and the Chief Financial Officer to determine affordability in terms of rewards.</li> <li>2. Allocation of rewards</li> <li>3. Ensure that development needs are addressed.</li> </ol>

9.3. Summary of PMS process

GANTT Chart: PMS (Municipal)



#### **9.4. Link between IDP( Chapter 6) and Municipal PMS**

All programme as indicated in chapter 6 will be monitored with the use of the approved performance management system(PMS). It is therefore expected as per legislation governing Municipal Manager and Managers accountable to the Municipal Manager that performance agreements and plans be developed within set time frames to ensure that service is implemented in line with the allocated resources and for specific and agreed upon plans. The PMS is adopted as a tool to monitor progress on the implementation of IDP programmes for a specific financial year and will be used as a remedial tool in instances of both under and over-performance. For purposes of correcting under performance, the municipality is required to ensure that all personnel implicated sign a personal development plan in anticipation of areas that may hinder successful implementation of municipal programmes and further commit to request that specific training needs be planned for and time availed to him/her for capacity development. The law allows for officials to receive training in order to improve on their capacity to deliver planned services. Punitive measures can only be resorted to in instances where training does not yield expected results and therefore realising below minimum service delivery performance.

It would be expected for the policy to pronounce what the council should be afforded to do in instances where performances have been above expectation. The policy clearly specifies that officials who qualify should be given performance bonuses calculated in a manner disclosed in the policy to a maximum of 14% of each HOD's gross annual income. The same is the case for non-section 56/57 employees of the municipality. Although the policy does not pronounce as yet on monetary remuneration for the category of employees, it indicates that as per the municipality's affordability matrix, it should in the meantime provided leave days to a maximum of 4 days redeemable within six months after such a decision was taken beyond which time leave days get forfeited if not claimed and taken.

# CHAPTER 10

## Project Integration



# CHAPTER 11

Required legislative annexures

The following documents were used to review the contents of this main document. It must be noted that some of the documents were not reviewed for implementation and have been noted as such.

**Revised policies**

- Performance Management Policy
- District Growth and Development Strategy
- Credit and debt control policy
- Pauper's funeral policy
- HR Policy

**Draft policies**

- Disaster Management framework and plan
- Youth Development policy
- Skill Development Plan
- Employment Equity Plan
- Spatial Development Framework
- Public Participation Policy
- Risk Management
- Integrated Transport Plan
- Fraud Prevention Policy

**Critical policies that have not yet been developed**

- Environmental Management plan ( Environmental Management Framework)
- Integrated Waste Management Plan

**Policies that must be revised annually and as circumstances require**

- Performance Management Policy
- Credit and debt control policy
- HR Policy
- Skill Development Plan
- Employment Equity Plan
- Spatial Development Framework
- Local Economic Development Plan and Strategy
- Integrated Waste Management Plan

