

MATJHABENG LOCAL MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN REVIEW 2009 - 2010

MATJHABENG LOCAL MUNICIPALITY



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CHAPTER 1

Foreword by the Executive Mayor

MATJHABENG LOCAL MUNICIPALITY

We have traversed another milestone as Matjhabeng Municipality during this financial year in doing what needs to be done to push back the frontiers of poverty. We are certain that we are in unison about the fact that our people who are trapped in poverty are not only looking at us for solutions but are dependent on us to deliver them from this ill strip as we have continued to; and continue to create a better life for them as partners in local government.

We have gone a long way in erasing the legacy of local authorities that were not considerate of the will of the people; that suffered an acute lack of basic services and infrastructure. We took upon ourselves through the overall mandate of the people as Matjhabeng Municipality, to heard the clarion call made by our people for basic services, infrastructure, job creation and integrated service delivery. In our quest to respond to this mammoth tasks and challenges, we propelled ourselves in this crucial path to attain the fundamental basic freedoms our people which they so deserve and we have made strides in this regard.

We recognise and acknowledge that we still have to do more together with the community of Matjhabeng based on what we have achieved thus as work in progress. It is within this context that the financial resources that we are injecting in the projects and programmes as reflected in this IDP, are based on the fundamental challenges which are municipality is faced with and informed by the living conditions of our people.

We remain committed as Matjhabeng Municipality through the details extrapolated herein, to continue to improve the lives of our people and deliver our mandate with a more accelerated pace, vigour and determination. This, we are going to achieve through coordinated partnerships with other spheres of government, private sector and parastatals. We require the commitment of all members of the community, individually and collectively, to sustain the achievements we have made in the past financial year/s as past of our continued sound foundation and building blocks for accelerated service delivery.

We dare not be derailed on our path for we have set very clear strategic goals and targets to address challenges that are outstanding to continue to better the lives of our people. We take pride in the contribution of all sectors; public and private, individually and collectively, for their immense contribution in the development of these goals and strategies. Our partnership for the past years of democratic local government has created more hope and trust from our people when remain their all time servants as they have entrusted us with their lives.

We furthermore acknowledge that the democracy years have gone a long way in improving the lives of our people though new challenges have emerged that needs to be confronted in order to consolidate the developmental local government. These challenges include:

- Strengthening the participation of the people in municipal driven programmes and projects
- Improving service delivery through integrated governance
- Consolidate an accountable and transparent municipality
- Develop human resources and
- Strengthen performance through monitoring and evaluation

As we do all these, we should take our people along as they are the cornerstones of a truly sustainable development of our municipality.

Now that we have together drawn the municipality's development priorities and milestones, we can move with certainty, efficiency and determination to build a People's Contract to create employment, development and fight poverty. As our IDP sets out specific goals and links them to time-based targets. As the IDP system is hailed as a good-practice model in our lifetime, we need to seize the moment and work through it in compliance with various pieces of legislations relevant to our sphere of government which means that the Council's long-term vision is supported by specific action plans, and objectives, which have been incorporated into both the Capital and Operating Budgets.

We stay committed to the aspirations and needs of Matjhabeng community as central to our work is to ensure that we have comprehensive, practical, integrated and implementable programmes of delivery so that we continue to take our people more closer to a better life that they so much deserve.



Executive Mayor

N.S Leeto

CHAPTER 2

1. Introduction

MATJHABENG LOCAL MUNICIPALITY

Integrated Development Planning is a process that has become central to local government in driving processes to ensure delivery to residents of a municipality. Integrated Development Planning has been developed as a consolidated municipal-wide planning process that provides a framework for the planning of future development in a municipality.

It ensures horizontal and vertical coordination and integration across the three spheres of government: national, provincial and local. In addition, Integrated Development Planning drives community participation in local planning processes.

The Integrated Development Planning process is therefore critical to the success of every South African municipality's endeavors to bring about responsive, developmental local government and poverty alleviation. The President, in his 2006 State of the Nation Address, emphasized the importance of every South African municipality is to have a realistic IDP to meet the country's development objectives, as well as the high aspirations of the South African people.

The focus of this five-year IDP is within a context of a seamless, integrated strategic planning process. The municipality through this IDP will develop a set of long-term goals and five-year objectives that will form the basis of the annual business planning and budgeting carried out by the different departments on an ongoing basis.

The five-year IDP will also be further molded by inputs from communities and civil society, as well as direction from the new political leadership. A five-year IDP supports a single, integrated planning process, with clear demarcation between long-term, medium-term and short-term planning. Parallel to the medium-term planning, the Free State province's Growth and Development Strategy outlines long-term perspectives based on a long-term vision for the Province and a wide-ranging developmental paradigm.

The five year IDP should therefore be understood as an interpretation of strategy and political priorities into a detailed Mayoral plan that is to become the basis for budget choices and actual outcomes for residents. Short-term business plans, in this context, will be seen as implementation tools.

The main objective of the IDP is therefore to ensure alignment between the Free State GDS, the District GDS, Mayoral priorities, and the departmental strategic plans. Executed well, this will ensure that no strategy implementation plan falls outside of the IDP. The IDP content will inform other planning processes and especially strategic planning and the municipality's goals that represent a "results framework" to monitor progress, with individual and organisational performance measured against long-term, five-year and annual municipality outcomes rather than individual achievements.

Over the last few years there have been changes in national and provincial policy that reshape the strategic environment. For example, there is now a commitment to ensuring harmony and alignment between the three spheres of government.

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2. Legislative Overview

The Municipal Systems Act (MSA) (2000) compels municipalities to draw up an IDP as a singular, inclusive and strategic development plan that is aligned with the deliberate efforts of the surrounding municipalities and other spheres of government. In terms of the MSA, the Municipality is required to formulate an IDP made up of the following components:

- A vision of the long-term development of the Municipality;
- An assessment of the existing level of development in the Municipality which must include an identification of the need for basic municipal services;
- The Municipality's development priorities and objectives for its elected term;
- The Municipality's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements;
- A spatial development framework which must include the provision of basic guidelines for a land use management system;
- The Municipality's operational strategies;
- A disaster management plan;
- A financial plan, which must include a budget projection for at least the next three years; and Key performance indicators and performance targets.

The Municipal Planning and Performance Management Regulations (2001) set out the following further requirements for an IDP:

- An institutional framework for implementation of the IDP and to address the municipality's internal transformation;
- Investment initiatives should be clarified;
- Development initiatives including infrastructure, physical, social and institutional development and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

In addition, the Municipal Finance Management Act (MFMA) (2003) provides for closer alignment between the Annual Budget and the compilation of the IDP, this can be understood as a response to the critique that IDP formulation took place in isolation from financial planning and IDPs were rarely implemented in full as a result. Specifically, Section 21(1) of the MFMA requires that the Municipality coordinates the process of preparing the Annual Budget and the revised IDP to ensure that both the budget and IDP are mutually consistent. Key to ensuring the co-ordination of the IDP and Annual Budget is the development of the Service Delivery and Budget Implementation Plan (SDBIP).

The SDBIP is a detailed plan approved by the Executive Mayor of the Municipality for the implementation of service delivery and the Annual Budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators. The MSA states that key performance indicators must be part of the IDP.

The SDBIP specifies that the performance contracts of senior managers must form part of the approval of the SDBIP. The 2006/11 IDP for Matjhabeng Municipality must align the SDBIP key performance indicators, the key performance indicators of the senior managers with the key programmes, as well as the five-year Municipality scorecard in the IDP.

Lastly, the Municipal Systems Act says clearly that the IDP must include, “A vision for the long-term development of the municipality”. It must also include, “The development strategies which must be aligned with any national or provincial sectoral plans and planning requirements.”

3. Format of the IDP Document

In a circular to all municipalities in December 2005, the National Treasury spelt out its expectations of what should be contained in the Budget to be approved by Council. The circular noted that the ‘Background Documentation’ to the Budget should include an ‘Overview’ of the IDP. This must “make reference to relevant sections in the IDP and at least contain:

The items specified in the Municipal Systems Act, as well as items 1, 2, 3 and 4

Listed in National Treasury’s Circular, clearly imply the need for a strategy that reflects the longer-term vision of the Municipality and is well-aligned with the plans of other spheres of government. This strategy is best dealt with in a separate document, albeit one that frames the IDP and is tightly integrated with it.

4. Matjhabeng’s Analysis Phase Processes

In its elections manifesto for the 2006 local government elections, the ANC made a firm promise to voters that it would engage communities and stakeholders in thorough local consultative processes to decide on key strategies to promote economic growth and development. The ANC elections manifesto says:

“To ensure that everyone pulls in the same direction in building better communities, every district and metro will hold a Summit for Growth and Development within one year of the elections. These Summits will bring together social partners – government, business, labour and community organizations – to develop concrete steps towards higher rates of local economic growth and poverty-reduction.”

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Therefore as from October 2006, Matjhabeng Municipality held a series of public participation processes through the ward system. These meetings opened to the communities to provide guidance to the Municipality towards Service Delivery. Early in November a Youth seminar was held where youth were requested to air their concerns, views and expectations to the Municipality in an effort to alleviate their plight.

At the same time an analysis of the past programmes and projects was conducted with the heads of departments to ascertain the achievements realized as well as to identify the challenges still lying. The other subsequent process was the analysis of the Economic, Social, Spatial, and Environmental Analysis of the area.

These processes were done in direct consultation with Lejweleputswa District Municipality, GDS as well as the Free State Province GDS.

4.1 Community and Stakeholder level analysis (PPP) Background

Public participation has been defined in various ways by different people, and for a variety of reasons. For example participation has been used to build local capacity and self-reliance, but also to justify the extension of the power of the state. It has also been used for data collection and interactive analysis.

For the purposes of this document public participation is defined as an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. It is further defined as a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect their lives and why the need to promote public participation? Research conducted by DPLG has shown that public participation is promoted for four main reasons.

Firstly, public participation is encouraged because it is a legal requirement to consult.

Secondly, it could be promoted in order to make development plans and services more relevant to local needs and conditions.

Thirdly, participation may be encouraged in order to hand over responsibility for services and promote community action.

Lastly, public participation could be encouraged to empower local communities to have control over their own lives and livelihoods.

Basic assumptions underlying public participation as identified by DPLG include;

- Public participation is designed to promote the values of good governance and human rights;
- Public participation is acknowledges a fundamental right of all people to participate in the governance system;
- Public participation is designed to narrow the social distance between the electorate and elected institutions;

4.2 Matjhabeng Municipality Process

This section therefore provides an account of the Public Participation Process (PPP), activities undertaken to facilitate public comments on Matjhabeng IDP process. The purpose of this process is to contribute towards a situation in which municipal activities will address people's priority needs and incorporate people's own initiatives. In addition, the participation process should help make residents aware of the importance of IDPs as far as improving for the quality of their lives.

In May 2009, the municipality engaged in ward cluster public consultation process. In the engagement ward councilors, ward committees and community members participated by submitting their needs for the 2009/10 IDP review.

During the IDP consultation, communities reaffirmed and outlined an extensive list of needs to be included in the IDP review document as they did in 2006. The list of needs is further analyzed below on the chapter that deals with Situational Analysis; however, a brief profile of needs included the following;

- Provision and maintenance of road networks and storm water
- Provision of basic services such as water and sanitation in township areas
- Provision electricity
- Provision of land and housing
- Provision of Clinics
- Access to social facilities such as Community halls and recreational facilities
- Public safety and traffic safety

These needs should find space during the IDP and budget projects and programme for the IDP implementation. During this process approximately 10 000 members of the community participated.

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4.3 Ward Engagements

Ward committees are established in those municipalities that have opted for a Ward-based participatory system. The role of the ward committee is to enhance participatory democracy in local government. Ward committees are seen as Independent advisory bodies that must be impartial, therefore ward committees are forums for deliberative democracy, set up to inter alia;

- Promote self management, awareness building and ownership of local development;
- Enable faster access to information from government, as well as collecting information about the situation at community level (Social Audit) as well as closer monitoring and evaluation of service delivery;
- Provide clarification to communities about programmes and enable community involvement and quicker decision making;
- Enhance transparency in administration;
- Harness local resources to support local development;
- Improve planning, which can now be based on local strengths, needs and preferred outcomes;
- Improve the accountability of government.

Ward plans help to ensure that IDPs are more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. The IDP technical working committee provides ward committees with a systematic planning and implementation process to perform their roles and responsibilities. In other words, ward plans provide an overall direction for development for the area, as well as an annual operational plan, the implementation, monitoring and evaluation of which gives ward committees an ongoing role through the year.

4.4 Mayoral Lakgotla

During the process of the review of the Integrated Development Plan, internal process were followed to the later through extensive interaction with the various directorates and branches of the municipality. The public consultation was conducted as indicated in this document with 20 ward cluster meetings held wherein views were gathered and consolidated in to the document.



On 24 and 25 May 2009 Mayoral Lekgotla was convened to discuss among others the following;

- Long and medium term Strategic injunctions of the Municipality
- Reprioritization of objectives along the Polokwane resolutions of the ruling party
- Service delivery challenges identified during the elections campaign
- Capital Budget and its alignment into the IDP
- Mayoral priorities

The Mayoral Lekgotla extensively deliberated on the interventions to reengineer the systems toward the proper functioning of the municipality. In doing so the Lekgotla resolve to follow the nine key strategic objective emanating from 2007 Polokwane National conference of the African National Congress as thus;

1. Organizational renewal
2. Social Transformation
3. Economic Transformation
4. Climate Change
5. Rural development , land reform and agrarian change
6. Transformation of state and governance
7. Peace and stability
8. International relations
9. Communications

Upon thorough deliberations on the above strategies the programs and budget was refined according to them and should serves as corner-stone of the program of action of the municipality. As means to pricticalise some of these strategies the lekgotla resolved to convene Human Settlement Summit and Township Renewal Summit.

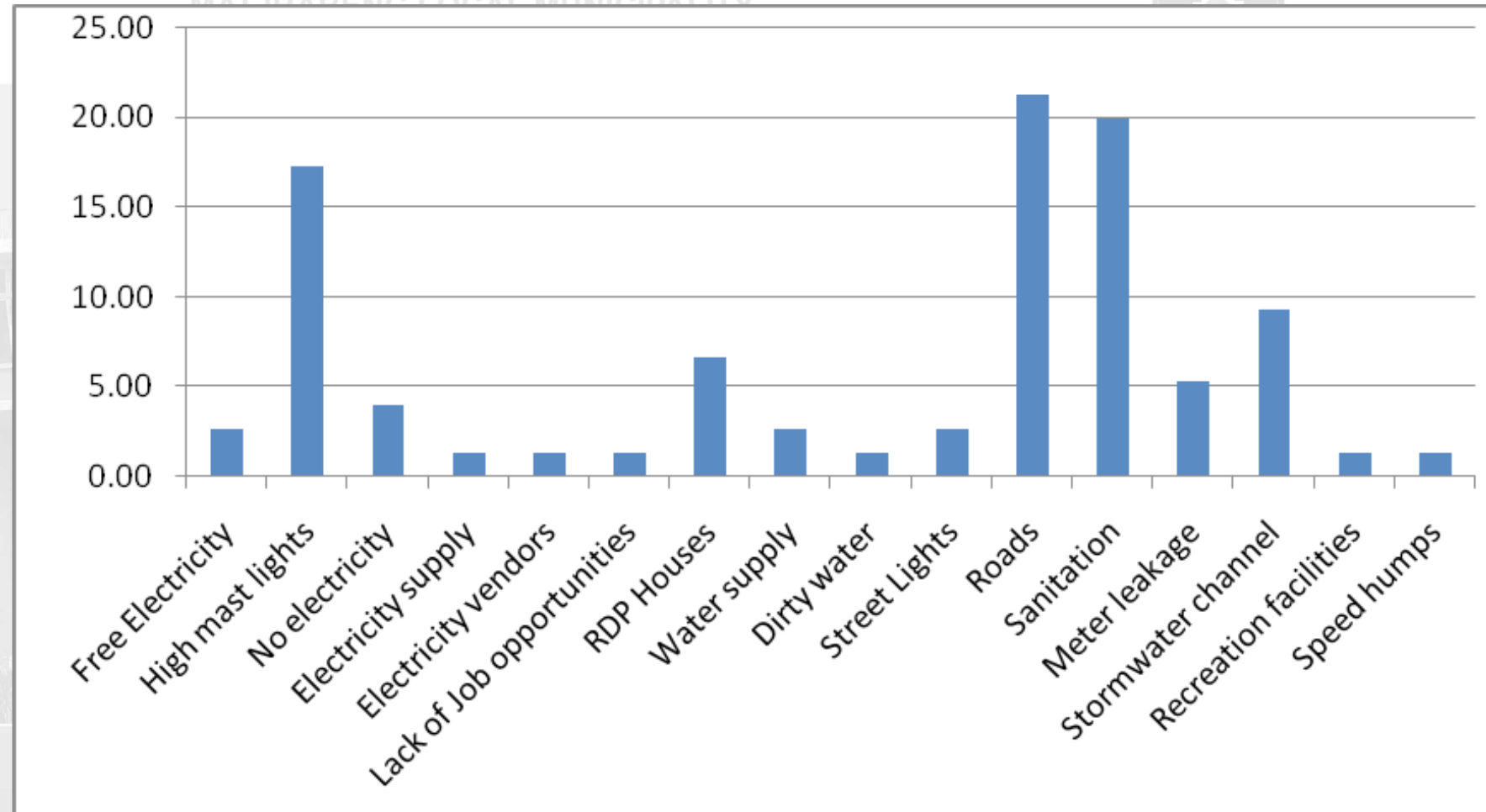
The special attention was given to the service delivery concerns raised by members of the public directly the ANC as ruling party during the elections campaign and was resolved to priorities those in the medium and long term as follows;

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No	Priority	Parentage
1	Roads	21.33
2	High mast lights	17.33
3	Toilets	10.67
4	Storm water channels	9.33
5	Sewer	8.00
6	RDP houses	6.67
7	Meter leakages	5.33
8	No electricity	4.00
9	Street lights	2.67
10	Free Electricity	2.67
11	Lack of job opportunities	1.33
12	Dirty drinking water	1.33
13	Sanitation	1.33
14	Speed humps	1.33
15	Electricity Venders	1.33
16	Electricity supply	1.33
17	Recreational facilities	1.33



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In order to achieve the above the Mayoral Lekgotla resolve to embark on the 150 days programme which will run concurrently with the programme of the new provincial administration. Those challenges were further concretized and consolidated in to the Mayoral priorities and special project for the 150 days commencing on the 1st June 2009 and on this order;

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1. Roads
2. Township renewal
3. Debt reduction and revenue enhancement
4. Donor Fund Strategy
5. Civic Education
6. Upgrading of the Northern Free State stadium
7. Construction of memorial park
8. Distribution of rubbish bins
9. Lets keep Matjhabeng Clean
10. Aids Forum
11. Youth Forum
12. Budget speech

All the above was accordingly integrated into the budget of the municipality for immediate execution within the stipulated period.

CHAPTER 3

Situational Analysis

MATJHABENG LOCAL MUNICIPALITY

3.1 Matjhabeng Ward Profile Analysis

In Matjhabeng the first ward meeting was held at Ward 10, Kutlwanong, Odendaalsrus on the 10th October 2006. Other wards meetings followed suit and extended to the 2nd November 2006.

In order to raise relevant issues and codify them, a template was developed and distributed at all ward meetings held. By November 31st a total number of 34 Wards had already had their meetings, with more than of 5320 attendees recorded. A total of 3091 templates were received, from 32 wards. Out of all these 32 wards, ward number 10 has the highest return rate of 92% followed by ward 30 with 72% templates returned. Ward 2 has returned a total number of 162 templates. Only 1 person from ward 8 returned the form of which opinion of the ward cannot be formed by such response, however the basic principle of democracy is that the minority has the right to be listened to, therefore the in forming the overall wards response the contribution from ward 8 has been considered. Two wards are still to have their meetings.

More than 40% of the wards have not returned their forms back to the IDP management office, the danger of this may begin to provide the skewed vision of the Matjhabeng Service Delivery needs. Based on the wards that had meetings returned the forms. The following profile for Matjhabeng unfolded.

Priority	Rank
Housing	66%
Unemployment	61%
Health /HIV	53%
Roads & Transport	52%
Electricity	38%
Sanitation	25%
Sports and Recreation	22%
LED	20%
Social Welfare	19%
Governance	12%

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Housing needs emerged as a major priority raised by the community. 66% of all the respondents said they wanted houses and have been promised this basic rights since the new dawn of democratic governance.

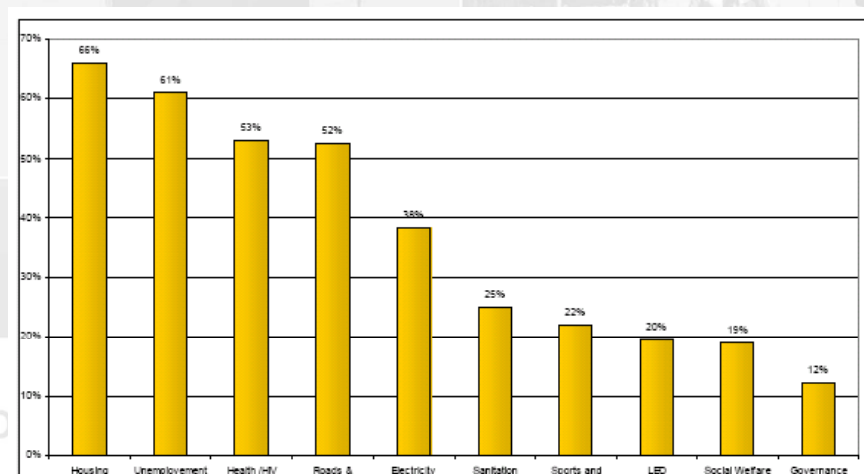
The need for housing is followed strongly by **unemployment at 61%**, this indicates a snow-balling effect whereby lack of jobs, retrenchments and limited skills contributing to the high need for housing. The youth also raised unemployment as the highest challenge they are facing in Matjhabeng.

The third highest is issues related to **Health at 53%** and the scourge of HIV. However whilst others raised the need for clinics, the majority of respondents highlighted the behavior and the attitudes of nurses as a biggest challenge they face in accessing Health services. The focus here was not on hard issues such as infrastructure but rather on softer issues which Batho Pele principles aims to achieve. HIV/AIDS is only mentioned as a warning that there is still no cure for the disease emphasizing the need to be careful. The lack of enthusiasm in talking about HIV/AIDS still indicates the need for improved awareness campaigns around the dangers of HIV/AIDS and its impact of the future and sustainable of the strong economy.

The 4th to 6th highest ranking issues across Matjhabeng is **on basic infrastructure such roads, sanitation and electricity**. The need for roads, sanitation and electricity is strongly seen in those wards that still needs housing. The other wards that have a basic infrastructure emphasis the need for free electricity and free water as promised also the need for the infrastructure to cope with high demand season like winter where power outages becomes common problem.

The last 4 priorities ranked by the community are **Sports and Recreation, Social Welfare, Local Economic Development as well as Governance**. This indicates that the community places more value to the basic needs first such as housing and basic infrastructure like sanitation and electricity.

The graph below provides the overall issues as raised and ranked by the community.



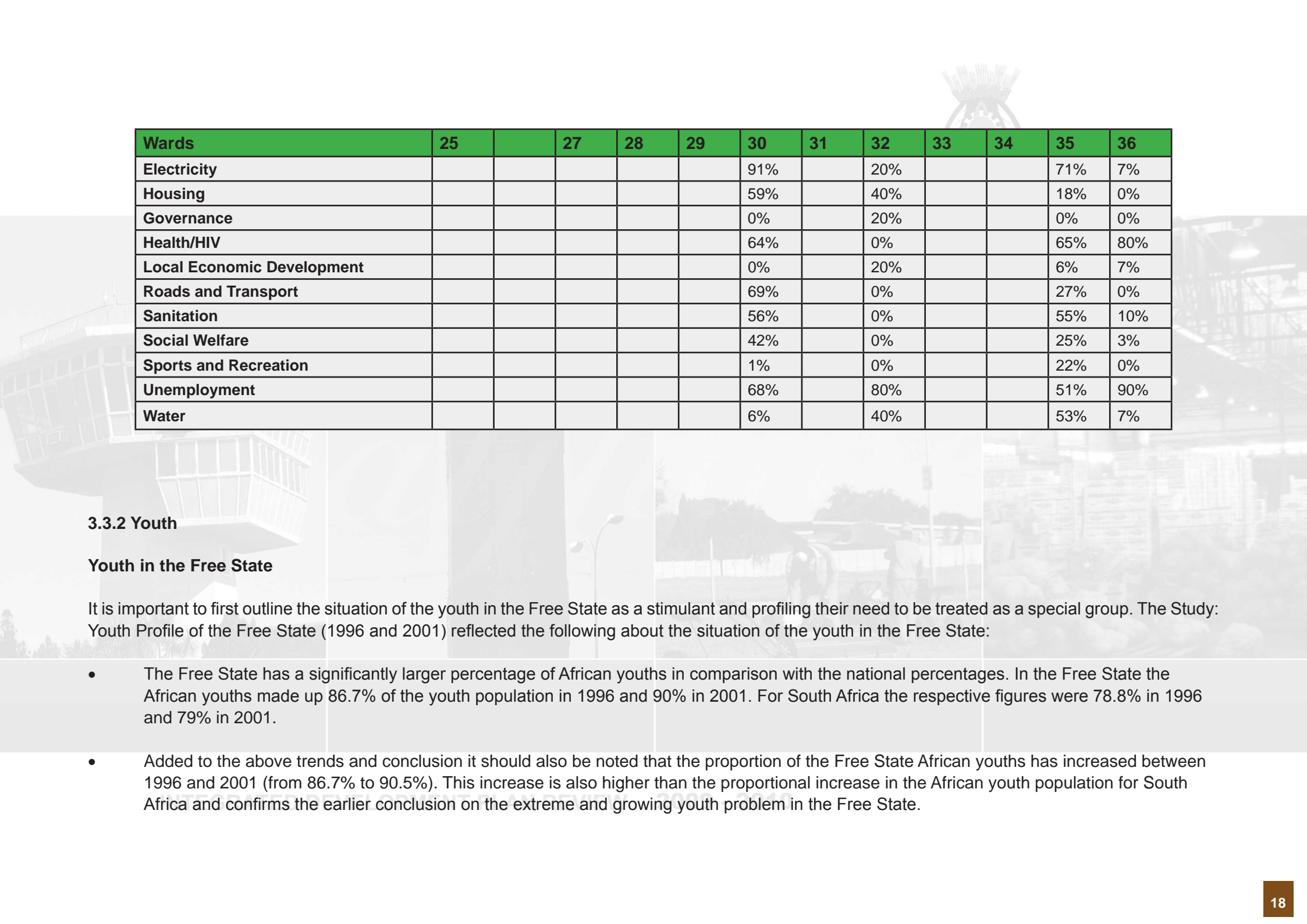
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Specific Wards Profiles

The tables below indicate how each ward ranked the issues as calculated through the response rate.

Wards	1	2	3	4	5	6	7	85	9	10	11	12
Electricity		71%	89%		74%		84%	100%		89%		
Housing		6%	37%		68%		54%	100%		18%		
Governance		2%	11%		47%		3%	0%		8%		
Health/HIV		13%	44%		74%		55%	100%		42%		
Local Economic Development		1%	19%		42%		4%	100%		2%		
Roads and Transport		52%	51%		58%		57%	100%		72%		
Sanitation		65%	25%		42%		13%	0%		80%		
Social Welfare		3%	53%		42%		25%	0%		13%		
Sports and Recreation		1%	19%		68%		10%	100%		3%		
Unemployment		51%	53%		68%		57%	100%		56%		
Water		1%	12%		47%		3%	0%		2%		

Wards	13	14	15	16	17	18	19	20	21	22	23	24
Electricity	94%	13%	51%	84%			51%	19%	83%	70%	83%	81%
Housing	70%	56%	19%	67%			8%	10%	73%	52%	50%	0%
Governance	5%	6%	5%	33%			10%	6%	3%	2%	0%	68%
Health/HIV	51%	58%	57%	52%			89%	8%	57%	48%	67%	71%
Local Economic Development	16%	13%	51%	20%			51%	19%	3%	2%	0%	0%
Roads and Transport	44%	71%	33%	84%			69%	29%	67%	61%	67%	71%
Sanitation	66%	0%	0%	20%			69%	10%	7%	9%	0%	0%
Social Welfare	20%	23%	0%	51%			18%	6%	33%	14%	0%	0%
Sports and Recreation	25%	15%	6%	28%			8%	5%	40%	11%	33%	48%
Unemployment	66%	58%	71%	75%			16%	14%	57%	70%	67%	68%
Water	70%	2%	3%	59%			7%	2%	13%	7%	0%	0%



Wards	25	27	28	29	30	31	32	33	34	35	36
Electricity					91%		20%			71%	7%
Housing					59%		40%			18%	0%
Governance					0%		20%			0%	0%
Health/HIV					64%		0%			65%	80%
Local Economic Development					0%		20%			6%	7%
Roads and Transport					69%		0%			27%	0%
Sanitation					56%		0%			55%	10%
Social Welfare					42%		0%			25%	3%
Sports and Recreation					1%		0%			22%	0%
Unemployment					68%		80%			51%	90%
Water					6%		40%			53%	7%

3.3.2 Youth

Youth in the Free State

It is important to first outline the situation of the youth in the Free State as a stimulant and profiling their need to be treated as a special group. The Study: Youth Profile of the Free State (1996 and 2001) reflected the following about the situation of the youth in the Free State:

- The Free State has a significantly larger percentage of African youths in comparison with the national percentages. In the Free State the African youths made up 86.7% of the youth population in 1996 and 90% in 2001. For South Africa the respective figures were 78.8% in 1996 and 79% in 2001.
- Added to the above trends and conclusion it should also be noted that the proportion of the Free State African youths has increased between 1996 and 2001 (from 86.7% to 90.5%). This increase is also higher than the proportional increase in the African youth population for South Africa and confirms the earlier conclusion on the extreme and growing youth problem in the Free State.

- At the same time the White youth population in the Free State has decreased proportionally from 10.1% in 1996 to 7% in 2001, whilst the proportion for South Africa has remained almost the same (9.5% in 1996 to 10% in 2001).
- The proportion of Coloureds and Asian youths is extremely small and static.

Put somewhat more analytically, in 1996 there were 16 164 063 young people in South Africa, of whom 1 078 597 resided in the Free State. This meant that 6.7% of the total youth population of South Africa resided in the Free State. This was slightly higher than the Free State's share of the total population in 1996, which was 6.5%. In 2001 the Free State's share of the youth population decreased to 6.04%, which is once again slightly higher than the 6% of the total population in South Africa residing in the Free State.

Except for the Asian youths the annual youth population growth rates for all other population groups are considerably lower than the growth rates for youths in South Africa. For example, the total annual youth population growth rate in the Free State is 0.33% compared to 2.34% nationally. For African youths the comparative figures are 1.08% per annum for the Free State, and 3.06% per annum for South Africa. ? Noteworthy is the fact that the youth growth rate of 0.33% is lower than the 0.6% for the Free State.

There is also a considerable decline in the population figures for the Free State White youth population, from 109 075 in 1996 to 78 356 in 2001. The above lower youth population growth rates in the Free State compared with the national figures between 1996 and 2001, as well as the considerable decline in the White youth population, are perhaps an indication of:

- The Free State youth not finding economic opportunities in the Free State and leaving the Free State in search of such opportunities (it seems especially true for the white youths but also for black youths).
- It could also be argued that HIV & AIDS related deaths could also play a role as the Free State is one of the provinces with the highest HIV & AIDS prevalence rates in South Africa.

Considering the above reality the following concluding comments can be made:

The African youths in general remain by far the majority in terms of youth demographics in the Free State. This in essence means that policy and programmatic interventions should target African youths in particular. From the above analysis it could be deduced that the economic development in the Free State has not managed to secure job opportunities for the Free State youth and that they are increasingly leaving the province in search of employment opportunities. This study further found that:

- As in South Africa as a whole, the proportion of youths without any formal education in the Free State gradually increases with age, from approximately 3% (in 1996) and 1.1% (in 2001) of 14-year-olds, to 12% (in 1996) and 11% (in 2001) of 35-year-olds.
- Fewer 14-year-olds (76% in 1996 and 71% in 2001) and 15-year-olds (57% in 1996 and 50% in 2001) had attained a primary education (i.e. Grades 1-7) since 1996. At the same time more than half of all 16- to 21- year-olds in 1996 and 2001 reported their highest qualification to be at a secondary school level (i.e. Grades 8-11, excluding Matric).
- Similar to the national figures, more than two of every five youths (42% in 1996 and 43.7% in 2001) had some secondary education.
- In respect of the youths who had obtained a matric, in 1996 one in five youths in the Free State between the ages of 20 and 27 had matriculated. This increased to one in every three youths having matriculated by 2001. The total percentage of youths who had a matric in the Free State was 14.4%, slightly lower than the 18% for the country as a whole. This figure also increased in 2001 to 19.4% in the Free State and 22% in the country as a whole.
- As in South Africa as a whole, the African and Coloured youths in the Free State are by far the worst off due to a total lack of schooling, with the 1996 figures showing two in every ten African and Coloured youths not having attended school. It seems that this figure has decreased drastically because by 2001, only 6.4% (not even 1 out of every 10) of all the African and Coloured youths in the Free State had not received any schooling.
- In 1996, the majority of youths amongst the African and Coloured youths obtained a Grade 1-7 while the Asian and White youths obtained a matric. This picture seems to have changed in 2001, where the majority of African and Coloured youths have achieved a Grade 8-11.
- Furthermore, approximately one in ten African and Coloured youths has matriculated, compared with approximately four in ten Asian and White youths.

These figures also improved by 2001, with 19.7% of the African and Coloured youths in the Free State having matriculated together with 40.3% of the Asian youths. regarding post-matric qualifications, White youths are by far the best off, with approximately 17% in 1996 and 19.2% in 2001 of these youths in the Free State having obtained a post-matric qualification. Thus, although the Grade 12 pass rate in the Free State has increased considerably during the last 10 years, the percentage of youths with this qualification is still lower than the national average. There also seems to be an increase in the percentage of youths with primary school education. This means that a considerable effort is still needed to address the educational level of the Free State youth. Furthermore, the far lower levels of qualifications for African youths are also problematic.

With regard to youth employment, the same study reflected that of the total Free State population in 1996 between the ages of 15 and 34 years (976 911), 306 789 youths (15-34 years) were employed, 189 009 were unemployed and 450 611 were not economically active. By 2001, of 1 000 286 youths in the Free State, 236 059 were employed and 485 430 were not economically active. Where the change occurred is in the number of unemployed youths between the ages of 15 and 34 years (278 693). More specifically, the labour force participation rate was 50.8% in 1996 and 51.5% in 2001; the labour absorption rate 31.4% in 1996 and 23.6% in 2001, and the unemployment rate 38.1% in 1996 and 54.1% in 2001. Noticeably, the labour absorption rate has decreased slightly but the unemployment rate grew drastically by 16% for the period 1996 and 2001.

These trends shown above reflect extremely negative on the economy of the Free State and its ability to absorb the Free State's youth in the formal employment market. In fact, in all the cases the figures for the Free State's youth reflect a negative trend. To a large degree this confirms the earlier conclusions about male migrant workers leaving the province in search of employment. According to the study:

- Proportionally more youths than adults in the Free State were employed in agriculture, manufacturing, wholesale and trade, financial services in 1996 and 2001.
- In the following sectors proportionally fewer youths are employed than adults: mining and quarrying and private households.
- In electricity, gas and water supply, construction and transport, employment percentages are more or less the same for youths and adults – especially in 2001.
- The only sector where there is a major difference between 1996 and 2001 is in the community services sector. In this sector the percentage of adults has overtaken the percentage of youths.
- It also seems that real growth in youth employment between 1996 and 2001 was experienced in agriculture, mining, wholesale and retail, construction, transport storage and communication, and community services.
- Real decline in youth employment has taken place in manufacturing, electricity, gas and water supply, and financial services.

With regard to the type of employment undertaken by the youth of the Free State, the highest percentage of elementary occupations is found among the African youth and more specifically among female African youths. In 2001 the percentage of female youths in elementary occupations was 48.5% compared to the 33.3% for male African youths. At the same time the male and female proportions of White youths in elementary occupations were 4.5% and 5.7%.

Another study conducted by the Free State Youth Commission, “A profile of perceptions and behavior of Youth in the Free State (1994)” reflected the following overall findings: Although the majority of the unemployed youth are still hopeful that they will find a job, a close-up view shows that for

a large proportion their chances of finding employment are seriously strained by a lack of basic employment skills and poor qualifications. This is of particular concern amongst black youths older than 20 years, where almost one out of every two did not complete their secondary school training. To a certain extent this group is doomed to either continued unemployment or unskilled (low - income) employment – scenarios that are not contributing to endeavors to increase the quality of life and enhance sustainable human development. Clearly this is an area that calls for intervention, starting with the cultivation of a culture of education.

Teenage pregnancies are one of the main reasons for young black girls not completing their school education. The burden of early motherhood aggravates their socio-economic position and thus further hinders their opportunities to improve their quality of life. Addressing this problem would call for an integrated strategy that links a well-targeted reproductive health information campaign with poverty-relief programmes, particularly in deprived communities. Since a need for youth actions and youth oriented programmes has been expressed – especially programmes of an educational nature – this probably offers an angle for intervention.

Approximately two thirds of the youth are of the opinion that the levels of crime in their neighborhoods have increased over the past two years. This should be seen against the background that the majority of the youth also believe that the police are inefficient in dealing with crime. Greater community involvement in the battle against crime has been pointed out as one of the foremost strategies to address the problem of crime. It would thus seem that an opportunity exists to involve the youth in the battle against crime by means of youth actions and/or youth programmes, especially since the need for youth programmes has been identified earlier.

The vast majority of black respondents (61.8%) aged 14-19 years already had sexual intercourse with another person in the past, in contrast to the almost 91% of white youths in the same age group who *did not* have sexual intercourse in the past. 37% of all black youths – and young black men in particular – have had two or more than two sexual partners over the past twelve months. Aggravating the situation is the fact that almost one out of every three young blacks that are nmarried or who had multiple sexual partners over the past year, engage in unsafe sex (not using a condom). Some 6% of black youths had their first sexual experience before the age of 12 – a finding that in all likelihood points to the problem of coerced sexual intercourse. The early age at which black youths in particular become sexually active, their number of sexual partners, as well as their engagement in unsafe sex, all point to a high-risk behavior for contracting HIV & AIDS and other sexually transmitted diseases. It no doubt also contributes to the problem of teenage pregnancies and early dropouts from school with young black girls in particular bearing the brunt.

Although black and white youths are equally knowledgeable about the causes of HIV & AIDS, there are huge discrepancies when it comes to the sexual behavior of black and white youths. Black youths have more sexual partners, are more sexually active at an earlier age and engage more in unsafe sexual practices compared to white youths.

This trend confirms the findings of previous studies at national level. Proportionately, the sexual behavioral patterns of black youths are thus exposing them to a much higher risk of HIV & AIDS infection.

Black youths make more attempts at starting businesses and express more interest in starting their own business, but are also involved in a larger number of unsuccessful businesses, than white youths. A need to empower the youth – and black youths in particular – with the necessary skills and knowledge that are required for successful entrepreneurial ventures, clearly exists.

The Free State Youth Commission further undertook a study on Integrating Youth Development in the Free State Municipal and Government Departments. This study reflected the following key findings: Various provincial departments have launched a wide range of youth development programmes, whereas most local municipalities (about 80%) do not have programmes that are off the ground. This is a very disturbing finding because local government is a sphere of government that is very close to the people and hence is charged with a responsibility to execute strategic, developmental and service delivery programmes of government in general. A lack of youth development programmes can mainly be attributed to a lack of Youth Development Policy in most local municipalities, as well as a lack of integration of youth development within the IDPs, which in turn can be attributed to a lack of participation of youth in matters of local governance.

Youth development programmes that are launched by departments vary in relevance and efficiency. For example, prevention of substance abuse in the Department of Health is extensive and widespread, and to a large extent complies with the Principles of Effective Practice on Youth Development, whereas the training of tour guides in the Department of Tourism is a small programme and its sustainability is not certain because of its non-compliance with the effective principles.

This project and others by most departments take young people for a ride and at their completion provide them with unaccredited certificates of attendance, which are not recognized anywhere or by anyone, and do not by any means enhance the employability of the beneficiaries. The evil of such programmes is that a legitimate expectation has been created in the lives of those young people while in reality they are not better off in terms of required skills when they graduate from such pseudo-developmental programmes.

Some departments are relatively more active in the youth development arena. A small, relatively under resourced department such as Sport, Arts, Culture, Science and Technology is implementing more youth programmes than a much more resourced department, such as Land Affairs. This could be attributed to the fact that Sport, Arts and Culture activities are in themselves youthful.

Local and district municipalities do not implement youth development programmes because there is neither budget nor adequate staff to address youth programmes. Local and district municipalities tend to direct their budgets at core municipal functions and ignore youth programmes. About 70% of local municipalities work with the departments, and regard youth development as the sole responsibility of the departments.

Approximately 40% of the departments have established youth units, whereas about 70% of municipalities have established youth units. The youth units consist of a Special Programme Officer (SPO) who focuses on vulnerable groups i.e. the youth, disabled persons, women and persons with HIV & AIDS. Due to the wide scope of the SPOs' work they find it difficult to be effective in their focus areas.

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Their efficiency is also compromised by inappropriate locations as most of them are located in different directorates and hence are not able to coordinate the youth development work conducted by other directorates. For that reason the department implements youth development programmes and the Commission is therefore under the impression that such a department does not have any programmes because they are not reported to the Interdepartmental Committee on Youth Affairs (IDCYA) since they do not reach the SPOs, who are the legitimate persons to report on youth development work by his/her department.

Most departments do not have a specific allocation for the implementation of youth development programmes, and this situation may emanate from the fact that youth development in itself is not effectively integrated into the strategic plans of departments and municipal IDPs. Approximately 20% of all departments have allocated a budget for youth programmes, and only 30% of the municipalities made such an allocation. About 60% of the departments implement youth programmes using a departmental capital budget.

Departments that allocate a budget to youth units implement more youth development programmes than those that do not, that is to say, there is a direct proportional relationship between budget allocation specific to youth development and the actual implementation of youth development programmes. Approximately 50% of the departments implement capacity-building programmes for the youth. The programmes include bursaries, internships, volunteering and learnership. At the completion of studies, bursary holders undergo internship with possible employment or move straight to employment in the same department or municipality that has sponsored them.

About 40% of the departments have procurement provision for the youth, as opposed to 90% of the municipalities that do not have procurement provision for the youth. A lack of procurement provision for the youth illustrates that they do not enjoy preferential treatment and will always struggle to seize the economic opportunities created by the developments that are unfolding in their immediate areas. The exclusion of young people from economic opportunities by failing to create a system that will enable them to seize the economic opportunities renders youth-owned business unsustainable with a very short lifespan, as a result of lack of access to markets and opportunities.

The majority of departments co-operate on youth issues either as partners or as funders of the youth development programmes. However, co-operation is about awareness campaigns and not concrete programmes that create employment and give skills to many young people who are unemployed and unskilled. Where cooperation is in place, co-ordination is difficult and therefore some joint programmes do not succeed. Sharing the costs for joint programmes remains a challenge to the departments.

Approximately 70% of the departments have collaborated with municipalities in implementing youth development programmes. Departments indicated that collaboration with municipalities enables them to reach many young people in their localities, and in some cases, municipalities implement youth programmes on behalf of the departments. However, what remains a serious concern is the fact that departments, although they work with municipalities to implement youth development, bypass their Special Programmes Officers in their departments as well as the Youth Development Officers in those municipalities.

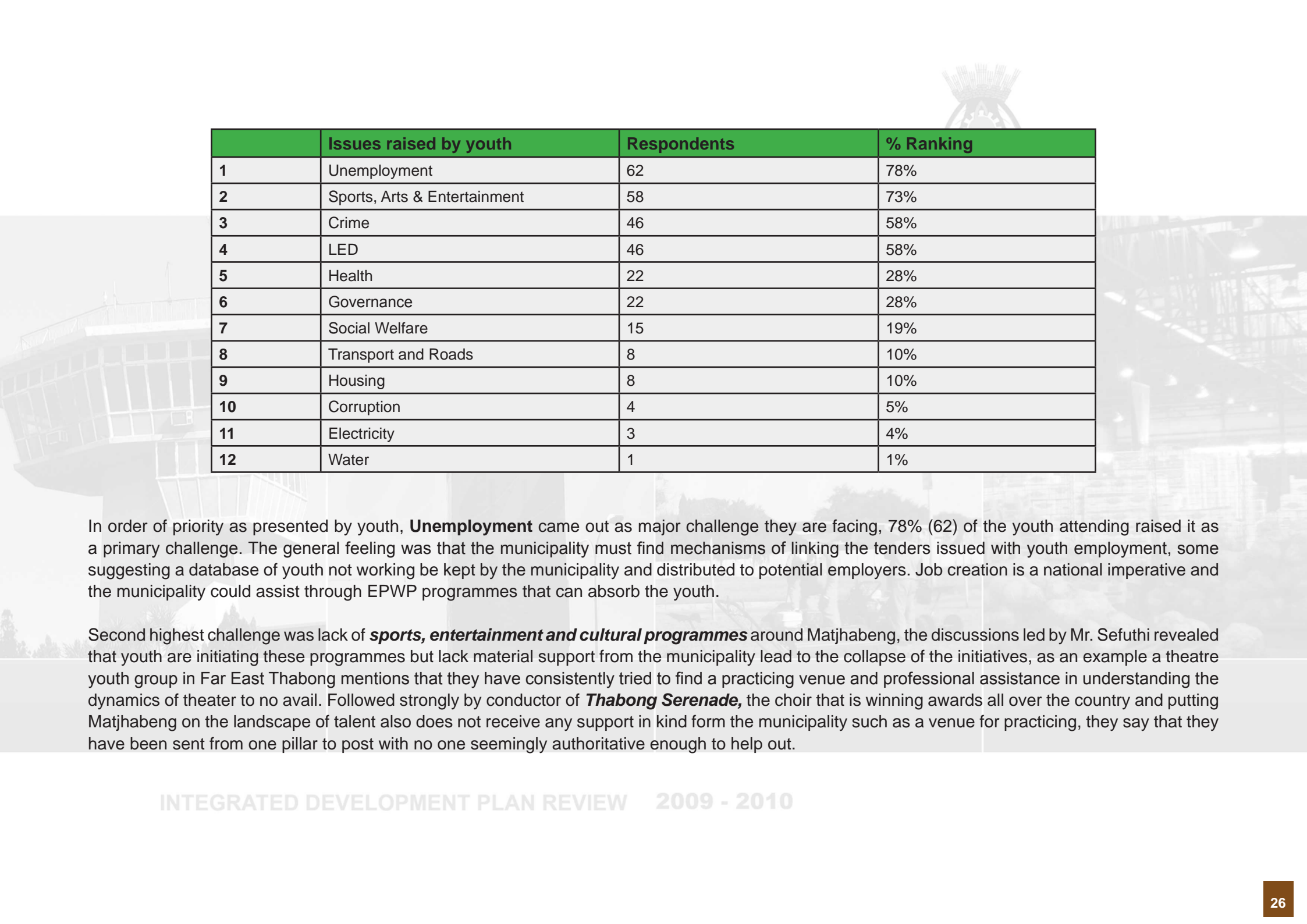
This scenario leads to a situation where programmes, which are implemented, do not comply with principles of effective youth development practice, and hence are mostly not developmental in the true sense of the word. Some officials in the departments have only a partial knowledge of National Youth Policy and Youth Development Framework, and are not able to customize these policies to the functions of their respective departments.

Key issues that emerge from the findings above are the following:

- African youths are the majority in the Free State and they are also the most disadvantaged. Consequently all attempts at intervening on behalf of youths should mainly target the African youth.
- There is an inherent lack of skills particularly amongst the African and Colored youth, which leads to high unemployment amongst these groups.
- Youths are both perpetrators and victims of wrong social behaviours. They are at risk by being exposed to risky sexual behaviour and HIV & AIDS and by being head of a household.
- Youth development is not adequately prioritised by both the local and district municipalities and government departments.
- Many African youths in particular would like to start their own businesses provided funding and support are available.

3.3.3 Matjhabeng Youth

The Youth Imbizo was held in Thabong on Friday 27th October 2006. The youth from 6 Matjhabeng units attended and represented their structures and interested groups. Also attending were community members who deal with Youth matters such as theatre, music and HIV/Aids initiatives. The strong legion of 80 youths was very vocal and showed high level of interest in interacting with the municipality.



	Issues raised by youth	Respondents	% Ranking
1	Unemployment	62	78%
2	Sports, Arts & Entertainment	58	73%
3	Crime	46	58%
4	LED	46	58%
5	Health	22	28%
6	Governance	22	28%
7	Social Welfare	15	19%
8	Transport and Roads	8	10%
9	Housing	8	10%
10	Corruption	4	5%
11	Electricity	3	4%
12	Water	1	1%

In order of priority as presented by youth, **Unemployment** came out as major challenge they are facing, 78% (62) of the youth attending raised it as a primary challenge. The general feeling was that the municipality must find mechanisms of linking the tenders issued with youth employment, some suggesting a database of youth not working be kept by the municipality and distributed to potential employers. Job creation is a national imperative and the municipality could assist through EPWP programmes that can absorb the youth.

Second highest challenge was lack of **sports, entertainment and cultural programmes** around Matjhabeng, the discussions led by Mr. Sefuthi revealed that youth are initiating these programmes but lack material support from the municipality lead to the collapse of the initiatives, as an example a theatre youth group in Far East Thabong mentions that they have consistently tried to find a practicing venue and professional assistance in understanding the dynamics of theater to no avail. Followed strongly by conductor of **Thabong Serenade**, the choir that is winning awards all over the country and putting Matjhabeng on the landscape of talent also does not receive any support in kind form the municipality such as a venue for practicing, they say that they have been sent from one pillar to post with no one seemingly authoritative enough to help out.

Most of these groups mentioned that there are municipal venues across the Matjhabeng units that can be provided by the municipality. The third highest was **crime**; Youth linked lack of jobs, sporting programmes as manifesting itself in crime. Also at third highest was **LED**. Youth is very conscious about doing it for them however lack of skills centers that can provide assistance towards venture development was seen as a challenge. Youth felt that the Municipality is well positioned to begin talks with other sectors such as Youth Commission, Umsobomvu, Khula, IDC, FDC and SEDA to have presence in Matjhabeng. The linkage with the mines should be established to facilitate the programmes.

There are other initiatives underway to seek mutual beneficial interactions between Matjhabeng and the Bio Fuel manufacturing at Nala Municipality. This can be foreseen as an opportunity to alleviate unemployment and explode entrepreneurship in Matjhabeng. The fourth highest is **Health**; the focus was on how badly they are treated at clinics by our nurses. The complained about long queues and lack of batho pele principles. Constantly being told that there are medicines. Youth mentions that there is a need for HIV/AIDS awareness programmes.

The other fourth challenge facing youth is on **governance**: Almost all those who highlighted this challenge mentions a lack of clear programmes from the municipality in relation to youth development, failed promises before in providing guidance to the youth. This culminates in poor communication with youth also leading to distrust and vote of no confidence in youth leadership.

The fifth challenge is Social Welfare, access to grants came tops in matters affecting youth. They also mentioned lack of programmes that can uplift the youth, such as victims of abuse seminars, drug rehabilitation centers and programmes as well as skills.

4. Municipality Level Analysis

As a point of departure, the developmental objectives of the Municipality are underpinned by the policies and strategy of the Provincial government. It therefore becomes critical to analyze and incorporate the provincial strategy and to align same with the national developmental agenda. Based on the social and economic development challenges of the province, the Free State province has identified the following as primary development objectives:

- Stimulate economic development.
- Develop and enhance infrastructure for economic growth and social development.
- Reduce poverty through human and social development.
- Ensure a safe and secure environment for all people of the province.
- Promote effective and efficient governance and administration.

4.1 Lejweleputswa District

The Lejweleputswa District, is the major contributor to the Free State Gross Geographic Product (GGP), and is also an important agricultural area. The district is predominantly known for the Free State Goldfields, which forms part of the larger Witwatersrand basin. The first gold was discovered in the early 1940s. Welkom was specifically designed for the gold mining community, and is one of very few cities in the world that was designed to completion before any development took place. The development of the city started in 1947, and the first gold in the area was produced in 1951.

By 1992, the goldfield had produced 7 360t of gold from some 20 mines. As such, the economy of the area is built around the gold mining industry, followed by maize production. Bothaville is considered one of the most important maize centres in South Africa, and also forms part of the Free State Maize Route. The annual NAMPO Harvest Farm and Festival attracts more than 20 000 visitors and is the second largest private agricultural show centre in the world.

4.2 About Matjhabeng

Matjhabeng Municipality incorporates Welkom, Odendaalsrus, Virginia, Hennenman, Allanridge and Ventersburg with a combined population of more than 500 000 people. **The economy of the Matjhabeng** Municipality area centered on mining activities located in and around Allanridge, Odendaalsrus, Welkom and Virginia. Manufacturing aimed at the mining sector exists to a limited extent in the above towns. Other manufacturing activities are limited. Matjhabeng is the densest area with 495 people per square kilometer.

Bulk water infrastructure consists mostly of reservoirs and pipelines of Sedibeng Water. These supply all of the Matjhabeng towns and the mines with water from the Vaal River near Bothaville and to a lesser extent from the Sand River. The bulk electrical network is well established in the Matjhabeng area. Eskom serves all mines and towns in the Municipal area and thus there is sufficient bulk infrastructure available to serve the whole area. In all the previously disadvantaged area Eskom sells directly to consumers.

The only public transport systems operating in Matjhabeng, are privately owned taxis. The rail network that passes through Hennenman, and Virginia is mainline service linking the Municipality with Gauteng, Kwazulu Natal, Eastern Cape and the Western Cape. However there is no local rail network or bus service operating in Matjhabeng Municipality.

CURRENT STATISTICAL POPULATION, DEMOGRAPHICS AND EMPLOYMENT DATA

4.2.1 Population Statistics

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1.Population Statistics	502.695
2.Employment Level	53% employment
3.Employment by gender	Male : 36% Female: 17%
4.Unemployment Levels	47%
5.Demographics/Households	110.725

4.2.2 Employment Figures per sector

% of worker in Service Sector	% of workers in Manufacturing	% of workers in Industry	% of workers in Trade	% of workers in Mining
4%	1%	10%	6%	52%

4.3 SOCIO-ECONOMIC DEVELOPMENT

4.3.1 Production Profile Analysis

The economy of an area can be divided into three main categories i.e. primary, secondary and tertiary sectors. The current statistics shows that the economies of Welkom 53%, Odendalsrus 38% and Virginia 78% are dominated by mining, whilst Henneman is dominated by manufacturing 41%, agriculture 17%, trade 10% and finance 10%. The total area percentages show a combined figure of 58% dominance by the mining sector.

4.3.2 Recommendations on Socio-economic development

In order for the Municipality to have a meaningful impact on the development of small businesses, a number of interventions need to be made. It is quite obvious that as a Municipality, the municipality is in a very unique position in terms of having first hand interaction with SMME's. It also becomes critical for the Municipality to understand that the only way to advance BEE is by appreciating the role of small business and to do all things necessary to support and grow small business. Some of the interventions include:

- Implementing a payment system that is sensitive to the cash flow frustrations of SMME's, why for example should a cashless organization wait for 30 days to get paid, most of the time by then the business cannot survive;
- An attitudinal adjustment is also critical in that SMME's should be seen as a necessary tool of advancing our society and important policies should then be put in place to ensure the long term sustainability and survival of this sector;
- The municipality should consciously seek to appoint LED officials who are learned in the fields of business creation and development and sensitize such officials on the centrality of small businesses in the future of our country;
- The municipality should decide on a quota system where certain business of the municipality should be reserved strictly for SMME's 30% would be a good start;
- The municipality should continuously assess itself on its treatment, development and advancement of SMME's and sustainability should become the yardstick for success;
- Facilitate and improve access to funding sources and support for SMME development and to disseminate such information to them;
- Support small scale farmers by actively seeking opportunities for them, including export information;
- Support to beneficiaries of land redistribution and restitution programme
- Support farmers through CASP (Comprehensive Agriculture Support Programme)
- Provide non formal training to farmers in Agriculture Management
- Implement internship and learnership programmes for SMMEs and seek the assistance of Corporate in this regard or strictly enforce mentorship programmes where big tenders awarded should have a 30 % BEE partnership in the project;



- Train SMMEs in business skills by identifying trainers and funding the programmes;
- Enhance SMME support structures
- Support organized agriculture (NADU)
- Create local business support infrastructure and forums where the SMME's could engage the Municipality on corporate governance;
- Maintain central business support infrastructure including business data base
- Develop and improve institutional capacity for SMME support
- Implement Local Economic Development programme.

4.4 SECTORAL DEVELOPMENT ANALYSIS

4.4.1 Agriculture

This sector plays a vital role in the Hennenman District where it is showing strong growth and a high comparative advantage. It is also an activity that encourages job creation and self-employment amongst the local community. The employment creation potential in this area is under utilized whilst there are multiple linkages that can be established between agriculture and other sectors to advance SMME development. This sector creates the following opportunities:

- Development of urban agriculture;
- Promotion of small scale, intensive farming;
- Organic and hydroponic cultivation;
- Development and promotion of agro-industries;
- Promotion of agri-tourism.

4.4.2 Mining

The major challenges with this sector are the over-dependence of the local economies on it to a point of diversity blindness. The trend all over the world has been that former mine towns eventually degenerate into shanty towns as residents are oft left akimbo by the closure of mines. All things being equal, the following markets have been derived from this sector:

- The manufacturing sectors i.e. Machinery and plant spares, mining timber, explosives, food stuffs, piping and tubing, electrical machinery, chemicals and electrical equipment.
- Perhaps the focus of these sectors should be broadened to have a worldly approach and to consider export opportunities. These products are needed worldwide and there is thus no reason to be localized in outlook.
- Beneficiation of minerals should form the core strategy for development; this will also assist in terms of creating expertise and an international outlook.

5. SOCIAL DEVELOPMENT

Social development is particularly critical as far as youth is concerned; the following information about youth in the Free State needs mention: As in South Africa as a whole, the African and Coloureds youths in the Free State are by far the worst off due to a total lack of schooling, with the 1996 figures showing two in every ten African and Coloureds youths not having attended school. It seems that this figure has decreased drastically because by 2001, only 6.4% (not even 1 out of every 10) of all the African and Coloureds youths in the Free State had not received any schooling. Key issues that emerge from the findings above are the following:

- African youths are the majority in the Free State and they are also the most disadvantaged. Consequently all attempts at intervening on behalf of youths should mainly target the African youth.
- There is an inherent lack of skills particularly amongst the African and Coloureds youth, which leads to high unemployment amongst these groups.
- Youths are both perpetrators and victims of wrong social behaviors. They are at risk by being exposed to risky sexual behavior and HIV & AIDS and by being head of a household.

- Youth development is not adequately prioritised by both the local and district municipalities and government departments.
- Many African youths in particular would like to start their own businesses provided funding and support are available.

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As a consequence efforts to address past and current social inequalities should focus on people, not places. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they chose, to localities that are more likely to provide sustainable employment or other economic opportunities.

5.2.1 Recommendations: Social Development & Health

In an attempt to address the above imbalances and shortcomings, we recommend that the following critical interventions be implemented:

- Implement adult literacy and numeracy programmes
- Provide Adult Basic Education and Training (ABET) in accordance with the ABET Act
- Implement skills development programmes
- Capacity-building of clients incorporated in service delivery
- Implement learnership programmes
- Address critical gaps in identified areas
- Implement General Education and Training Certificate (GETC)
- Implement Further Education and Training Certificate (FETC)
- Implement Early Childhood Development programmes
- Address backlog with regards to social infrastructure
- Increase to social assistance grants
- Provide emergency food security to needy families and individuals
- Implement school nutrition programmes



- Provide transport for farm school learners
- Provide accommodation for learners from non-viable farm schools
- Promote major cultural events
- Develop and encourage participation in major sporting codes, build world class sports facilities.

5.2.2 Health Interventions

- Implement and monitor comprehensive plan on care, treatment and management of HIV and AIDS
- Monitor the national TB strategy
- Assess the immunization coverage of children.
- Implement Provincial Health Promotion strategy
- HIV and AIDS prevention and support programmes
- Provide integrated service to people affected and infected by HIV & AIDS
- Implement Integrated Management of Childhood Illnesses strategy
- Develop comprehensive HIV awareness campaigns
- Expand free health services
- Implement and monitor continuous quality improvement programme
- Improve access to health care for people in rural areas

6 SPATIAL DEVELOPMENTS

6.1 Introduction

The restructuring of Matjhabeng spatial development framework must have two pillars. Firstly to address the structural imbalances created by apartheid, resulting a major part of the population in Matjhabeng being marginalized and excluded from urban opportunities and a massive housing backlog. Currently approximately 36.89073% of the local population lives in informal settlements. Economic development and growth is the second pillar to the spatial development framework in order to generate means to support and enhance urban development.

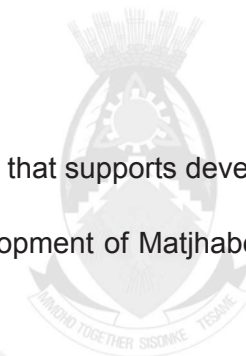
There are various interventions that may be utilized to support the focus areas of the municipality, these interventions are based on a number of considerations, which are:

- The importance of linking the people in Matjhabeng to opportunities;
- Seeking and directing investments to places where it will have the most effect;
- Protecting and enhancing natural and cultural resources for sustainability; and
- Tying the development of Matjhabeng strongly into the economic fabric of the larger Free State region.

6.2 Spatial Development Concept and Proposal

The overall objectives of spatial development are efficiency, sustainability, equity, comfort and image. These in turn should be supported by specific objectives which should be:

- To stimulate development and growth;
- To use future growth and development to restructure and improve urban performance;
- Ensure sustainable use of environmental resources, their enhancement and replenishment;
- To meet community needs and promote community values and aspirations;
- To ensure that the urban structure incorporates futuristic planning and is not merely “now” focused;
- To create new social and economic opportunities and to improve access to existing ones;
- Promote all aspects of spatial integration;



- Enhance the functionality of Matjhabeng municipality;
- Create healthy, comfortable and safe living and working environments; and
- Instill business confidence in the local towns as a whole by providing and enabling spatial framework that supports development.

Matjhabeng identity is closely linked to the influence of its natural and cultural elements. The spatial development of Matjhabeng should continue to value the role and prominence of the natural environment that sustains and informs Matjhabeng.

6.3 Implementation

This spatial framework provides a mechanism to focus the municipalities attention spatially and to provide a framework for discussion. In order to encourage desirable land use and built form in strategic locations, the following means should be considered

- A package of incentives such as tax holidays, bulk service contribution rebates, high development rights, seek subsidies for housing and for public transport;
- Increased public investment (provision of additional infrastructure, rejuvenation of dilapidated or decayed areas)
- Handling of development applications and other decision making processes related to development should be particularly streamlined in order to encourage and facilitate developments; and
- The development potential of all municipalities owned land should be assessed as first priorities. Institutional housing should be considered a first priority for suitable land and could be developed with public private partnerships.

8. TECHNOLOGICAL ADVANCEMENT

The greatest challenge facing most municipalities is to ensure advanced enabling Infrastructure networks by expanding on-line learner technology and to encourage utilization of ICT. The Municipality should thus work with other local and district municipalities to design an e-government strategy that will, over time, ensure that every citizen and every business can interact with government online.

This infrastructure base could, within a period of ten years, create an environment whereby citizens, government and business are fully interactive – using ICT as a functional tool to support learning, communication, entrepreneurship, trade and innovation. The Cape Online initiative (provincial government) and the Smart Cape initiative (local government) provide interesting models for a possible future.

Tools that are generally used worldwide to enhance the technology transfer to SMMEs include partnerships with the universities and technology institutions, SMME consortia and the establishment of incubators and science parks. Technology and tertiary institutions can best provide applied research and development in technology fields, perform contract research for SMMEs, conduct generic research that can be aligned with SMMEs and provide additional consulting services, such as demonstration and pilot projects, workshops on new technologies and technical training.

8.1 Recommendations

It is recommended that the Municipality in collaboration with the private sector, setup community business centres where all IT activities i.e. email, fax etc will be the core business. By so doing the community will inevitably become computer literate and also have information at their finger tips. This has a lot of benefits for everyone involved.

9. THE PROVINCIAL ALIGNMENT

The Free State aims to optimize and broaden the province's current economic profile by placing more emphasis on the key economic sectors such as tourism, agriculture and manufacturing. In its commitment to bridge the gap between the first and second economies the province aims to focus on developing and expanding the SMME sector, facilitating greater access to capital and creating opportunities for Broad Based Black Economic Empowerment. The strategies that the province aims to implement to achieve these noble objectives are:

Strategy	Programme
Strengthen the competitive advantage of the Province	Develop enabling strategies Establish development zones and corridors
Support the creation and expansion of SMME	Facilitate and improve access to funding sources and support for SMME Development Support Small Scale Farmers Support to beneficiaries of Land Redistribution and restitution programme Support Farmers through CASP (ComprehensiveAgriculture Support Programme) Provide Non-formal Training to Farmers in Agriculture Management Implement Learnership and Internship Programmes for SMMEs Train SMMEs in Business Skills Enhance SMME Support Structures Support Organised Agriculture (NADU) Create Local Business Support Infrastructure Maintain Central Business Support Infrastructure including Business Database Develop and Improve Institutional capacity for SMMEsupport Implement Local Economic Development Programme
Add Value to Free State Products	Beneficiation of Agricultural Products Beneficiation of Petrol-chemicals Beneficiation of Mining Products
Expanding Manufacturing Industries in the Province	Facilitate expansion of Manufacturing
Optimise Tourism Opportunities	Improve Tourism Marketing and Business Support Develop Tourism Support Structures Develop and increase Tourism Products Increase events and activity tourism Promote all forms of Tourism
Optimise Agricultural Products	Diversify Agricultural Products Introduce High Value Crops
Develop and expand the Transport and Distribution Industry	Secure Free State as a Distribution Hub
Facilitate Land Reform	Facilitate completion of Land Restitution Programme Buy land and establish PDI Farmers

Maximise economic potential of Municipalities in the Free State	Develop and implement Economic Development in Municipalities
Facilitate provision of a conducive environment to accelerate infrastructure development	Develop enabling policies, strategies and capacity Transform Government's property ownership (BroadBased Black Economic Development)
Avail land for Infrastructure development	Support the Macro Planning and Identify Urban Nodes Secure Land Tenure rights in the Free State
Technology Advancement	Expand Online learner Technology Expand utilisation of ICT
Infrastructure Management	Ensure designated funding for maintenance Upgrade and maintain all buildings

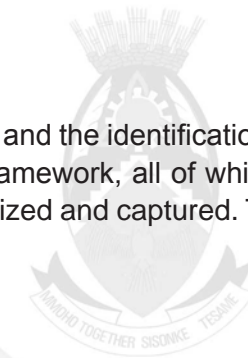
IDP Review 2009/10

The Matjhabeng Local Municipality's Integrated Development Plan was completed and adopted by Council in 2008. The Matjhabeng Local Municipality (MLM) and its 36 wards have completed IDPs, involving an extensive consultation process.

The Department of Provincial and Local Government's (DPLG) Guide Pack summarizes fundamental nature of integrated development planning. 'It is about the municipality identifying its priority issues and problems, which determine its vision, objectives, and strategies, followed by the identification of projects to address issues. A very critical phase of the IDP is to link planning to the municipal budget.

The Municipal Systems Act (MSA) describes IDP as :

35(1)(a)"....the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality" Council is required to review its Integrated Development Plan annually. Annual revisions allow the municipality to include additional issues and ensure that these plans and strategies inform institutional and financial planning.



(a) Strategic analysis:

The IDP is based on a thorough, strategic analysis of the district, followed by a synthesis of the priority issues and the identification of a long-term vision. Together, these provide the context for formulation development strategies, and the spatial development framework, all of which specifically address integration of the plan. Implementation of the strategies takes place through projects, which have been prioritized and captured. The essential elements of Matjhabeng Local Municipality's IDP can be summarised as follows:

There were four sources that resulted in changes to the IDP and the IDP Process:

- (i) Comment from Executive Mayor
- (ii) Amendments in response to changing circumstances
- (iii) Improving the IDP process
- (iv) Annual IDP Review, in terms of Section 34 of the Municipal Systems Act.

The methodology approach was in accordance with the IDP Guide Pack for which phases can be summarized as follows:

- Phase I: Analysis
- Phase II: Strategy
- Phase III: Projects
- Phase IV: Integration
- Phase V: Approval

The purpose of the IDP Review is to:

- (i) Ensure its relevance as the Municipality's strategic plan.
- (ii) Inform other components of the Municipal business process including institutional and financial planning and budgeting.
- (iii) Inform the cyclical inter-governmental planning and budgeting cycle.
- (iv) Address the shortcomings in the original IDP preparation and incorporate improvements

INTEGRATED DEVELOPMENT PLAN REVIEW 2009 - 2010

- (v) Consider powers and functions

The review activities of this process is to address the following :

- Revised projects
- New Data
- Revised special programmes

The Matjhabeng IDP was accepted within the minimum requirements of the Municipal Systems Act, therefore there was no need to consider shortcomings as part of the IDP Review process.

MEC Comments

- (i) The Financial Plan still requires assets management strategies, financial management strategies and strategies that would promote cost effectiveness;
- (ii) The Spatial Development Framework does not set out a Capital Investment Framework for the municipality development programmes. It further fails to identify programmes for the development of land;
- (iii) The IDP Capital Investment Programme does not include annual municipal maintenance costs resulting from investment;
- (iv) A Gender Equality Programme needs to be included;
- (v) An HIV/AIDS programme does not include the possible impact and mechanisms to prevent the spread epidemic; and
- (vi) The IDP Integrated Environmental Programme does not include projects that would require an Environmental Impact Assessment.

The IDP and its strategies have been conceptualized and formulated holistically, in response to the development challenges facing Matjhabeng . Projects are the means whereby the strategies are put into effect.



Performance Management:

Legislation requires that a Municipality include certain performance areas in their Integrated Development Plan. This has been identified as a shortfall during the review process of the Matjhabeng Local Municipality IDP, and must therefore form an integral part of a Municipal IDP. Care was taken to ensure that the Key Performance Indicators identified, was in line with the National Key Performance areas. It was therefore decided to use a base model that was derived from the Integrated Development Plan Key issues, but keeping a balance with National Key Performance areas.

The performance target will be measured on an annual basis, and will therefore change as the performance target is reached. The Municipality is in the process of cascading the individual performance management to lower levels:

Seven National Key Performance Indicators

Key Performance Indicator	Annual Target	Quarterly Target	Actual Target	Actual Performance
The percentage of households with access to basic level of water, electricity and waste removal	100% Water 70% Electricity 100% Waste removal			
The percentage of households earning less than R1100 per month with access to free basic services	90% by June 2007			
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipal's IDP	100%	100%		
The number of jobs created through the Municipality's local economic development initiatives including capital projects	800	400		

Key Performance Indicator	Annual Target	Quarterly Target	Actual Target	Actual Performance
The number of people from the employment equity target group employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	50% of posts	25% of posts		
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	20%	10%		
<p><u>Debt recovery</u> = (Total Operating revenue received – Operating Grants)/ <u>Debt service payments due in the financial year</u>. (i.e. interest + redemption).</p> <p><u>Outstanding service debtors to revenue</u> = Total outstanding debtors to revenue / Annual revenue actually received for services.</p> <p><u>Cost coverage</u> = All available cash at a particular time + investments/ <u>monthly fixed operating expenditure</u></p>				

ECONOMIC PROFILE OF MATJHABENG

POPULATION

Area name	Black African	Coloured	Indian or Asian	White
Allanridge	1401	46	-	1376
Nyakallong	16826	13	-	3
Hennenman	792	28	9	2097
Phomolong	18060	70	-	15
Odendaalsrus	3457	69	33	5095
Kutlwanong	58834	119	3	8
Ventersburg	360	10	11	686
Mmamahabane	9031	45	-	3
Virginia	12022	202	147	8818
Meloding	48192	129	-	14
Welkom	15804	653	241	17459
Thabong	140725	7248	29	200
FS184: Matjhabeng	356098	8904	474	42694
Total:	408170			

Population growth in Lejweleputswa and Matjhabeng

MUNICIPALITY	1996	2001	ANNUAL GROWTH/DECLINE 1996-2001 (%)
MASILONJANA	65862	64411	-0.44
TOKOLOGO	25140	32452	5.24
TSWELOPELE	51644	53713	0.79
MATJHABENG	476764	408171	-3.06
NALA	81089	98260	3.92
LEWELEPUTSWA	700499	657007	-1.27
FREE STATE	2633503	2706771	0.6

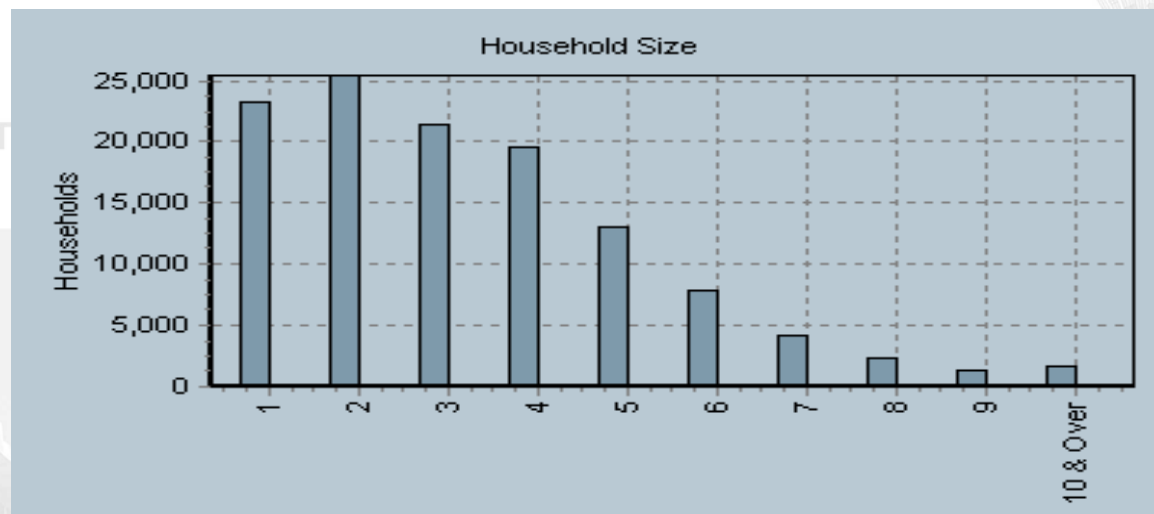
(Source: Economic Profile for Lejweleputswa: Discussion document: Statistics South Africa, 1996 and 2001)

Household Size

MATJHABENG LOCAL MUNICIPALITY



Households	2001	1996
1	23315	-
2	25424	-
3	21475	-
4	19621	-
5	13066	-
6	7805	-
7	4235	-
8	2353	-
9	1316	-
10 and Over	1678	-



Source: Statistics South Africa: Community Survey 2007

Matjhabeng population age structure

Age group	Allan ridge	Nyakallong	Henneman	Phomolong	Odendaal srus	Kutlwanong	Venters burg	Mmama habane	Virginia	Meloding	Welkom	Thabong
0-4	188	1660	177	1586	627	5628	43	789	1678	4668	2476	14058
5-9	170	1883	147	1930	625	6015	59	920	1671	4507	2467	14034
10-14	219	1961	227	2401	745	6688	75	1288	1839	4841	2910	15005
15-19	190	1965	243	2294	736	6656	71	1355	1834	4944	3132	15021
20-24	257	1668	181	1664	632	5183	86	860	1464	4401	2595	14030
25-29	279	1358	217	1451	725	4502	91	676	1821	4286	2872	12971
30-34	295	1253	232	1280	799	4539	93	611	1919	4329	3081	13289
35-39	279	1252	220	1202	804	4880	78	564	2308	4835	3206	14185
40-44	257	1114	229	1007	697	4469	77	434	2031	3976	3033	11898
45-49	215	874	196	858	625	3327	54	370	1561	2731	2432	8018

Age group	Allan ridge	Nyakallong	Henneman	Phomolong	Odendaal srus	Kutlwanong	Venters burg	Mmama habane	Virginia	Meloding	Welkom	Thabong
50-54	155	557	150	661	481	2179	66	333	1123	1742	1836	5149
55-59	113	396	132	492	356	1444	43	219	704	1011	1342	3384
60-64	81	314	160	408	254	1201	47	193	488	763	1006	2840
65-69	76	236	171	369	210	899	46	166	336	580	687	2033
70-74	30	167	126	211	130	566	46	133	211	320	496	1124
75-79	12	79	74	147	106	336	41	66	112	161	309	555
80-84	-	67	29	107	63	283	32	67	79	149	199	414
85+	3	37	16	78	40	166	18	36	13	92	79	194

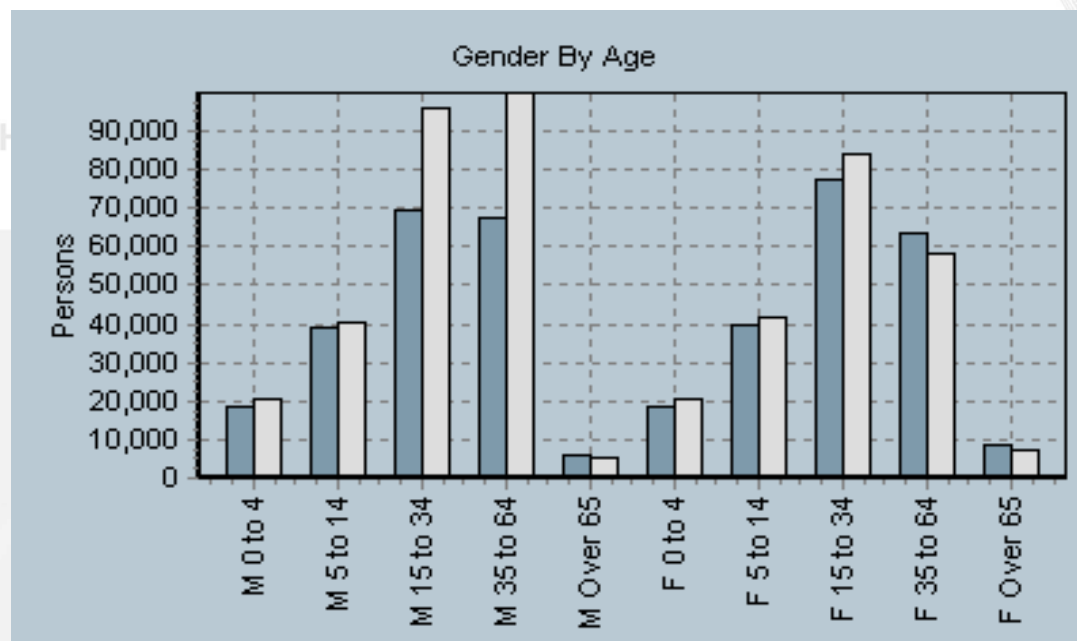
(Source: Statistics South Africa: Space-Time Research Web page: www.str.com.au)

Conclusion: The relatively young population in Matjhabeng is significant.

Matjhabeng: Gender by age

Persons	2001	1996
Males - 0 to 4	18411	20271
Males - 5 to 14	39291	40342
Males - 15 to 34	69696	95587
Males - 35 to 64	67130	99854
Males - Over 65	5842	5275
Females - 0 to 4	18322	20507
Females - 5 to 14	39574	41349
Females - 15 to 34	77569	83816
Females - 35 to 64	63456	57902
Females - Over 65	8879	7382
Males – Total	200370	261329
Females - Total	207800	210956

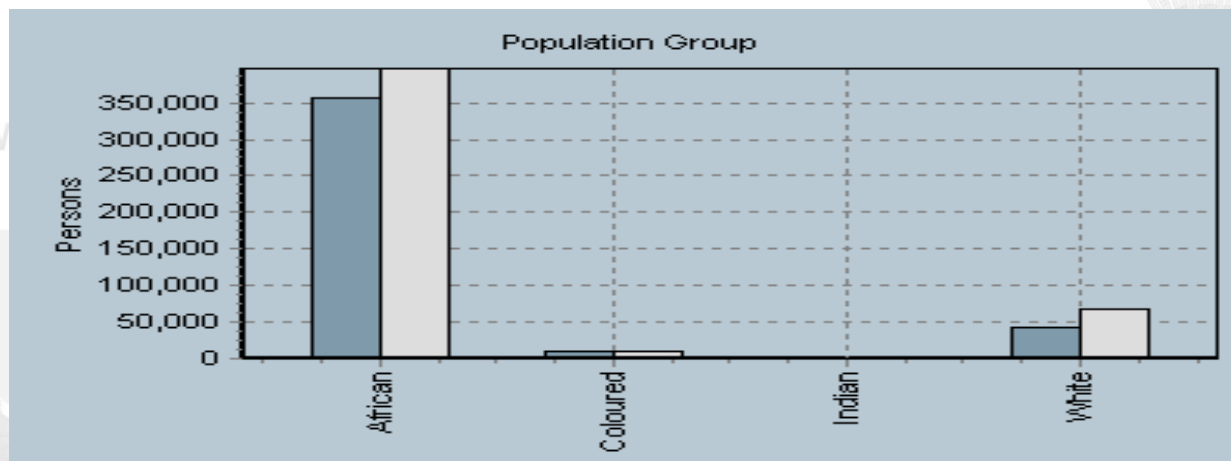
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Matjhabeng Population by race

Population Group		
Persons	2001	1996
African	356098	396812
Coloured	8904	9050
Indian	474	411
White	42694	68241
Total Population	408170	476927

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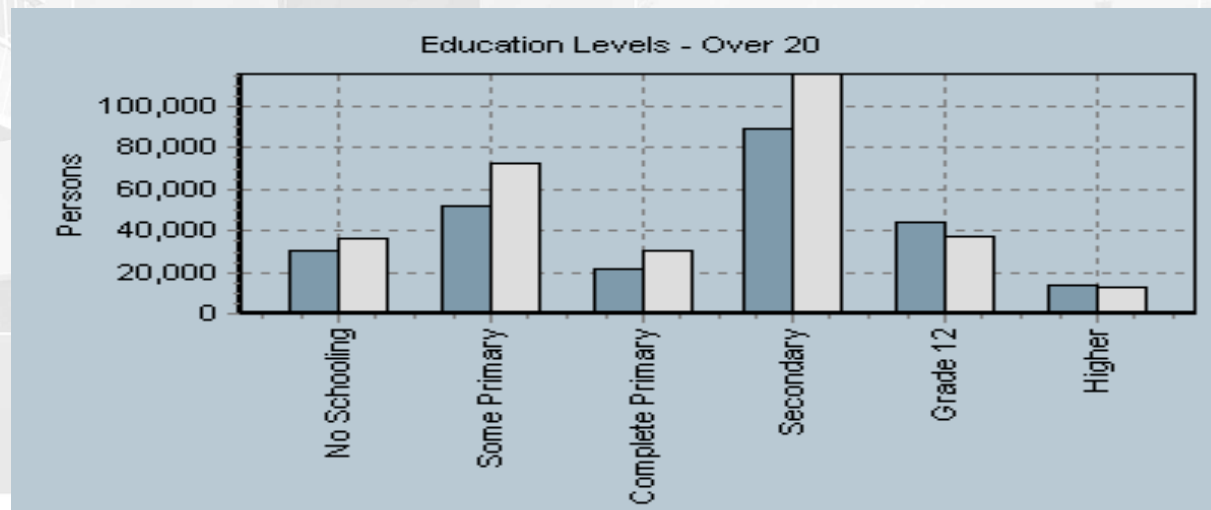


Area name	Black African	Coloured	Indian or Asian	White
Allanridge	1401	46	-	1376
Nyakallong	16826	13	-	3
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FS184: Matjhabeng	356098	8904	474	42694
Total:	408170			

(Source: Space-Time Research Web page: www.str.com.au)

Matjhabeng: Highest education levels

Highest Education Levels Attained by Over 20 year olds		
Persons	2001	1996
No Schooling	30480	36174
Some Primary	51639	72821
Complete Primary	21415	30571
Secondary	89175	115753
Grade 12	44448	37483
Higher	14002	12534



Source: Statistics South Africa: Community Survey 2007

INCOME



Table: Census 2001 by municipalities, annual household income and population group of head of household

	African/Black	Coloured	Indian/Asian	White	Not applicable
FS184: Matjhabeng Local Municipality					
No income	34 671	432	1	548	0
R1 - R4 800	11 853	92	2	111	0
R4 801 - R 9 600	18 362	233	1	573	0
R9 601 - R 19 200	23 308	318	9	990	0
R19 201 - R 38 400	15 746	367	23	1 849	0
R38 401 - R 76 800	5 709	314	29	3 205	0
R76 801 - R153 600	2 377	183	24	3 593	0
R153 601 - R307 200	720	53	14	1 881	0
R307 201 - R614 400	140	9	4	471	0
R614 401 - R1 228 800	43	2	1	129	0
R1 228 801 - R2 457 600	62	2	0	86	0
R2 457 601 and more	63	2	0	34	0
Not applicable (institutions)	0	0	0	0	76

Footnote:

Universe: All households. (Including collective living quarters)

Please refer to the extract from the report of the Census Subcommittee to the SA Stats Council on Census 2001 (p.3) when reading this table.

SKILLS

MATJHABENG LOCAL MUNICIPALITY



Table: Census 2001 by municipalities, occupation amongst the employed aged 15 to 65 years and population group

	African/Black	Coloured	Indian/Asian	White
FS184: Matjhabeng Local Municipality				
Legislators, senior officials and managers	1 265	66	51	1 656
Professionals	2 879	70	28	1 673
Technicians and associate professionals	4 812	174	12	2 042
Clerks	4 705	389	24	2 674
Service workers, shop and market sales workers	5 954	246	43	1 765
Skilled agricultural and fishery workers	1 168	9	3	303
Craft and related trades workers	16 805	456	42	3 438
Plant and machine operators and assemblers	11 468	88	3	504
Elementary occupations	24 164	283	9	479
Undetermined	4 304	284	16	1 335

Footnote:

Universe: All employed persons aged 15 to 65 years. Figures greater than 0 and less than 4 are randomised to preserve confidentiality
Please refer to the extract from the report of the Census Subcommittee to the SA Stats Council on Census 2001 (p.3) when reading this table.

SKILLS



Table: Census 2001 by municipalities and occupation amongst the employed aged 15 to 65 years

FS184: Matjhabeng Local Municipality

Legislators, senior officials and managers	3 038
Professionals	4 650
Technicians and associate professionals	7 040
Clerks	7 792
Service workers, shop and market sales workers	8 008
Skilled agricultural and fishery workers	1 483
Craft and related trades workers	20 741
Plant and machine operators and assemblers	12 063
Elementary occupations	24 935
Undetermined	5 939

Footnote:

Universe: All employed persons aged 15 to 65 years. Figures greater than 0 and less than 4 are randomised to preserve confidentiality
Please refer to the extract from the report of the Census Subcommittee to the SA Stats Council on Census 2001 (p.3) when reading this table.

POVERTY AND UNEMPLOYMENT

Poverty profile per District Municipality, 1996 and 2004

MATJHABENG LOCAL MUNICIPALITY



District	1996			2004		
	People living in poverty	% of people living in poverty in the FS	% of people living in poverty of total population	People living in poverty	% of people living in poverty in the FS	% of people living in poverty of total population
Xhariep	66515	6.3	36.1	98 590	5.9	49.5
Motheo	218096	20.6	33.2	325 958	19.5	44.9
Lejweleputswa	260183	24.5	34.9	448 163	26.8	56.1
Fezile Dabi	193152	18.2	40.4	289 284	17.3	56.1
Thabo Mafutsanyana	321935	30.4	47.1	510 124	30.5	68.1
Free State	1059881	100.0	28.6	1 672 119	--	55.9
South Africa	17100720		40.5	23500962		49.7

Source: Statistics South Africa, 1998; Global Insight, 2006

1996			2004			2005		
People living in poverty	% of people living in poverty in the FS	% of people living in poverty of total population	% of people living in poverty of total population	People living in poverty	% of people living in poverty in the FS	People living in poverty	% of people living in poverty in the FS	% of people living in poverty of total population
260183	24.5	56.1	34.9	448 163	26.8			

MATJHABENG LOCAL MUNICIPALITY



Year	People living in poverty	% of people living in poverty in the FS	% of people living in poverty of total population
1996	260183	24.5	34.9
2004	448 163	26.8	56.1
2005*	444 953	27.9	55.3

(Source: SDS (Specialised Development Sources) , 2007)

Poverty profile in Lejweleputswa, 2004

The percentage of people living in poverty in the Free State has increased in the Lejweleputswa District to 56,1% in 2004. The 2004 % is also considerably higher than the average for the Free State or South Africa in comparison to 1996 when Lejweleputswa was better off than the National average.

Municipality	Number	Percentage in the District	% of people residing in poverty
Tokologo	22923	5.1	79.0
Matjhabeng	249034	55.7	46.7
Nala	71299	15.9	74.6
Tswelopele	46158	10.3	80.1
Masilonyana	56946	12.7	67.7
Lejweleputswa	446360	100.0	56.1

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(Source: Statistics South Africa, 1998; Global Insight, 2006)

EMPLOYMENT PROFILE

Employment profile per District Municipality in the Free State, 1996 and 2004

District	Formal employment				Informal employment			
	1996		2004		1996		2004	
	Number	%	Number	%	Number	%	Number	%
Xhariep	44646	7.1	48232	8.2	4234	7.7	7 912	7.7
Motheo	141714	22.6	156000	26.7	16762	30.5	33 017	32.2
Lejweleputswa	229954	36.7	164390	28.1	11359	20.7	20 503	20.0
Fezile Dabi	100064	16.0	109606	18.7	8491	15.5	15 353	15.0
Thabo Mafutsanyana	109418	17.5	106477	18.2	14042	25.6	25 705	25.1
Total	625796	100	584705	100	54886	100.0	102 491	100.0

Formally employment in Lejweleputswa dropped from 229 954 (36.7% of the total percentage of people formally employed in the Free State) to 164 390 (28.1% of the total percentage of people formally employed in the Free State). This sharp decline within 8 years is due to the down scaling down of the gold-mining industry. The number of people that are informally employed in Lejweleputswa has increased from 11 000 to 20 500. However, as a percentage of the informally employed in the Free State, the percentage has remained stagnant at around 20%.

Unemployment profile per District Municipality in the Free State, 1996 and 2004



District	1996			2004		
	People unemployed	% of total people unemployed	Unemployment rate	People unemployed	% of total people unemployed	Unemployment rate
Xhariep	17 160	5.8	26.9	28 301	5.6	34.0
Motheo	74 599	25.2	31.3	120 173	23.7	37.8
Lejweleputswa	82 654	27.9	26.2	156 568	30.9	38.8
Fezile Dabi	45 477	15.4	27.4	75 893	15.0	35.6
Thabo Mafutsanyana	75 926	25.7	36.7	125 941	24.8	45.8
Free State	296 427	100.0	29.9	506 876	100.0	39.1
South Africa	4 627 824		33.9	7 382 156		40.4

Unemployment profile in the Lejweleputswa District, 1996 and 2004

	1996			2004		
	People unemployed	% of total people unemployed	Unemployment rate (%)	People unemployed	% of total people unemployed	Unemployment rate
Tokologo	2174	2.6	22.9	3674	2.4	31.0
Matjhabeng	59746	72.6	26.8	113457	74.5	39.9
Nala	8089	9.8	31.3	13634	8.9	40.8
Tswelopele	4175	5.0	25.7	6904	4.5	32.8
Masilonyana	8080	9.8	26.5	14583	9.5	38.2
Lejweleputswa	82654	100.0	27.2	156 568	100.0	38.8

The unemployment figure in the Lejweleputswa District has increased from 27.9% in 1996 to 30.9% in 2004. The unemployment rate in Matjhabeng has increased considerably more than in other local municipalities in the District.

Changing employment per economic sector in Lejweleputswa, 1996 and 2004

MATJHABENG LOCAL MUNICIPALITY

1996	Agriculture	Mining	Manu facturing	Electricity	Construction	Trade	Transport	Finance	Community Services	Total
Tokologo	3,714	366	112	36	72	185	41	106	539	5,170
Tswelopele	6,722	0	315	30	34	538	103	208	1,134	9,084
Nala	6,784	168	695	91	185	866	419	301	1,857	11,365
Matjhabeng	17,034	102,785	5,941	657	2,782	10,979	4,938	4,459	15,475	165,049
Masilonyana	5,261	12,959	225	91	322	659	293	210	1,580	21,598
Total	39,513	116,278	7,288	904	3,395	13,227	5,794	5,283	20,584	212,266
% of total	18.6	54.8	3.4	0.4	1.6	6.2	2.7	2.5	9.7	100
2004										
Tokologo	3908	308	73	36	52	157	33	113	734	5414
Tswelopele	7094	0	206	30	31	514	93	223	1553	9743
Nala	7140	154	458	91	154	842	294	356	2514	12004
Matjhabeng	17344	46766	3631	659	2125	10022	3106	4525	20785	108962
Masilonyana	5536	5914	136	92	277	669	223	240	2161	15249
Total	41021	53143	4504	908	2640	12205	3748	5457	27749	151373
% of Total	27.1	35.1	3.0	0.6	1.7	8.1	2.5	3.6	18.3	100
Per annum growth in employment, 1996 – 2004	0.5	-9.3	-5.8	0.0	-3.1	-1.0	-5.3	0.4	3.8	-4.1
Economic growth, 1996 – 2004	0.8	-7.9	-2.1	-6.0	-3.5	1.0	2.1	1.5	0.9	0.8

In relation to the above the following can be noted:

The change in employment reflected above in the table requires in the following comments

- The labour absorption rate for mining and agriculture, especially in respect of lower-skilled workers is noticeable.
- Large-scale job losses were experienced in mining (-9.3% per annum) and in manufacturing (-5.8%).
- The only sector in which job creation was considerably higher than the economic growth was community services. Job creation in this sector is not necessarily linked to higher levels of economic growth.

INFORMAL EMPLOYMENT

Informal employment per economic sector in the Lejweleputswa District, 2004

Sector	(n)	(%)
Manufacturing	974	4.7
Construction	1,777	8.7
Trade	13,217	64.4
Transport	485	2.4
Finance	1,917	9.3
Community services	2,159	10.5
Total Informal	20,529	100.0

Vast numbers of people are finding an economic basis through trade related activities (spaza shops, shebeens, hawkers, etc.). This is problematic since trading activities is about circulation of goods and money, not about the production of goods (through cultivation or manufacturing). In this regard there is a strong need to assist businesses and enterprises in the second economy to formalise their activities which is necessary to generate levies, taxes and rates with which infrastructure expansion and maintenance can be undertaken in the local economy.

Economic growth

Population (2001), economic (2004,) and area (2006) share of municipalities in the Lejweleputswa District

MATJHABENG LOCAL MUNICIPALITY



Municipalities	Population, 2001		GDP contribution (%), 2004	Area	
	Numbers	%		Ha	%
Masilonyana	64409	9.8	10.8	679696	21.3
Tokologo	32457	4.9	1.5	931928	29.2
Tswelopele	53719	8.2	5.9	651412	20.4
Matjhabeng	408167	62.1	72.4	515548	16.2
Nala	98264	15.0	9.4	412270	12.9

Source: Statistics South Africa, 1996 and 2001; Global Insight, 2004

Unemployment profile in the Lejweleputswa District, 1996 and 2004

	1996			2004		
	People unemployed	% of total people unemployed	Unemployment rate (%)	People unemployed	% of total people unemployed	Unemployment rate
Tokologo	2174	2.6	22.9	3674	2.4	31.0
Matjhabeng	59746	72.6	26.8	113457	74.5	39.9
Nala	8089	9.8	31.3	13634	8.9	40.8
Tswelopele	4175	5.0	25.7	6904	4.5	32.8
Masilonyana	8080	9.8	26.5	14583	9.5	38.2
Lejweleputswa	82654	100.0	27.2	156 568	100.0	38.8

The unemployment figure in the Lejweleputswa District has increased from 27.9% in 1996 to 30.9% in 2004. The unemployment rate in Matjhabeng has increased considerably more than in other local municipalities in the District.

Table : Changing employment per economic sector in Lejweleputswa, 1996 and 2004

1996	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Services	Total
Tokologo	3,714	366	112	36	72	185	41	106	539	5,170
Tswelopele	6,722	0	315	30	34	538	103	208	1,134	9,084
Nala	6,784	168	695	91	185	866	419	301	1,857	11,365
Matjhabeng	17,034	102,785	5,941	657	2,782	10,979	4,938	4,459	15,475	165,049
Masilonyana	5,261	12,959	225	91	322	659	293	210	1,580	21,598
Total	39,513	116,278	7,288	904	3,395	13,227	5,794	5,283	20,584	212,266
% of total	18.6	54.8	3.4	0.4	1.6	6.2	2.7	2.5	9.7	100
2004										
Tokologo	3908	308	73	36	52	157	33	113	734	5414
Tswelopele	7094	0	206	30	31	514	93	223	1553	9743
Nala	7140	154	458	91	154	842	294	356	2514	12004
Matjhabeng	17344	46766	3631	659	2125	10022	3106	4525	20785	108962
Masilonyana	5536	5914	136	92	277	669	223	240	2161	15249
Total	41021	53143	4504	908	2640	12205	3748	5457	27749	151373
% of Total	27.1	35.1	3.0	0.6	1.7	8.1	2.5	3.6	18.3	100
Per annum growth in employment, 1996 – 2004	0.5	-9.3	-5.8	0.0	-3.1	-1.0	-5.3	0.4	3.8	-4.1
Economic growth, 1996 – 2004	0.8	-7.9	-2.1	-6.0	-3.5	1.0	2.1	1.5	0.9	0.8

In relation to the above the following can be noted:

The change in employment reflected above in the table requires in the following comments

- The labour absorption rate for mining and agriculture, especially in respect of lower-skilled workers is noticeable.
- Large-scale job losses were experienced in mining (-9.3% per annum) and in manufacturing (-5.8%).
- The only sector in which job creation was considerably higher than the economic growth was community services. Job creation in this sector is not necessarily linked to higher levels of economic growth.

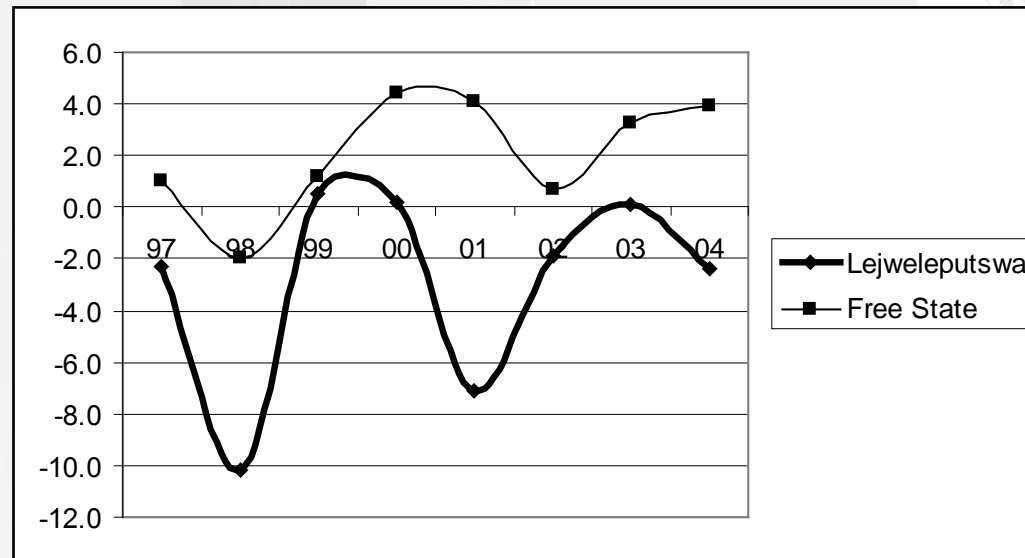
JOB

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

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

ECONOMIC GROWTH

Economic growth per annum in Lejweleputswa, 1997 – 2004



(Source: Global Insight, 2004)

The following must be noted:

- The economic growth rate in Lejweleputswa is considerably lower than the rate for the Free State between 1996 and 2004.
- There is a strong link between the up and down curves of the Free State and Lejweleputswa.
- The rise in economic growth rates in Lejweleputswa between 1999 and 2000 can be attributed to the weakening of the Rand against the Dollar during that period that had a positive effect on mining output since the mines earn in dollars.

Overview of the decline in the GDP per capita in Lejweleputswa between 1996 and 2004. In this regard the following must be noted:

Municipality	1996		2004	
	As % of province per capita		As % of province per capita	
Tokologo	5575.80	33.523	5346.60	32.941
Matjhabeng	18959.03	113.984	13451.43	82.875
Nala	8054.78	48.427	8234.79	50.735
Tswelopele	9771.25	58.746	9681.66	59.649
Masilonyana	18375.41	110.476	12568.82	77.437
Lejweleputswa	15857.02	95.335	11876.18	73.170
Free State	16 633.00		16 231.00	

- In 2004, the GDP per capita in Lejweleputswa was considerably lower than in the Free State.
- Overall, the GDP per capita has decreased since 1996 (constant figures).
- Large-scale decreases have taken place in Matjhabeng and Masilonya with small decreases in Tokologo and Tswelopele.
- The per capita GDP decrease in the LDM was severe. In 1996 it was still at 95% of the provincial figure, but by 2004 it has dropped to 73.1%.
- The decrease was the severest in the local municipalities of Matjhabeng and Masilonyane where it declined from 114% to 83% and from 110% to 77% respectively. The decline of the mining industry was very severe.

5.3 THREATS

SWOT ANALYSIS

MATJHABENG LOCAL MUNICIPALITY

Following the LED Summit during 2007 the LED Department concluded the following SWOT analysis in relation to the Matjhabeng local economy:

Strengths	Weaknesses	Opportunities	Threats
Approved incentive scheme	Problems in implementation Bureaucratic tape that discourages potential investors	Attraction of potential investors Coalition and partnerships with the private sector	Low investor confidence
Stable political climate	Bureaucratic tape that discourages potential investors.	Ability to attract potential investors	
Availability of land	Contamination of natural resources.	Availability of land through land reform programme	
Existing developed infrastructure	Deteriorating infrastructure. Allocation of resources based on old statistics.		
Employable workforce		Availability of labour force.	High unemployment rate Labour force demands
Cultural diversity			
	Stereotyped Sector focus Depleting mineral deposits	Economic sectors with high potential. Availability of unexploited natural gases Mining Sector Social Plan Responsibility	Unstable gold price.
Second strongest economy in the Free State	Limited consumer market	Central locality	Negative growth rate
	Lack of cohesion and partnerships with local business.	Coalition and partnerships with private sector.	
			Climate change
		Available external funding	

ECONOMIC GROWTH

ALIGNMENT WITH PROVINCIAL OBJECTIVES AND GOALS

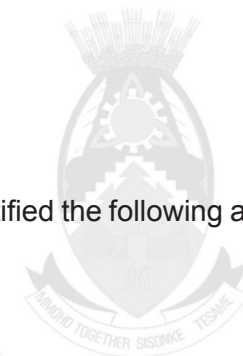
MATJHABENG LOCAL MUNICIPALITY

Based on the social and economic development challenges of the province, the Free State Province has identified the following as primary development objectives:

- Stimulate economic development.
- Develop and enhance the infrastructure for economic growth and social development.
- Poverty alleviation through human and social development.
- Ensure a safe and secure environment for all the people of the province.
- Promote effective and efficient governance and administration.

To give effect to these developmental objectives, the province has identified the 11 areas that need to be addressed by 2014:

1. To achieve an annual economic growth rate at least equal to the national average economic growth rate.
2. To reduce unemployment from 38.9% to 20%.
3. To reduce the number of households living in poverty by 5% per annum.
4. To improve the functional literacy rate from 69.2% to 85%.
5. To reduce the mortality for children under five years to 65 per 1000 live births.
6. To reduce the obstetrical maternal mortality rate from 65,5 to 20,06 per 100 000 women in the reproductive age group.
7. To stabilise the prevalence rate of HIV and AIDS and reverse their spread.
8. To provide shelter for all the people of the province.
9. To provide free basic services to all households.
10. To reduce the crime rate by at least 7% per annum.
11. To provide adequate infrastructure for economic growth and development.



In terms of the above it will be important that measurable targets be set, and in this case for economic development.

SERVICE BACKLOGS. MATJHABENG LOCAL MUNICIPALITY

Housing

The housing backlogs of the entire Matjhabeng area of jurisdiction stands at 21243. This figure is informed of what is captured in the waiting list. The physical count can of people in dire need for housing would most likely double the figure.

Landlessness and Land Reform

People with serious need for land and access to other land reform programmes are almost 6506.

Water

The water shortages backlogs informed by developed RDP houses are estimated at 5700.

Sanitation

The general sanitation backlogs in terms of all developed RDP houses is estimated at 6300

Electricity

Electricity estimates based on all RDP houses stands at 4471 formal stands without service.

There are 71642 with services. Electrical consumers' connections will be necessary to repair and maintain on annual bases as to legislation requirements that is including the Matjhabeng and Eskom Distribution Areas.

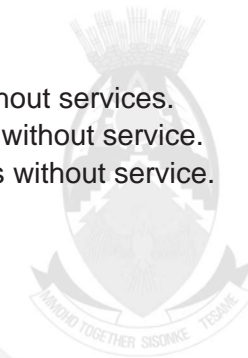
FUTURE PICTURE

Water and Sanitation

In ten years, there will be a need of 10 000 for new stands.

In twenty years, there will be a need of 20 000 for new stands.

In thirty years, there will be a need of 30 000 for new stands.



Electricity

In ten years, there will be 75940 estimated formal stands with service and 4694 estimated formal stands without services.
In twenty years, there will be 79737 estimated formal stands with service and 4928 estimated formal stands without service.
In thirty years, there will be 833385 estimated formal stands with service and 51744 estimated formal stands without service.

Spatial Development Framework

Please refer to the SDF which was approved by the Council.

BASIC SERVICES (INVESTMENT AND MAINTENANCE) WATER

There is R124 Mil estimated operational Investment annually for Matjhabeng

Sanitation

There is R77, 7 Mil estimated for operational investment annually for Matjhabeng.

Electricity

There is R46 Mil estimated operational investment annually only for the Matjhabeng Electrical Distribution Area.
R15 Mil estimated Capital Investment annually only for the Matjhabeng Electrical Distribution

Roads

There is R8,5 Mil estimated operational investment annually for Matjhabeng

Training & capacity building	All Districts	All	Beneficiary Training	2008/04/01	2009/03/31	CASP	4000	0	0	4000	4000	0	0
Marketing infrastructure	All Districts	All	Marketing Infrastructure	2008/04/01	2009/03/31	CASP	1300	0	0	1300	1300	0	0
Vet. kraal & improvements	All Districts	All	Animal Health Infrastructure	2008/04/01	2009/03/31	CASP	1800	0	0	1800	1800	0	0
Tandem Milking Parlour Standard Plans	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	32			32	32	0	0
Piggery Standard Plans	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	70			70	70	0	0
Housing for Dairy Calves Standard Plans	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	26			26	26	0	0
Moveable Calve Shelter Standard Plans	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	18			18	18	0	0
Handling Kraal for Sheep Standard Plan	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	14			14	14	0	0
Pumphouse Standard Plan	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	22			22	22	0	0
Submersible Pump Standard Plan	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	22			22	22	0	0
Balancing Dam Standard Plan	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	15			15	15	0	0
Hydroponic Tunnel Structural Design	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	20			20	20	0	0
Loading Ramp for Sheep and Cattle Standard Plan	All Districts	All	Plans	2008/04/01	2009/03/31	CASP	23			23	23	0	0
District 18	Lejweleputswa	All						0	0	0	0	11535	13897.8
Letjhabile Dairy	Lejweleputswa	Matjhabeng	Dairy production	2008/04/01	2009/03/31	CASP	900	0	0	900	900	0	0
Tswelopele Broilers	Lejweleputswa	Matjhabeng	Broiler production	2008/04/01	2009/03/31	CASP	1000	0	0	1000	1000	0	0
Tlamahano Morohong	Lejweleputswa	Matjhabeng	Vegetable production	2008/04/01	2009/03/31	CASP	140	0	0	140	140	0	0
Thabong Farmers CPA	Lejweleputswa	Matjhabeng	Sheds	2008/04/01	2009/03/31	CASP	300			300	300	0	0

Nyakallong Trust	Lejweleputswa	Matjhabeng	Water Reticulation	2008/04/01	2009/03/31	CASP	100			100	100	0	0
Mphatlalatsane	Lejweleputswa	Matjhabeng	Lager House	2008/04/01	2009/03/31	CASP	300			300	300	0	0
Glenross	Lejweleputswa	Matjhabeng	Broiler House	2008/04/01	2009/03/31	CASP	313			313	313	0	0
Sandvet	Lejweleputswa	Matjhabeng	Electricity Connection	2008/04/01	2009/03/31	CASP	20			20	20	0	0
Molelengoane	Lejweleputswa	Matjhabeng	Water Reticulation	2008/04/01	2009/03/31	CASP	117			117	117	0	0



CHAPTER 4

Developmental Strategies

MATJHABENG LOCAL MUNICIPALITY

Our Vision

- By being a benchmark developmental municipality in service delivery excellence.

MISSION OF MATJHABENG

- By being a united, non racial, non sexist, transparent, responsible municipality.
- By providing municipal services in an economic, efficient and effective way.
- By promoting a self-reliant community through the promotion of a culture of entrepreneurship.
- By creating a conducive environment for growth and development.



KEY PERFORMANCE AREAS

1: Service Delivery and Infrastructure	2: Local Economic Development
<ul style="list-style-type: none"> ➤ Water Services and Sanitation ➤ Electricity and Energy ➤ Solid Waste Management ➤ Environmental health Management ➤ Roads, Rails Stormwater and Buildings ➤ Housing ➤ Urban Efficiency and Spatial Planning ➤ Community Parks, Sports and Recreation 	<ul style="list-style-type: none"> ➤ Economic Growth ➤ Poverty Alleviation ➤ Job Creation
3: Municipal Financial Viability	4: Municipal Transformation and Institutional Development
<ul style="list-style-type: none"> • Financial Management • Internal Audit procedures 	<ul style="list-style-type: none"> ➤ Organisational Development ➤ Employment Equity ➤ Skills Development ➤ Integrated Development Planning ➤ Performance Management System
5: Good Governance	
<ul style="list-style-type: none"> ➤ Public Participation and oversight ➤ Co-operative Governance ➤ Ward System ➤ Corporate Governance 	

Chapter 5

Spatial Development Framework Analysis

1. MATJHABENG IN SPATIAL CONTEXT

1.1 THE FREE STATE PROVINCE

The Free State Province is one of nine provinces in South Africa and is centrally located in terms of the geographic distribution of South Africa. The Free State represents 10.6% of the total land area of South Africa (Census 2001). The province covers an area of 129 464 km², and had a population of 2.7 million in 2001.



MATJHABENG LOCAL MUNICIPALITY



(Source: Free State Provincial Growth and Development Strategy; 2005 to 2014)

INTEGRATED DEVELOPMENT PLAN REVIEW 2009 - 2010



MATJH/



(Source: www.dining-out.co.za/images/FreeState.gif)

INTEGRATED DEVELOPMENT PLAN REVIEW 2009 - 2010

The Free State is divided into five district municipalities (districts). These are again subdivided into three to five local municipalities each, for a total of 20 local municipalities.

The five districts are: MATJHABENG LOCAL MUNICIPALITY

- Northern Free State in the north
- Thabo Mofutsanyane in the east
- Motheo in the south-east
- Xhariep in the south
- Lejweleputswa in the north-west

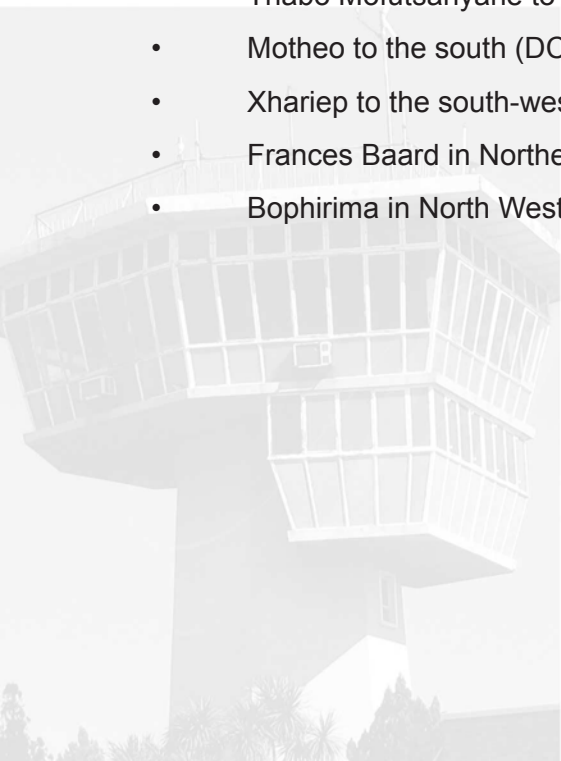
The major towns include:

- Bloemfontein in Motheo
- Bethlehem in Thabo Mofutsanyane
- Welkom and Sasolburg in Northern Free State
- Kroonstad in Lejweleputswa

1.2 THE LEJWELEPUTSWA DISTRICT

Lejweleputswa District Municipality area of jurisdiction is situated in the north western part of the Free State and borders North West to the north; Northern Free State and Thabo Mofutsanyane to the north east and east; Motheo and Xhariep to the south; and the Northern Cape to the west (IDP Review, 2004/2005). The Lejweleputswa District, the Goldfields, is situated north of Mangaung Municipality in the Free State Province. It is accessible from Johannesburg, Cape Town, Klerksdorp and Kimberley (Lejweleputswa District Economic Development Strategy).



- 
- Motheo to the south (DC)
 - Xhariep to the south-west
 - Frances Baard in Northern
 - Bophirima in North West



Municipal Demarcation Board
Tel: (012) 342 2481
Fax: (012) 342 2480
email: info@demarcation.org.za
web: www.demarcation.org.za

Legend

- Main Place
- Airports
- Schools
- Police Stations
- Health Facilities
- Local Municipalities
- Traditional Authorities
- District Management Areas
- Dams
- National Roads
- Main Roads
- Railways
- Rivers

Data supplied by:

Statistics South Africa
Department: Water Affairs & Forestry
Department: Provincial & Local Government
Department: Health
Department: Safety & Security
Department: Education
Department: Transport

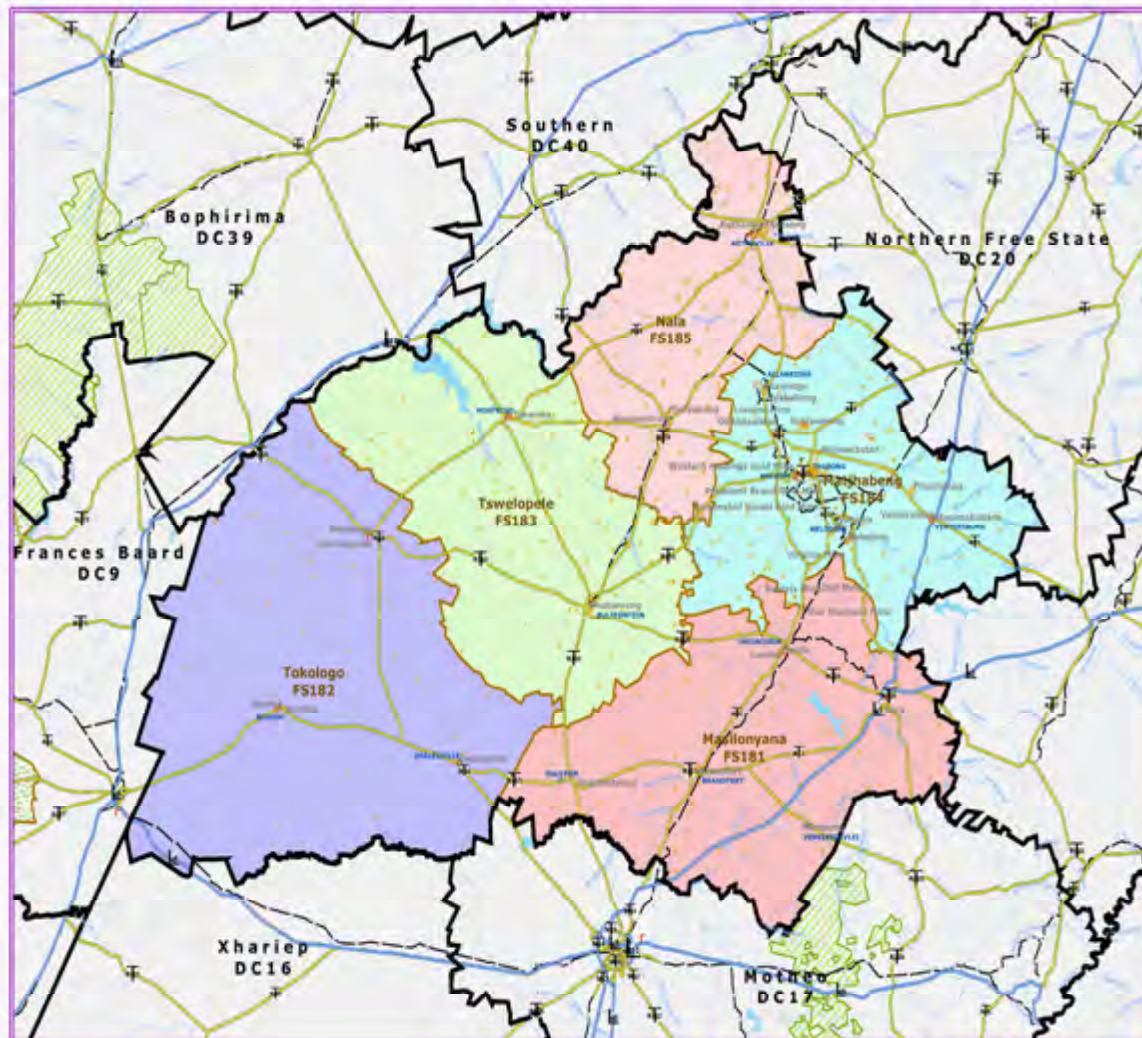
μ

0 20 40 km

February 2006



Lejweleputswa District Municipality



INTEGR

The district comprises the following 5 municipalities and covers an area of 31686 square kilometres:

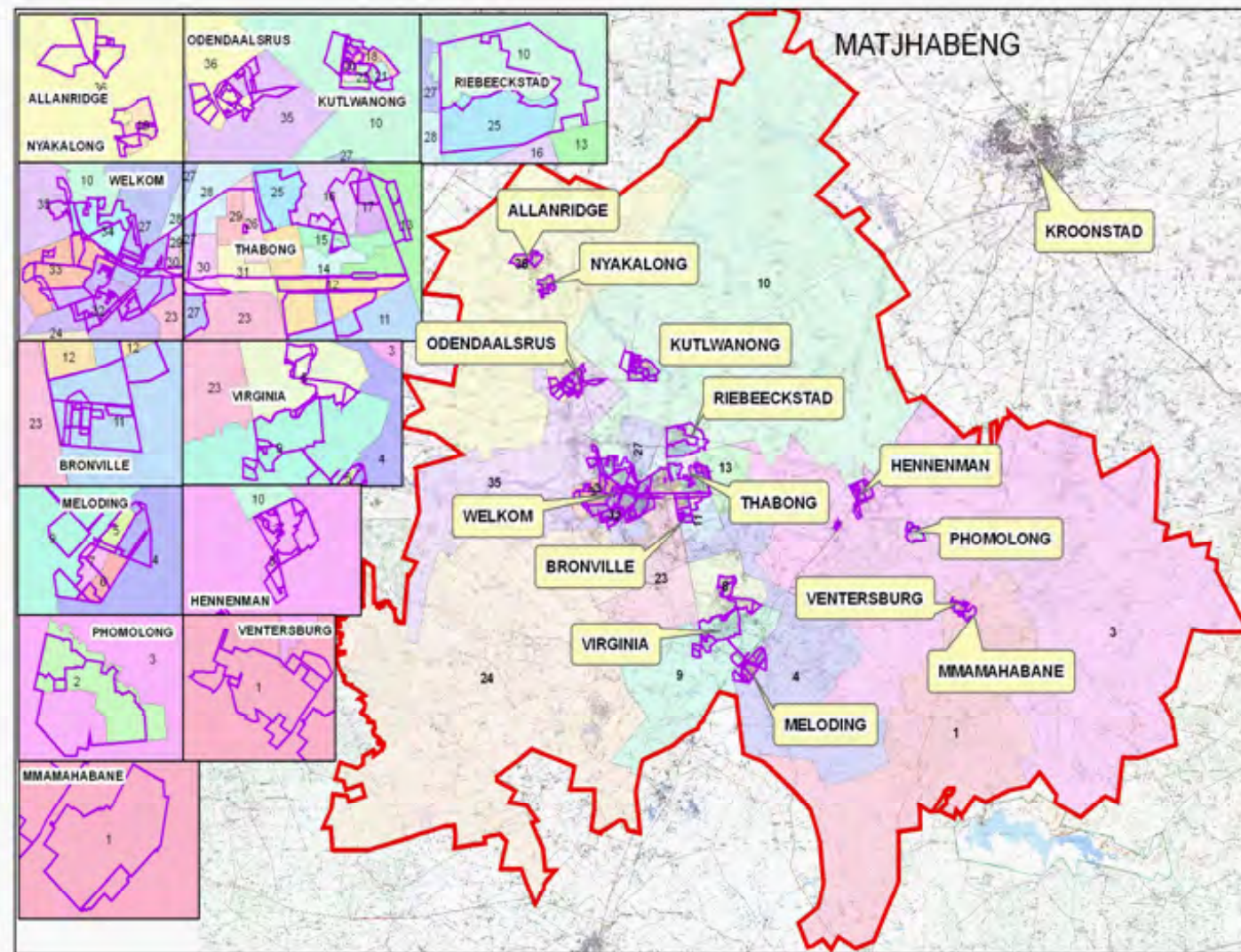
- Masilonyana Local Municipality consisting of the following towns: Theunissen, Brandfort, Winburg, Soutpan and Verkeedevlei
- Matjhabeng Local Municipality consisting of the following towns: Welkom, Virginia, Odendaalsrus, Hennenman, Ventersburg and Allanridge
- Nala Local Municipality consisting of the following towns: Bothaville and Wesselsbron
- Tokologo Local Municipality consisting of the following towns: Boshof, Dealesville and Hertzogville
- Tswelopele Local Municipality consisting of the following towns: Bultfontein and Hoopstad.

1.3 MATJHABENG MUNICIPAL AREA

The Matjhabeng Municipal area, previously known as the Free State Goldfields, consists of the following towns:

- Welkom/Thabong
- Allanridge/Nyakalong
- Odendaalsrus/Kutlwanong
- Hennenman/Phomelong
- Ventersburg/Mmamahbane
- Virginia/Meloding

The area is favourably located in the north-eastern Free State about 250 km south of Johannesburg and 160 km north of Bloemfontein. The nearest harbour is Durban approximately 565 km from Matjhabeng by road.



(Source: Matjhabeng Municipality)



2. THE LEGISLATIVE ENVIRONMENT FOR SPATIAL DEVELOPMENT

There are various legislative frameworks at national, provincial and local government level that influences spatial development. These include over arching legislation e.g. the Constitution to more sector specific legislation e.g. the National Land and Transport Transition Act and National Environmental Management Act. In the context of this document the following are important:

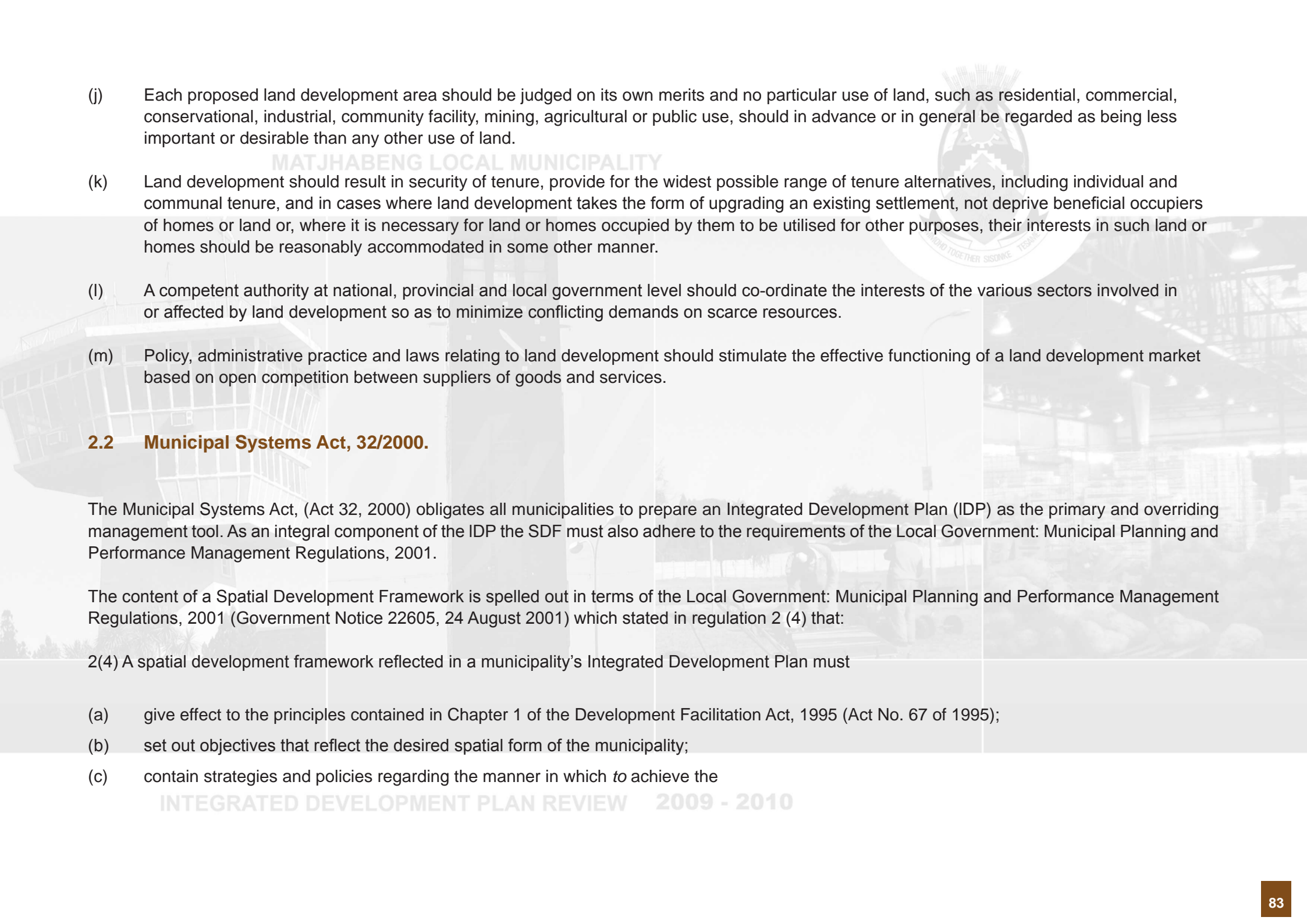
2.1 Development Facilitation Act 67/1995

The Development Facilitation Act set the tone for subsequent legislation concerning land development. The principles set in Section 3 are:

3. (1) The following general principles apply, on the basis set out in section 2, to all land development:

- (a) Policy, administrative practice and laws should provide for urban and rural land development and should facilitate the development of formal and informal, existing and new settlements.
- (b) Policy, administrative practices and laws should discourage the illegal occupation of land, with due recognition of informal land development processes.
- (c) Policy, administrative practice and laws should promote efficient and integrated land development in that they
 - (i) promote the integration of the social, economic, institutional and physical aspects of land development;
 - (ii) promote integrated land development in rural and urban areas in support of each other;
 - (iii) promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
 - (iv) optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
 - (v) promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
 - (vi) discourage the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;
 - (vii) contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
 - (viii) encourage environmentally sustainable land development practices and processes.

- (d) Members of communities affected by land development should actively participate in the process of land development.
- (e) The skills and capacities of disadvantaged persons involved in land development should be developed.
- (f) Policy, administrative practice and laws should encourage and optimise the contributions of all sectors of the economy (government and non-government) to land development so as to maximise the Republic's capacity to undertake land development and to this end, and without derogating from the generality of this principle-
- national, provincial and local governments should strive clearly to define and make known the required functions and responsibilities of all sectors of the economy in relation to land development as well as the desired relationship between such sectors; and
 - a competent authority in national, provincial or local government responsible for the administration of any law relating to land development shall provide particulars of the identity of legislation administered by it, the posts and names of persons responsible for the administration of such legislation and the addresses and locality of the offices of such persons to any person who requires such information.
- (g) Laws, procedures and administrative practice relating to land development should-
- (i) be clear and generally available to those likely to be affected thereby;
 - (ii) in addition to serving as regulatory measures, also provide guidance and information to those affected thereby;
 - (iii) be calculated to promote trust and acceptance on the part of those likely to be affected thereby; and
 - (iv) give further content to the fundamental rights set out in the Constitution.
- (h) Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should-
- (i) promote land development which is within the fiscal, institutional and administrative means of the Republic;
 - (ii) promote the establishment of viable communities;
 - (iii) promote sustained protection of the environment;
 - (iv) meet the basic needs of all citizens in an affordable way; and
- (v) ensure the safe utilisation of land by taking into consideration factors such as geological formations and hazardous undermined areas.
- (i) Policy, administrative practice and laws should promote speedy land development.

- 
- (j) Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land.
 - (k) Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilised for other purposes, their interests in such land or homes should be reasonably accommodated in some other manner.
 - (l) A competent authority at national, provincial and local government level should co-ordinate the interests of the various sectors involved in or affected by land development so as to minimize conflicting demands on scarce resources.
 - (m) Policy, administrative practice and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.

2.2 Municipal Systems Act, 32/2000.

The Municipal Systems Act, (Act 32, 2000) obligates all municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. As an integral component of the IDP the SDF must also adhere to the requirements of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

The content of a Spatial Development Framework is spelled out in terms of the Local Government: Municipal Planning and Performance Management Regulations, 2001 (Government Notice 22605, 24 August 2001) which stated in regulation 2 (4) that:

2(4) A spatial development framework reflected in a municipality's Integrated Development Plan must

- (a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995);
- (b) set out objectives that reflect the desired spatial form of the municipality;
- (c) contain strategies and policies regarding the manner in which to achieve the

objectives referred to in paragraph (b), which strategies and policies must-

- (i) indicate desired patterns of land use within the municipality;
- (ii) address the spatial reconstruction of the municipality; and
- (iii) provide strategic guidance in respect of the location and nature of development within the municipality;
- (d) set out basic guidelines for a land use management system in the municipality;
- (e) set out a capital investment framework for the municipality's development programs;
- (f) contain a strategic assessment of the environmental impact of the spatial development framework;
- (g) identify programs and projects for the development of land within the municipality;
- (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
- (i) provide a visual representation of the desired spatial form of the municipality, which representation –
 - (i) must indicate where public and private land development and infrastructure investment should take place;
 - (ii) must indicate desired or undesired utilisation of space in a particular area;
 - (iii) may delineate the urban edge;
 - (iv) must identify areas where strategic intervention is required; and
 - (v) must indicate areas where priority spending is required.



2.3 Land Use Management Bill

The Land use management bill aims to normalise land use management through out the whole country by setting further principles in Section 4.

4. (1) The general principle is that spatial planning, land development and land use management must promote and enhance –

- (a) equality
- (b) efficiency;
- (c) integration;
- (d) sustainability; and
- (e) fair and good governance

Principle of equality

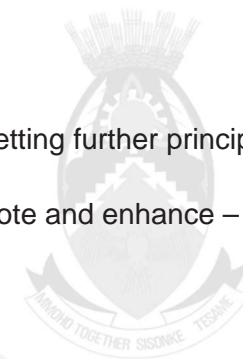
5. (1) Everyone affected by a decision or process on spatial planning, land development and land use management has the right -

- (a) to be treated equally by the law;
 - (b) to equal protection and benefit of the law; and
 - (c) not to be unfairly discriminated against except as permitted in terms of the Constitution.
- (2) No provision of this Act shall prevent the introduction or implementation of policies and other measures designed to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination.

Principle of efficiency

6. Policies and other measures on spatial planning, land development and land use management must -

- (a) ensure the best use of available resources;
- (b) develop and promote compact human settlements and discourage low density urban sprawl; and
- (c) secure proximity between residential and work places taking into account the health and well-being of affected persons.



Principle of integration

7. Policies and other measures on spatial planning, land development and land use management must -

- (a) promote efficient, optimally functional and integrated settlement patterns;
- (b) be functionally co-ordinated, aligned with, and take into account related policies and programmes, including transportation systems;
- (c) promote integration of communities from diverse backgrounds, including race and class; and
- (d) facilitate appropriate mixed land use.

Principle of sustainability

8. In order to ensure the sustainable management and use of the resources making up the natural and built environment, policies and other measures on spatial planning, land development and land use management must -

- (a) ensure that land is used or developed only in accordance with the law;
- (b) create synergy between economic, social and environmental concerns;
- (c) protect natural, environmental and cultural resources in a manner consistent with applicable environmental management legislation;
- (d) preserve the use of prime and unique agricultural land; and
- (e) take into account disaster management.

Principle of fair and good governance

9. (1) Policies and other measures on spatial planning, land development and land use management must be democratic, participatory and lawful.

(2) A process or decision on spatial planning, land development and land use management must -

- (a) be lawful, reasonable and procedurally fair;
- (b) comply with the right to just administrative action;
- (c) take into account and promote the need of affected persons to understand its nature and effect; and



(d) promote efficient administration, including -

- (i) the provision of adequate notice of details of officials who may assist the public;
- (ii) inviting affected persons to forums at which spatial planning, land development and land use management decisions are taken ; and
- (iii) taking decisions within prescribed time-frames.

The Land Use Management Bill then further defines Spatial Development Frameworks on a National, Provincial, Regional and a Municipal level. Section 17 of the Land use management Bill states:

17. (1) The spatial development framework of a municipality must –

- (a) give effect to the directive principles;
- (b) be consistent with the national spatial development framework;
- (c) be consistent with the provincial spatial development framework of the province in which the municipality is located;
- (d) be consistent with any applicable national and provincial legislation on environmental management; and
- (e) give effect to any national and provincial plans and planning legislation.

(2) A municipal spatial development framework must reflect at least –

- (a) the current state of affairs report on land use in the municipality, including any spatial dysfunctionality that exists;
- (b) a conceptual framework of the desired spatial growth patterns in the municipality;
- (c) a multi-sector based spatial plan, at an appropriate scale, sufficiently formulated to achieve the desired spatial development goals, including -
 - (i) the correction of past spatial imbalances and the integration of disadvantaged persons;
 - (ii) linkage between settlement development and appropriate transport infrastructure and systems;
 - (iii) vacant land analysis of strategically located land comprising -



- (aa) location and size;
 - (bb) ownership;
 - (cc) current zoning;
 - (dd) value;
 - (ee) surrounding land use;
 - (ff) geotechnical conditions; and
 - (gg) most suitable use (suitability index)
- (d) a multi-sector driven resource plan for implementation of the spatial development framework.

3. SPATIAL DEVELOPMENT STRUCTURE OF MATJHABENG

3.1 Current spatial structure

The current spatial development structure of Matjhabeng is depicted on the attached Map 1. In this regard the different land uses and all physical constraints on future development must be noted.

3.2 Current land uses in Matjhabeng

The following table depicts the current land uses in Matjhabeng:

TOWN	TOTAL ERVEN	BUSINESS	CEMETERY	EDUCATIONAL	GOVERNMENT	INDUSTRIAL	INSTITUTIONAL	PARKS	RESIDENTIAL
WELKOM									
WELKOM	9148	366		43	27	427	66	396	7821
NAUDEVILLE	1044	4		1	2		7	15	1015
RHEEDERPARK	1379	6		4			9	24	1336
FLAMINGO PARK	1634	4		6	3		7	50	1564
THABONG	29871	288	1	245		102	20	227	28986
BRONVILLE	2368	15		5	2	16	20	19	2291
RIEBEECKSTAD	5618	154		21	16	108	25	95	5191
SUBTOTAL	51062	837	1	325	50	653	154	826	48204
VIRGINIA									
VIRGINIA	6431	306	1	19	11	184	32	168	5710
MELODING	10774	100	4	80				62	10528
SUBTOTAL	17205	406	5	99	11	184	32	230	16238
HENNENMAN									
HENNENMAN	1695	122	1	34	10	139	2	88	1299
HAVENGAVILLE	51	27				3	1	1	19
PHOMELONG	4983	29	2	48				33	4871
	117	2						8	107
DAGBREEK HOLDINGS	25								25

TOWN	TOTAL ERVEN	BUSINESS	CEMETERY	EDUCATIONAL	GOVERNMENT	INDUSTRIAL	INSTITUTIONAL	PARKS	RESIDENTIAL
CONFIDO HOLDINGS	23								23
SUBTOTAL	6895	180	3	82	10	142	3	130	6345
VENTERSBURG VENTERSBURG	658	65		9	5	35	7	5	532
MMAMAHABANE	1875	18	1	10	1	5		15	1825
TSWELANGPELE	636	6	2	15				5	608
SUBTOTAL	3169	89	3	34	6	40	7	25	2965
ALLANRIDGE ALLANRIDGE	1627	27	1	18	5	9		64	1503
NYAKALLONG	4114	21	1	41				24	4027
SUBTOTAL	5741	48	2	59	5	9		88	5530
ODENDAALSRUS ODENDAALSRUS	3511	211	2	18	27	82	26	90	3055
KUTLWANONG	12296	116	1	117				90	11971
SUBTOTAL	15807	327	3	135	27	82	26	180	15026
TOTAL	99879	1887	17	734	109	1110	222	1479	94308

INTEGRATED DEVELOPMENT PLAN REVIEW 2009 - 2010

4. THE MATJHABENG SPATIAL DEVELOPMENT FRAMEWORK PLAN

4.1 THE SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework is a multi-year plan that shows general future spatial direction aiming at the creation of integrated and habitable cities, towns and rural areas. From a town planning perspective this plan should direct and arrange the development activities and the built form in such a way that it can accommodate ideas and desires of people without compromising the natural environment and the way services are rendered.

4.2 CURRENT STATUS

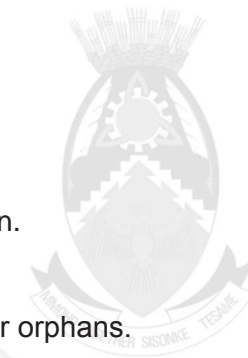
The compilation of the Spatial Development Framework for Matjhabeng is in progress and will be completed in phases in order to comply with the applicable legislative requirements. The plan will be completed as follows:

Phase 1 is an analyses phase. During this phase data is collected both cadastral and physical. From this information a base map is compiled indicating: (See Map 1):

- Status quo information.
- Development constraints and restrictions.
- Existing spatial trends.
- Available land on account of it's strategic location, ownership, current use, physical conditions etc.

Phase 2 is a strategic phase where the following is proposed: (Municipal Policy)

- The identification of areas for the conservation of the natural and build environment, including environmentally sensitive areas, river corridors, areas of biodiversity or with unique ecological processes, heritage resources, high potential agricultural land etc.
- The identification of areas of future growth and development, that includes the development of the necessary urban development policies to address:
 - a) The desired spatial structure, as well as patterns and directions of future growth.
 - b) The desired land-uses for each area, as well as areas where certain land-uses should be encouraged or discouraged, or the intensity of certain uses be increased or decreased.



- c) Development corridors and development nodes.
- d) Transport routes to facilitate future traffic demands and mobility requirements.
- e) Areas where infrastructural investment is required.
- f) The spatial reconstruction of the Municipal area and the correction of past imbalances and integration.
- g) Proposed areas for noxious activities, social services, cemeteries, waste disposal and the like.
- h) The spatial implications of HIV/AIDS, for example the positioning of future clinics and care centres for orphans.
- i) The spatial findings of the strategic environmental assessment.
- j) The location of IDP projects and strategies.

Phase 3 is the detail phase. This phase must be done if and when specific circumstances demand further investigation and more detailed interventions in a specific area. The terms of reference of this phase shall only become clear as the SDF process unfolds. This phase comprises the following actions:

- A detail assessment of priority and unique areas, and areas that require a higher level of management.
- Compilation of detail RSDP's (Regional Spatial Development Plans) for these areas.
- The establishment of regional policies in line with the parent policy.

The Public Participation Process is critical in order to establish legitimacy and the “buy-in” of all stakeholders into the Spatial Development Framework. The deliverables of the process shall be the creation of the Spatial Development Framework document consisting of maps and policies encompassing:

- Spatial development plan – (on a strategic level).
- Urban development boundary and policies.
- Transportation and movement policy.
- Nodal development policy.
- Environmental policy.
- Corridor development policy.
- Sustainable neighbourhood policy for inter alia previously disadvantaged communities.
- Land use management policy.

4.3 GENERAL DIRECTION, PRINCIPLES AND NORMS ADOPTED

During the Integrated Development Planning process the principles and Plan of the Free State Goldfields Structure Plan Phase One was adopted. In order to direct development the following objectives must guide the Spatial Development Framework: efficiency, sustainability and accessibility. To further enhance the development and implementation of the Spatial Development Framework the following underlying principles are as important when developing and applying the Spatial Development Framework: integration, equality and good governance.

The general principles and norms in relation to the spatial development of Matjhabeng as discussed in this section are depicted in the attached Map 2 and Map 3:

4.3.1 Spatial Development Trends

- The physical integration of Matjhabeng into one Town is at present restricted due to the physical distance between the towns as well as mining activities forming physical restrictions. (Ventersburg Virginia 20Km, Allanridge Odendaalsrus 15 Km, Hennenman Welkom 25 Km etc.)
- The integration of existing towns should optimally utilise existing infrastructure and increase the density of established towns.
- Where a new development extends the present town limits, it must form a homogeneous extension of the town.
- Integration between Ventersburg and Mmamahabane is almost complete and further development direction should be given in the Matjhabeng Structure Plan.
- Integration between Hennenman and Phomolong should be pursued but will be difficult due to some physical restrictions like a spruit, sewerage works and a dumping site.
- Virginia and Meloding can to some extent be integrated via a southern link over the farm Schoonheid. The Land use plan for Mining Land would assist in clarifying this and other opportunities for integration.
- Allanridge and Nyakallong also have physical restrictions of a pan, a sewerage works and a major provincial road separating them, but the Matjhabeng Structure Plan should give clear direction.
- Bronville Thabong Riebeeckstad Kutlwanong Odendaalsrus and Welkom can be integrated over the longer term and should develop in line with the proposals of the Goldfields Structure Plan Phase 1.

4.3.2 Localised General Spatial Development Principles

The following aspects are key to the future spatial development of Matjhabeng:

- Optimal utilisation of natural and infrastructural resources, and integrated planning principles should drive all development.
- Effective and efficient procedures and processes for applications and consents should be pursued to facilitate development initiatives.
- Future trends with a spatial impact, for example HIV/AIDS, needs to be carefully monitored and planning should take place accordingly in a pro-active and holistic manner.
- The core areas of the Goldfields including Welkom/Thabong, Odendaalsrus/Kutlwanoong, and Virginia/Meloding should be encouraged to develop as a compact integrated sub-region.
- Development in towns must be channelled to develop towards each other as indicated by the Goldfields Guide Plan.
- Defunct or undeveloped mining land including infrastructure should be reclaimed for urban functions to create the ideal compact sub-regional urban structure.
- The location of residential and employment opportunities should be in close proximity to or integrated with each other.
- The densification of urban uses to optimise civil engineering services, opportunities and facilities.

4.3.2.1 Land development for residential purposes will be guided by the following principles:

- All open land in the different urban areas previously earmarked for residential development should be developed as a first priority.
- All defunct or undeveloped mining land and open spaces between urban areas should be developed as a second priority or simultaneously with developments highlighted as a first priority.
- The existence of well established residential areas with high land values should be protected against urban decay. Transitional zones between low and high residential income areas can be planned to assume the projection of well established residential areas. These transitional zones must be planned to the satisfaction of the Municipality and these zones can include any land use providing for the desirable transition.

- Areas indicated for residential development should make provision for the different income levels of the population and different tenure options should be made available.
- The minimum size of a residential stand shall be 500m² in any new residential layout.
- Mining hostels in the past offer housing to mainly heads of households and could be utilised for high density family based residential development and or education facilities, community facilities, commercial hive development on ground floor with residential development on top floors.
- Private hostels should be upgraded to high-density family or single dweller units and ownership of land should be promoted.

4.3.2.2 Defunct or undeveloped mining areas

It is further important to realise that mining land is to be released in terms of the Minerals Act, Act 50/1991 as amended before mining land could be used for urban purposes.

Land development of defunct or undeveloped mining areas, when needed for urban development (rehabilitation through urban development), should be guided by the following:

(i) Land uses

(a) Residential

Detail studies concerning the feasibility to convert hostel buildings to high density units, education facilities, community facilities or commercial hives at ground level with residential development on top level should, be carried out before any decision regarding the utilisation of land is taken. Existing mining villages and open areas around these villages should be planned to form balanced township extensions.

(b) Shaft areas and reduction plants

Defunct shaft areas should be utilised for non-noxious industrial and commercial land uses and should be planned as a unit to surrounding neighbourhoods.



(c) Rock and refuse dumps

Rock and refuse dumps in the area should be rehabilitated and township development can only proceed when dumps are removed.

(d) Existing industrial areas

Existing industrial areas should be incorporated into any future detail town planning as industrial areas.

(e) Explosive magazines

Defunct explosive magazines should be rehabilitated when development is considered. Note must be taken regarding the limitations for residential development when explosive magazines are still in operation.

(f) Concession stores, mining offices and security training areas

Concession stores should be incorporated as local business areas in proposed development areas. Mining offices should be used as office/park - commercial/park facilities and the high quality of gardening should be continued to enhance the tranquillity of the area. Existing security training areas should be used as community facilities for example a school, orphanage, old age home, etc.

(g) Sports facilities

Existing mining sport facilities should be re-utilised in future urban developments as sport zones. Adjacent hostels to these facilities should be converted for indoor sport such as karate, wrestling, boxing, etc.

(h) Mine water canals

Mine water canals still in operation when township development proceeds in earmarked mining areas should be incorporated and safeguarded in respect to pollution and health within the guidelines of the National Department of Health, Department of Water Affairs and Forestry and Department of Environmental Affairs.

(i) Excavation areas

These areas need to be rehabilitated before or during urban development processes.

(j) Existing mining road networks

These roads are assets and should be incorporated in future development plans as internal/external linkages.

(k) Railway network systems

If development in a mining area proceeds, investigations should be done to establish the feasibility of re-using existing railway lines for alternative uses such as industrial, commercial or rail based transportation systems.

(l) Slimes dam

Due to radiation levels no slimes dams can be re-used for urban development purposes.

(m) Trees

Existing plantations should be incorporated into any development plans.

(ii) Infrastructure

- Mining services: Future development teams should liaise closely with mining officials in order to determine which mining services can be removed or should be accommodated in development plan proposals.
- Civil engineering: Before development can proceed on undeveloped/defunct mining land the following investigations must be done:
 - the capacities of bulk services supply to development areas should be determined.
 - existing sewerage and water reticulation networks, which may be utilised in developments, should be evaluated for compliance with municipal requirements.
 - the general conditions of existing roads should be verified to determine whether these roads comply with geometric standards and municipal requirements.



(iii) Environmental issues

It is important that mining houses clarify environmental restrictions such as radiation, acid mine drainage, subterranean water quality, general contamination and geotechnical restrictions before land is to be developed for urban land usage.

4. Business

(j) The retail component

- The Central Business District of Welkom should maintain its dominant status as first order business centre in Matjhabeng. Decentralised suburban business areas should be planned and managed on a co-ordinated basis taking the existence of other areas into account.
- In Welkom rezoning along Stateway, between the CBD and the industrial area, should be allowed subject to the conditions as proposed by the Matjhabeng municipality.
- Business areas in the municipal Area are planned in a hierarchical pattern. Future development of business areas should accommodate these planned areas and these hierarchical settlement patterns of business should be extended. The retail hierarchy as proposed in Table 15 should be applied in a flexible manner to identify retail opportunities for the Municipal area.

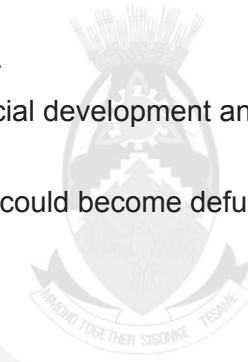
(ii) Mixed land use nodes

- Certain areas in the Matjhabeng should be earmarked as mixed land use nodes to encourage developers to make investments in these areas that in turn will create work opportunities that are greatly needed to the Matjhabeng area.

4.3.2.4 The Industrial component

(i) Industries

- Approximately 446 ha additional land will be needed by the year 2010. The following areas are proposed as industrial areas to make up the need:
 - Hennenman Industrial Area
 - the portion of land to the east of the market (about 7 ha)



- the land to the south and south-east of Voorspoed-Oos Extension 12 industrial areas (about 460 ha).
- the land between Arrarat Street, Alma Drive and Western Holdings shaft for light industries, commercial development and industrial parks (about 86 ha).
- The following areas could be used for industrial development. These areas include mining land that could become defunct in the next 15 years and are as follows:

- mining land at Western Holdings 5 shaft: approximately 160 ha
- mining land at Western Holdings 8 shaft: approximately 200 ha
- mining land at Western Holdings 1 shaft: approximately 168 ha
- mining land at Western Holdings 2 shaft: approximately 68 ha

(ii) Light industrial and commercial corridor

- The existing corridor of mixed land uses along Provincial Road (P1/2) between Welkom and Odendaalsrus as a given situation should be supported and extended to accommodate different zones of land uses including mining, residential, commercial, recreation areas, etc.

(iii) Heavy industries

- Heavy industries that are classified as noxious industries in terms of noise, smoke or other pollution activities should be encouraged to settle at locations south of Welkom and towards Virginia. Since no residential areas can be developed here due to constraints associated with mining activities. Noxious industries should have the lowest impact on the environment in this area.

4.3.2.5 Education and community facilities

(i) Primary and Secondary Education

- The existing standards prescribed by the National Department of Education will be used during future developments to determine the number of education facilities required. These school sites will be located according to population distribution, road network and the availability of existing buildings or suitable land.

- Land not needed by the Education Department should revert back to the municipality to utilize for other purposes.

(ii) Tertiary education

- Tertiary Education is currently only located in Welkom. Open land to the north of the existing tertiary education component should be reserved for future extensions or additional facilities.
- Detail studies concerning the feasibility to convert defunct mining infrastructure (buildings) to education facilities should be done especially in areas reserved as mixed land use nodes.

(iii) Community facilities

- Community facilities comprise a whole range of facilities from crèches, libraries and community halls to churches. Land for Community facilities are provided according to the norms and standards of the Provincial Government. The development of the facilities itself is governed by the need and the availability of funds and institutions.

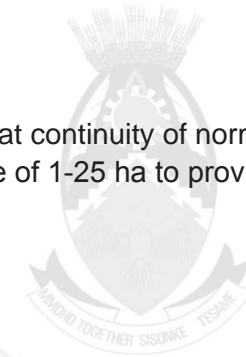
4.3.2.6 Open space

(i) Informal

- An integrated network of open spaces should be designed to link natural areas and community facilities with residential areas. This is particularly important in low income areas where pedestrian movement is high due to lower vehicle ownership levels.
- Existing drainage areas, lake areas, exotic and indigenous plantations as well as Thorn veld areas should form part of the network of open spaces and retention facilities should be planned in advance in these areas to prevent storm water hazards.
- An Open Space Master Plan should be compiled to determine the future use of all open spaces.

(ii) Formal

- Community recreation parks should be identified in future developments. One community recreation area per population of 60 000 should be provided to serve local recreational needs.
- Multi-purpose neighbourhood parks, mini parks and space for aesthetic parks should be provided according to needs at a local level when development plans are prepared.



4. Urban agriculture

- The principle of urban agriculture as an urban land use is accepted and the proposals are as such that continuity of normal urban development will not be disrupted. There is a need for agricultural holdings / small farms with a size of 1-25 ha to provide for a range of needs in the community.

4.3.2.8 Public Transport

- The areas planned for Taxi ranks must be developed since these locations have been planned to serve as major assemble nodes on a macro basis. At a micro level provision must further be made for taxis at the different decentralised suburban business nodes.
- The South African Rail Commuter Corporation Limited identified a future rail corridor in concept between Welkom and Virginia. This corporation was also involved in this Structure Planning process that resulted in the conceptual identification of a future rail based public corridor located between Odendaalsrus and Welkom. The conceptual location of this corridor is indicated on the Spatial Development Framework Plan. The location of this corridor

is not fixed and further investigations by the South African Rail Commuter Corporation Limited should be done to determine feasibilities and exact location of such a commuter system.

4.3.2.9 Cemeteries

- The existing cemeteries at Allanridge, Nyakallong, Welkom, Thabong, Odendaalsrus, Kutlwanong, Bronville, Hennenman and Phomolong are sufficient for this IDP period to satisfy growing needs. Ventersburg, Mmamahabane is in the process of addressing the need.

4.3.2.10 Refuse areas and waste disposal

- The refuse areas currently serving Welkom, Thabong, Bronville and Odendaalsrus are sufficient to serve needs for the IDP period. Special attention should be given to the introduction of refuse transfer stations. Investigations should further be done to utilise defunct mining areas for example slimes dams for purposes of refuse areas or waste disposal sites. Due to radiation levels defunct slimes dam areas are restricted for urban development.

5. LAND USE MANAGEMENT PLAN FOR MATJHABENG

The Land Use Management Plan ensures that all land and properties in Matjhabeng are used only according to their permitted land-use or zoning rights. It considers applications for new developments by property owners and developers to change permitted land uses, zoning rights and their accompanying restrictions, which are in turn specified in a zoning scheme. This responsibility is exercised in line with the City's commitment to sustainable and equitable development.

Typical land-use or zoning categories in a zoning scheme include:

- Residential zones (e.g. single residential dwellings, group housing schemes or blocks of flats)
- Open space zones (e.g. public open spaces, parks, sports fields, cemeteries or private open spaces)
- Business commercial zones (e.g. shops or office blocks)
- Community use facility zones (e.g. schools, clinics or places of worship)
- Industrial zones (e.g. factories, motor repair garages or warehouses)
- Utility zones (e.g. electricity substations or water treatment plants)
- Transport zones (e.g. public roads, railway lines and public transport interchanges)

In addition to the spatial development frameworks and structure plans, zoning schemes and related regulations and policies are primary tools for land-use and development management.

The new uniform Land Use Management Plan for Matjhabeng will be approved shortly and thus replace the existing land use management guidelines for the different units in Matjhabeng.

Chapter 6

Institutional Overview and Organizational structure

MATJHABENG LOCAL MUNICIPALITY

6.1. Organisational Structure of the Matjhabeng Local Municipality

The Approved complement of staff for Matjhabeng Local Municipality is 3658 However; there are currently 2077 funded posts. Although there had been an increase in the number of post approved from 3568 to 3658 (an increase of 90 posts), the number of posts filled decreased from 2315 to 2077 (a decrease of 238 posts).

Matjhabeng Municipality has completed its organisational structuring and has an approved organogram on which all staff has been placed. This organogram will, if necessary, be amended to meet the operational and strategic requirements of Matjhabeng Local Municipality.

6.2 Powers and Functions

The municipality performs the following functions:

MATJHABENG LOCAL MUNICIPALITY



Category B functions	Category C functions	Provincial & National Competencies
Air pollution Building regulations Bill boards and display of advertisements Storm water Trading regulations Cleansing Facilities, accommodation and burial of animals Fencing and fences Local sport facilities Municipal parks and recreation Municipal planning Municipal public transport Municipal roads Public places Street lighting Traffic and parking Licensing of dogs Local amenities	Refuse removal, dumps and solid waste Municipal roads Municipal airports Fire fighting Markets Cemeteries Municipal public works Electricity regulation Municipal health Storm water Potable water Sanitation Licensing/control of undertakings that sell food to the public	Libraries Housing

All of the above functions are dispersed within the existing structure of the Matjhabeng Municipality. The functions indicated under column B are functions which are legislatively allocated to a district municipality, but which may be adjusted in terms of the Municipal Systems Act. The functions indicated under column C are functions which are national and provincial competencies. Departments are structured in such a way that there is a manager responsible for each core function. Additional functions arise from the core functions.

6.3 Employment Equity Plan

Chapter 3 of the Act requires employees to take certain affirmative action measures to achieve employment equity. These are set out in the Employment Equity Plan. Council has committed the Municipality to achieve the employment equity goals and objectives spelt out in the Employment Equity Plan not only as required by legislation but also to maximize the benefits of diversity, equal opportunity and fair treatment of employees, for the purpose of maximizing the capacity to serve the community of Matjhabeng.

6.4 Skills Development Plan

The Skills Development Act of 1998 requires employees to plan and implement learning programmes that will enable employees to acquire skills and qualifications that will enhance their performance and contribute to organization's optimum functioning.

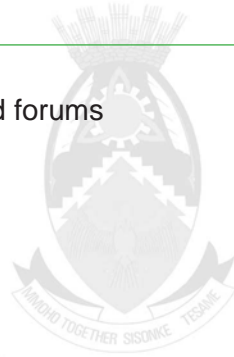
6.5 Five Year Local Government Strategic Agenda

Matjhabeng Local Municipality participates in the provincial Five Year Strategic Agenda program. This inclusion is viewed by the municipality as an opportunity to obtain support from key stakeholders. Matjhabeng Local Municipality is committed to implementing programmes to address 5 YLGSA matters and the key to this is ensuring that these programmes are informed by the IDP.

7.6 Weaknesses and Threats. Strengths and Opportunities

The Matjhabeng Local Municipality has the following Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is done in respect of the strategic interventions, with the following results:

STRENGTHS	Actions to make use of Internal Strength
<p>Management capacity</p> <p>Newsletter</p> <p>Website</p> <p>Existing staff meetings</p> <p>Funds</p> <p>Staff development</p> <p>In house knowledge</p> <p>Existing Policies</p> <p>Internal Expertise</p> <p>Some financial resources</p> <p>Commitment</p>	<p>Utilize potential capacity</p> <p>Maintain website</p> <p>Enhance skills</p> <p>Career paths</p> <p>Empowerment of staff</p> <p>Implement the policies</p> <p>Exploiting the expertise</p> <p>Proper Planning & Optimal use of resources</p> <p>Motivate & Engage Staff</p>
WEAKNESSES	Actions to overcome Internal Weaknesses

<p>Departments work in isolation</p> <p>Inaccurate information and no target</p> <p>Distribution of work</p> <p>Prioritizing funds</p> <p>Inability to recognize problems</p> <p>Insufficient Time</p> <p>Inadequate financial resources</p> <p>Institution is Under-staffed</p> <p>Inadequate organisational structure</p> <p>Outdated equipment & old vehicles</p> <p>Old Personnel</p> <p>Lack of Knowledge Management</p> <p>Misplacement of skill</p>	 <p>Develop communication procedures and forums</p> <p>Policy development</p> <p>Skills audit</p> <p>Incentives e.g. career path</p> <p>Support</p> <p>Implement Revenue Collection Policy</p> <p>Establish a strategic planning unit on funding</p> <p>Appoint Personnel</p> <p>Restructure</p> <p>Replace equipment & Vehicles</p> <p>Bring down the separation policy</p> <p>Put in place knowledge Management System & Capacity Building</p> <p>Skills Audit & replacement</p>
OPPORTUNITIES	Actions to utilise External Opportunities
<p>Legislative prescriptions</p> <p>Open transparent administration</p> <p>Functions</p> <p>Learnerships</p> <p>External Funding opportunities</p> <p>Established Service Providers</p>	<p>Compliance</p> <p>Incentive, enhance morale</p> <p>Community development</p> <p>Funding</p> <p>Explore funding windows & apply</p> <p>Develop a data base of service providers</p>

THREATS	Actions to neutralize the External Threats
<p>Misunderstandings – Political and admin</p> <p>More litigations</p> <p>Training not effective for purpose</p> <p>Better opportunities elsewhere</p> <p>HIV and Aids</p> <p>Lack of Provincial & National Support</p>	<p>Information</p> <p>Professional recruitment and selection</p> <p>Promote compliance</p> <p>Audit accreditation</p> <p>Implement a policy on HIV/Aids, Gender & Disability</p> <p>Engage the provincial & national sphere of government</p>

One of the ways in which the municipality will be supporting the wellbeing of its employees will be through Employee Assisted Programme. As of September 2006 a post of Senior Administration Officer: Employee Assistance has been created within the Personnel Management Branch.

Chapter 7

FINANCIAL OVERVIEW ATJHABENG LOCAL MUNICIPALITY

This chapter provides an overview of the current financial position and the various challenges within the organisation.

The municipality has managed to comply with the provisions of the Municipal Finance Management Act 56 of 2003 in terms of Chapter 11. A Supply Chain Management policy has been adopted by Council and a Supply Chain Management Unit has been established with the purpose of centralizing procurement and ensuring that the municipality acquires goods and services in an effective and efficient manner. We have also established under the Supply Chain Management Unit an Asset Management sub-unit, with the sole purpose of ensuring that the municipality's assets are safeguarded and properly recorded.

The appointment of Credit Control Manager has assisted the municipality in ensuring professional credit control and improved customer services. We have also established a credit control task team which meets on a daily basis to monitor and ensure that the credit control policies are being implemented effectively. We have capacitated the credit control unit by appointing additional credit controllers and cashiers at the head office as well as at the other units.

A Senior Manager Treasury has been appointed to instill more discipline and professional ethics within the division in order to ensure that general accounting problems are addressed in time and informal controls implemented.

Although we have instilled all these measures to improve our controls and policies, our current financial position has not improved. The municipality incurred a net loss during the current financial year and is likely to continue incurring debt due to the low collection levels. The current collection rate is between 65% and 70%.

The municipality's ability to continue as a going concern is dependant on a number of factors, of which the most significant is our reliance on financial support from the South African government. In the financial year 2006/2007 the municipality received subsidies and grants amounting to R 143 647 000. The financial administration and management challenges that the municipality faced in the past and current year are addressed in the financial recovery plan and IDP of the finance department. The municipality has also successfully converted to Grap as per National Treasury regulations.

Chapter 8

POLITICAL OFFICES

MATJHABENG LOCAL MUNICIPALITY

Office of the Executive Mayor



IDP NO	PRIORITY	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIMELINES YEAR	PERFORMANCE MEASURE
1	Policy Development	1.1. Alignment of all institutional policies with the legal frame work	1.1.1. Managing, auditing, reviewing and alignment of institutional policies	1.1.1.1. Policy, development, coordination, monitoring and evaluation	R 250 000	2011	
			1.1.2. Development and maintenance of database of all institutional policies				
2	The promotion of intergovernmental relations	2.1. The development and implementation of intergovernmental relations strategy	2.1.1. Develop strategy		R 48 000	2011	
			2.1.2. Promotion and participation in SALGA and other government structures	2.1.2.1. Intergovernmental relations			
		2.2. Promotion of international relations and corporation with other municipalities	2.2.1. Conduct international visit to forge corporation and twinning with other municipalities	2.2.1.1. International corporations	R 380 000	2011	
INTEGRATED MUNICIPALITY DEVELOPMENT PLAN REVIEW 2009 - 2010							

3	Special Projects	5.1. Encourage the spirit of letsema, vukuzenzele and a voluntarism for better life for all vision.	5.1.1. Plan and coordinate community self-help programmes that encourage the spirit of letsema, vukuzenzele and a voluntarism for better life for all vision.	5.1.1.1. Mayoral Project	R 1 000 000	2011	
4	Freedom day Celebrations	6.1. Celebration of the freedom day	6.1.1. To celebrate freedom day as an Annual Event	6.1.1.1. Mayoral Project	R 2 000 000	2011	
5	Establish focal desks for youth, women, children and disabled persons	7.1 Promote and advocate for the plight of these sectors internally and externally	7.1.1. To develop institutional policies around these sectors and coordination strategies	7.1.1.1. Mayoral Project	R 2 00 000	2011	
6	National Days Celebration	8.1. Celebration of the national days	8.1.1. To celebrate days in line with the national and provincial governments	8.1.1.1. Mayoral Project	R 2 000 000	2011	

OFFICE OF THE SPEAKER

IDP NO.	PRIORITY	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIMELINES YEAR	PERFORMANCE MARGER
	To promote and enhance public participation awareness	To promote and enhance public participation and awareness	Involvement of the community in policy, By-laws, IDP and budget formulation process	Purchase of a new car fitted with loud hailer	R250 000	On going	
		To provide educational programmes to Councillor and Ward Committees	Improved awareness of key planning processes and workings of the municipality	Identified workshops that meet their needs	R500 000	On going	
		To convene the Stakeholders Forum	Functional Stakeholders Forum	Develop programme that promotes functionality	R500 000	On going	
		To conduct by election of Ward Committees	Existence of functional Ward Committees in all 36 Wards	Run Ward Committee elections	R250 000	On going	
			Arrange Ward Committee competition	Choose the best performing Ward Committee	R150 000	Annually	
		To provide logistical support to the Speaker	Render advice to, and undertake research on behalf of the Speaker	When required	R 200 000	On going	

CHAPTER 9

DIRECTORATE: INFRASTRUCTURE

MATJHABENG LOCAL MUNICIPALITY



IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
9	9.1. To develop roads, water, sewerage, electricity and stormwater infrastructures.	9.1.1. Deliver new infrastructure for 2000 stands every financial year.	9.1.1.1. Service 1000 new stands per year	R 9 000 000	2011	
			9.1.1.2. Service 1000 existing stands per year.	R 13 500 000	2011	
			Cleaning and leveling of areas where informal households reside and formal stands were created.			
		9.1.2. Conversion of hostels: bulk services	9.1.2.1. Supply bulk services to areas where private developers convert existing hostels to family units with housing subsidies	R 2 000 000	2011	
		Contributions to services for private housing developments	Contribute to bulk and internal services of Phakisa development	R 30,000,000	2011	
		9.1.3. Develop and service business stands to stimulate growth	9.1.3.1. Service new stands 9520, Welkom	R 195 000	2011	
		9.1.4. Develop and service new industrial stands to stimulate growth	9.1.4.1. Service stands in X39, Welkom	R 420 000 - S	2011	
				R 141 000 - W	2011	
				R 690 000 - R	2011	
				R 1 500 000 - E	2011	

INTEGRATED DEVELOPMENT PLAN REVIEW 2009 - 2010

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
10	10.1. To develop infrastructure – e.g. roads, water, sewerage, electricity and stormwater.	10.1.1. Upgrade bulk and internal sewerage reticulation	10.1.1.1. Construct new sewer lines and services in new or underdeveloped areas.			
			10.1.1.2. Construct a sewer network where applicable for Thabong X19, X20 and Bronville X9			
			10.1.1.3. Zone G, H, J,	R 37 000 000	2011	
			10.1.1.4. Zone A, B,	R 14 300 000	2011	
			10.1.1.5. Zone C	R 14 000 000	2011	
			10.1.1.6. Zone D	R12 516 000	8011	
			10.1.1.7. Zone E	R 3 300 000	8011	
			10.1.1.8. Construct a sewer network for Thabong X13.	R 5 300 000	2011	
			Construct sewer network for Thabong North	R 4,000,000	2011	
			Construct sewer for Thabong fill in areas	R 4,000,000	2011	
			Construct sewer for Thabong T12	R 500,000	2012	
			Construction sewer network for Kutlwanong Stadium area		2011	
			Construction sewer network for Meloding South-East area: Stilte		2011	
			10.1.1.9. Alma sewer reticulation and Bulk services study.	R 3 000 000	2011	
			2.10.1.1.10. Construction of Alma Sewer network		2011	
			10.1.1.11. Install water meters in conjunction with the installation of sewer connections.	R 6 000 000	2011	
			10.1.1.12. Create Section 78 for water	R 6 000 000	2011	
			Meloding outfall sewer to Virginia (3300m)	R 7,000,000	2009	
			Phomolong outfall sewer to Sewer works (1200m)	R 3,500,000	2009	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
11	11.1. To develop infrastructure roads, water, sewerage, electricity, stormwater.	11.1.1. Install bulk and internal water reticulation.	11.1.1.1. Install Bulk, internal water reticulation and water meters in new areas and existing under-developed areas.			
			11.1.1.2. Thabong X20 (Hani Park): Extension of network	R 5 400 000		
			11.1.1.3. Phomolong: Water network for new development on Ventersvlakte	R 2 000 000		
			11.1.1.4. Water network Bronville X7	R 870 000		
			11.1.1.5. Water network for Thabong T16 X12 & 13)	R 5 950 000		
			11.1.1.6. Water network for Thabong T6	R 3 150 000		
			Water network for Thabong North	R4 000 000		
			Water network for Thabong fill in areas	R3 000 000		
			Water network for Kutlwanong Stadium area			
			Water network for Meloding South-East area: Stilte		2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
12	12.1. To develop infrastructure roads, water, sewerage, electricity, stormwater	12.1.1. Develop Service Master plan and Planning designs where applicable for Stormwater, Sewer and Water services by Analyzing existing networks and do planning designs for future projects	12.1.1.1. Develop Stormwater Master plan for all towns and prioritise identified projects.	R 500 000	2011	
			12.1.1.2. Develop bulk Sewerage Master plan and capacity analysis for all towns and prioritise identified projects	R 500 000	2011	
			12.1.1.3. Obtain Arial photography with accurate heights of all towns	R 5 000 000	2011	
			12.1.1.4. Obtain satellite photos and software to use as backdrop on GIS	R 800 000	2011	
			12.1.1.5. Develop Water reticulation Master plan (including meters and standpipes) for all towns and prioritise identified projects	R 1 300 000	2011	
			12.1.1.6. Design of gravitating bulk services to ensure that phased development can be done.	R 800 000	2009	
			12.1.1.7. Develop Rural area sewer development plan	R 500 000	2011	
			12.1.1.8. Develop database for master plans, populate with information and link to GIS	R 1 000 000	2011	
			12.1.1.9. Purchase real-time GPS to survey contour and as-build service information	R 300 000	2009	
			GNSS system to utilize GPS system more efficient	R280 000	2012	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
13	13.1. To develop infrastructure roads, water, sewerage, electricity, stormwater	13.1.1. Construction of new roads.	13.1.1.1. Construct roads in new areas and under-developed areas	R 17 000 000	2011	
			13.1.1.2. Construction of 6.9 km distributor roads in Matjhabeng	R 17 20110 000	2011	
			13.1.1.3. Extension of Jan Hofmeyr rd north of Hani Park (Province)	Province budget	2011	
			13.1.1.4. Road Lighting Provincial Roads Hanipark area		2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
14	14.1. To develop infrastructure –e.g. roads, water, sewerage, electricity, stormwater.	1 4.1.1. Construction of new roads.	14.1.1.1. Construct 24.5km new bus/ taxi roads according to road hierarchy to improve traffic flow and improve stormwater management.	R 51 450 000	2011	
			14.1.1.2. Road 200 Thabong (N1 far east)	R 7 000 000	2011	
			14.1.1.3. Thabong T16 bus route	R 4 000 000	2011	
			14.1.1.4. Thabong X15 to Thabong X19 (Curbing and seal only)	R 1 500 000	2011	
			14.1.1.5. Meloding: Road to cemetery	R 2 200 000	2011	
			14.1.1.6. Phomolong Road 6	R 1 190 000	2011	
			14.1.1.7. Calabria distributor roads	R 8 000 000	2011	
			14.1.1.8. Kutlwanong: Road to cemetery	R 1 000 000	2011	
			14.1.1.9. Nyakallong ring road extension	R 740 000	2011	
			14.1.1.10. Buick Tshabalala Road	R 1 800 000	2011	
			14.1.1.11. Dr Timothy Ndaki road from Road 200 to the East	R 2 034 000	2011	
			14.1.1.12. Constantia Road from Road 200 to the East	R 6 000 000	2011	
			14.1.1.13. Expansion of Nkoane to Pambili	R 2 903 000	2011	
			14.1.1.14. Road 300 in T14/2	R 2 000 000	2011	
			14.1.1.15. Togo Drive from Road 200 to the West	R 750 000	2011	
			14.1.1.16. Sealed Dump-rock roads in Thabong X19	R 7 200 000	2011	
			14.1.1.17. Additional exit road Phumlani cemetery		2010	
			14.1.1.18. Kutlwanong Road 150	R 1 600 000	2011	
			14.1.1.19. Kutlwanong: Seranyane St East and road242	R 3 096 000	2011	
			14.1.1.20. Virginia Way Service lanes	R 2 000 000	2011	
			14.1.1.21. Thabong road 142 (G-hostel)	R 720 000	2011	
	14.2. To develop infrastructure –e.g. roads, water, sewerage, electricity, stormwater and sidewalks.	14.2.1. Compile a pavement management system.	14.2.1.1. Resurfacing of 13% of all streets every year.	R 20 000 000	2011	
			14.2.1.2. Maintenance of streets and associated infrastructure.	Generic		
			14.2.1.3. Crack sealing of roads and repair potholes	R 7 000 000	2011	
			14.2.1.4. Sealing of existing dump rock roads at 20km/a	R 5 000 000	2011	
			Construction of sidewalks on main roads @ 5km per year	R1.500,000/a	2011	
			Construction of sidewalks near schools @ 5km per year	R1.500,000/a	2011	
	14.3. To reconstruct the roads that are beyond repair	14.3.1. Reconstruct roads that do not function safely and can not be repaired economically.	6.3.1.1. 14.3.1.1. Rebuild Alma road	R 3 600 000	2011	
			6.3.1.2. 14.3.1.2. Rebuild Stateway service lanes	R 8 400 000	2011	
			14.3.1.3. Rebuild Second street between Stateway and Half street.	R 1 400 000	2011	
			14.3.1.4. Rebuild Valley Drive North (Virginia)	R 4 200 000	2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
			14.3.1.5. Rebuild Pienaar Street Ventersburg	R 2 500 000	2011	
			14.3.1.6. Rebuild Modikeng Road (Thabong)	R 2 500 000	2011	
	14.4. Construction of stormwater water canals and borrow bits	14.4.1. Construction of new storm water canals	14.4.1.1. Hani Park stormwater system drains to enable construction of east – west roads	R 584,000	2011	
			14.4.1.2. Construct new Storm water canals in new developed or underdeveloped areas.		2011	
			Bronville X9 (Mandela Park)	R 350 000	2011	
			Odendaalsrus Nerina Way	R 1 500 000	2011	
			Odendaalsrus Akasie Ave Park	R 1 200 000	2011	
		14.4.2. Ensure that all borrow pits are safe.	14.4.2.1. Cleaning of Doornpan borrow pit	R150,000	2011	
	14.5. To develop the gravel roads	14.5.1. Draw up a gravel road construction program that will yield 15km per annum.	14.5.1.1. Construct sealed gravel roads at 15Km per annum.	R13,500,000	2011	
			14.5.1.2. Construct un-designed Gravel roads to give residents access to stands in rainy season at 15Km per annum	R4,500,000	2011	
			14.5.1.3. Obtain 3 motor graders to upgrade and maintain gravel roads (2 for Welkom and 1 For East unit)	R6,000,000	2011	
	14.6. To improve the street naming and signage	14.6.1. Allocate street names and numbers.	14.6.1.1. Complete the Street identification program.	R100,000	2011	
		14.6.2. Identify and set a priority list for the replacement and repair of road signs.	14.6.2.1. Create a street sign management system, survey existing indicators and update system.	R2,500,000	2011	
		14.6.3. Implement a road sign posting program	14.6.3.1. Installation/construction/ upgrading of road sign posting	R500,000	2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
15	15.1. To compile and implement a maintenance and upgrading plan for storm water canals.	15.1.1. Clean and upgrade all stormwater Canals.	15.1.1.1. Cleaning of lined storm water canals in the whole of Matjhabeng once a year.	R2,000,000	2011	
			15.1.1.2. Cleaning of unlined storm water canals in Matjhabeng twice a year.	R4,000,000	2011	
			15.1.1.3. Concrete Lining existing canals at 5km per annum.	R2,700,000	2011	
			15.1.1.4. Obtain long reach Excavator and Lowbed for maintenance and construction of canals	R1,500,000	2011	
			15.1.1.5. Finalization of Uitsig canal retention dam.	R1,200,000	2011	
			15.1.1.6. Cleaning and maintenance of existing storm water drainage pipes.	R800,000	2011	
			15.1.1.7. Formalizing stormwater canal at school in T15	R500,000	2009	
			15.1.1.8. Formalizing stormwater canal in Thulwane street: Thabong	R3,300,000	2010	
			15.1.1.9. Formalizing stormwater canal in Planeet street: Bronville	R300,000	2008	
			15.1.1.10. Formalizing stormwater canal at Phakati and Nkoane intersection	R1,000,000	2008	
			15.1.1.11. Line Stormwater canal in T11	R500,000	2011	
			15.1.1.12. Line Jan Hofmeyr/ Power roads channel	R5,000,000	2011	
			15.1.1.13. Lining of Mostert canal 15 km in phases	R40,000,000	2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
16	16.1. To replace 15% of worn out water pipelines in a five-year cycle. To replace 15% of worn out water pipelines in a five-year cycle.	16.1.1. Compile a replacement plan for worn out water pipes to reduce water loss.	16.1.1.1. Replace worn out pipes at a rate of R20m/annum for 3 years.	R70,000,000	2011	
			16.1.1.2. Repair and maintenance of water related infrastructure		2011	
		16.2. Compile a replacement plan for Asbestos water pipelines to comply to asbestos legislation	16.2.1.1. Service all hydrants and Valves once a year	R10,000,000	2011	
		16.3. Implement a Water Demand Management and Monitoring plan.	16.3.1.1. Add valves where areas cannot be shutoff in manageable chunks and unnecessary water loss occur during maintenance actions.	R2,000,000	2010	
			16.3.1.2. Replace 440 km of asbestos water pipes in phases	R154,000,000	2011	
			16.3.1.3. Implement a water pressure reduction system to reduce the occurrence of burst pipes.	R9,000,000	2011	
			16.3.1.4. Conducting analysis to do leak detection investigation	R2,000,000	2010	
			16.3.1.5. Implement Leak detection system and equipment	R2,000,000	2010	
			16.3.1.6. Develop water loss monitoring database	R100,000	2010	
			14.3.1.7. Replace existing “full tank flushing mechanism” in toilet cisterns with “empty tank flushing mechanisms”	R3,000,000		
			16.3.1.14. Data logging of bulk meters to monitor consumption trends, trigger alarms and calculate losses due to pipe bursts.	R1,000,000	2010	
			16.3.1.9. Identification of consumers with water connections who are not billed	R1,000,000	2008	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
	16.2. Repair all faulty water meters	16.2.1. Compile a repair and replacement program of faulty water meters.	16.2.1.1. Implement the water meter repair program.	R6,000,000	2009	
			16.2.1.2. Replace worn-out water meters with Pre-Paid meters at a rate of R20m/a for 3 years to reduce water loss and increase revenue collection	R20,000,000		
			16.2.1.3. Create and implement Water Revenue Protection unit	R1,500,000	2008	
	16.3. Construction and Extension of purified Water sewerage network	16.3.1. Construction of the new water purification Plant	16.3.1.1. Build water purification plant for the purpose of irrigation	R 50 000 000	2011	
			16.3.2.1. Construction of new water purification plant in Witpan	R 50 000 000	2011	
		16.3.3. Ring fence revenue from sales of purified water.	16.3.3.1. Use 50% of purified water sales to extend the purified sewer effluent network each year to reduce the usage of potable water for irrigation purposes.	R5,000,000	2011	
			16.3.3.2. Construct a pipeline connecting the Thabong, Witpan, Theronia sewer works and Alma PSE tower for disposal / irrigation.	R8,000,000	2008	
			Upgrade of purification pumpstation at Theronia	1,500,000	2008	
	16.4. To ensure long-term cost effective bulk Water supply to Matjhabeng sewerage	16.4.1. Comply with the Water Services Authority legislative requirements.	16.4.1.1. Develop the Matjhabeng Water Services development plan	R1,200,000	2007	
			16.4.1.2. Create WSA management unit	R5,000,000	2008	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
17	17.1. To upgrade the bulk sewer network to 100% functionality	17.1.1. Employ personnel dedicated for the repair and maintenance at the sewerage works and pump-stations.	17.1.1.1. Upgrade Mmamahabane sewer works.	R12,000,000	2009	
			17.1.1.2. Upgrade Theronia sewer works.	R20,000,000	2009	
			17.1.1.3. Upgrade Odendaalsrus sewer works and construct new pump station and outfall sewer line to Kutlwanong Sewer Works.	R12,000,000	2008	
			17.1.1.4. Upgrade and extend of Kutlwanong sewer works.	R30,000,000	2010	
			Upgrade and Extend Thabong Sewer works to accommodate the additional flow from new developments in Thabong, Bronville and Riebeeckstad	R60,000,000	2011	
		17.1.2. Phase upgrades over five year periods.	17.1.2.1. Rehabilitation of Thabong sewer works.	R3,500,000	2010	
			17.1.2.2. Upgrade of Hennenman sewer works.	R3,000,000	2011	
			17.1.2.3. Upgrade and maintenance of all pump stations in Matjhabeng.	R20,000,000	2011	
			17.1.2.4. Upgrade Witpan Sewerage works	R5,000,000	2010	
			17.1.2.5. Change Whites sewerage works to a septic tank system.	R2,000,000	2012	
			17.1.2.6. Upgrade Nyakallong sewerage works.	R8,000,000	2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
			17.1.2.7. Clean sumps of pump stations once in 2 years	R5,000,000	2011	
			17.1.2.8. Upgrade 14 pump stations structures: East unit	R12,000,000	2011	
			15.1.2.9. Upgrade 13 pump station structures: West unit	R20,000,000	2011	
			15.1.2.10. Upgrade 47 pump station civil works	5,000,000	2011	
			15.1.2.11. Construct and upgrade security and alarm systems at pump stations and sewerage works	R3,000,000	2011	
			15.1.2.12. Upgrade, maintenance and operation of Sewerage works in Matjhabeng.	6,000,000	2011	
			15.1.2.13. Obtain 2 Jet masters for east unit for maintenance of main sewer lines	R1,000,000	2010	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
16	16.1. To replace 25% of worn out sewer pipelines in a five-year cycle.	16.1.1. Identify sewer pipelines that have suspected problems.	16.1.1.1. Replace 5% of worn out sewer pipelines annually.	R25,000,000	2011	
			16.1.1.2. Replace the Stateway Sewer line between Tempest and Lindsay road.	R4,000,000	2009	
			16.1.1.3. Apply Protective lining to sewer pipes Virginia and OD.	R8,000,000	2011	
			16.1.1.4. Replace 450mm rising main line between Major pump station and Theronia sewerage works and enlarge sump of Major pump station.	R1,920,000	2011	
			16.1.1.5. Relining of rising main from Power Road Pump station to Rovers club.	R1,500,000	2011	
			16.1.1.6. Replace 300mm sewer in Brain street Odendaalsrus	R1,300,000	2009	
			16.1.1.7. Maintenance of sewer related infrastructure.		2011	
		16.1.2. Compile a replacement plan for worn out sewer pipelines.	16.1.2.1. Purchase TV inspections equipment and create unit to do inspections of all sewer lines to identify problematic lines and prioritise replacement thereof	R500,000	2011	
	16.2. To replace iron manhole covers with concrete lockable covers	16.2.1. Identify dangerous open manholes to be covered	16.2.1.1. Replacement of 2000 iron covering of open manhole's covers with concrete covers annually.	R3,000,000	2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
17	17.1. To replace the bucket system with water borne sewer	17.1.1. Provide bulk and internal sewer network and toilet structures in existing developed areas serviced by buckets and without a network	17.1.1.1. Kutlwanong: Geneva Sewer network and toilet structures (VIP)	R15,000,000	2009	
			17.1.1.2. Meloding Sewer network and toilet structures.	R73,000,000	2009	
			17.1.1.3. Phomolong Sewer network and toilet structures.	R44,000,000	2009	
		17.1.2. Provide toilet structures in existing developed areas serviced by buckets and with a network	17.1.2.1. Kutlwanong: Toilet structures and sewer connections	R6,500,000	2009	
			17.1.2.2. Upgrade of outfall sewer between Meloding and Virginia to accommodate flow of bucket eradication.	R10,000,000	2009	
18	18.1. Repair and maintenance of Municipal Buildings.	18.1.1. Compile a priority list in respect of repairs / renovation.	18.1.1.1. Survey of municipal buildings and compile database. Evaluate maintenance requirements	R500,000	2011	
			18.1.1.2. Compile a maintenance plan for all municipal buildings.	R500,000	2011	
			18.1.1.3. Renovate Airport buildings and infrastructure	R2,500,000	2011	
		18.1.2. Upgrade buildings to give access to the disabled, the aged.	18.1.2.1. Repair and Maintain municipal buildings to comply with Occupational Health and Safety Act.	R25,000,000	2011	
			18.1.2.2. Introduction of an effective cleansing system in all Councils rental accommodation.			
			18.1.2.3. Make buildings accessible for the disabled (See project 6.5.1.3) (See Dept. Social Welfare Strategic Plan)	R10,000,000	2011	
			18.1.2.4. Renovate 1 Reinet Building ground floor.	R1,500,000	2007	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
19	19.1. To investigate the utilization of the municipal railway sidings in partnership with other stakeholders	19.1.1. Invite Stakeholders and develop a Public Private Partnership.	19.1.1.1. Closure of the under utilised railway sidings.		2009	
			19.1.1.2. Closure of railway sidings.		2009	
			19.1.1.3. Remove/sell un-utilized railway line material.		2009	
			19.1.1.4. Repair and maintenance of railway sidings.		2009	
20	20.1. To ensure that the farming community has access to services	20.1.1. Implement a program of access to hygienic toilet facilities for the farming community.	20.1.1.1. To supply / install appropriate sanitation for the farming community per annum in partnership with DWAF.	R3,500,000	2011	
		20.1.2. Facilitate the maintenance of rural roads.	20.1.2.1. Co-ordinate the upgrading and maintenance of rural roads. 20.1.2.2. Milling and Patching of P43/1 20.1.2.3. Regravel the following roads: ➤ S480 ➤ S478 ➤ S173 ➤ S172 ➤ S181 ➤ S161 ➤ S995 Vegetation eradication on SS91			
		20.1.3. Facilitate the maintenance of rural roads to commonage farms.	20.1.3.1. Upgrade and blading of access roads to commonage farms	R2,000,000	2011	

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
21	21.1. To upgrade and replace worn - out electrical infrastructure	21.1.1. Implement and comply to Demand side management	21.1.1.1. HENNENMAN	R 82,500.00	2011	
			21.1.1.2. ODENDAALSRUS	R 110,000.00		
			21.1.1.3. VIRGINIA	R 220,000.00		
			21.1.1.4. WELKOM	R 440,000.00		
	21.2. Adherence to the NERSA licensing requirements in terms of adhering to the Quality of supply regulations	21.2.1. Adhere to NRS 047 & 048 regulations	21.2.1.1. Implementation of quality of supply in 6 Towns of MATJHABENG in terms of NRS 047 & 048 regulations	R 1,650,000.00		
	21.3. To ensure that the Electrical engineering Services Department adhere to all statutory and machinery requirements of the OHS act	21.3.1. Implement statutory legislations of the OHS 85/93 safety requirements	21.3.1.1. Conduct a Risk assessment for the Electrical Engineering Services in terms of the OHS Act 85/1993	R 165,000.00		
22	22.1. Ensuring a sound and safe high voltage (132kV) distribution	22.1.1. Maintenance to be conducted as required by regulations OHS	22.1.1.1. WELKOM - Upgrading breakers and isolators 132KV reticulation	R 916,306.00		
		22.1.2. Maintenance to be conducted as required by regulations OHS	22.1.2.1. WELKOM - Main intake test, upgrade and repairs to 132KV	R 631,561.00		
		22.1.3. Ensuring effective and uninterrupted 132kV distribution network	22.1.3.1. WELKOM - Provision 20MVA 132KV transformer	R 8,800,000.00		
		22.1.4. Maintain Scada systems	22.1.4.1. WELKOM - Upgrade of SCADA system	R 220,000.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
23	23.1. Ensuring sound low and medium voltage networks	23.1.1. Maintenance to be conducted as required by regulations OHS	23.1.1.1. WELKOM - Reyrole switch replacement	R 110,000.00		
			23.1.1.2. VENTERSBURG - Replace High voltage ring feed to Hamilton Substation	R 179,300.00		
			23.1.1.3. HENNENMAN - Ring electrical supply 11kV Atlas Street	R 352,831.60		
			23.1.1.4. HENNENMAN - Ring electrical supply 11kV Goud Street	R 420,100.00		
			23.1.1.5. ODENDAALSRUS - Provision and installation of a 11kV electrical ring feed between Hospital park and Eldorie	R 410,300.00		
	23.2. Ensuring sound low and medium voltage networks	23.2.1. Ensuring effective and uninterrupted distribution network	23.2.1.1. ODENDAALSRUS - Upgrade electrical supply to Du Plessis Single	R 132,000.00		
			23.2.1.2. ODENDAALSRUS - Complete 11kV electrical ring feed in CBD Area Odendaalstreet	R 148,500.00		
			23.2.1.3. WELKOM - Ring feed Vista & Bongani Hospital	R 2,129,600.00		
			23.2.1.4. WELKOM - ST Helena upgrading of cable distribution network	R 1,760,000.00		
			23.2.1.5. VIRGINIA - Upgrading of electrical ring feed 11kV to Fauna Park	R 1,380,500.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
			23.2.1.6. VIRGINIA - Upgrading of electrical ring feed 11kV to Boabab Str	R 220,000.00		
			23.2.1.7. VIRGINIA - Upgrading of electrical ring feed 11kV to Virginia and Harmony	R 686,400.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
	Ensuring sound low and medium voltage networks	Ensuring effective and uninterrupted distribution network	23.2.1.8. WELKOM - NER bulk supply Extension 15 Thabong	R 2,200,000.00		
			23.2.1.9. WELKOM - Upgrading medium voltage network Flamingo park	R 1,320,000.00		
			23.2.1.10. WELKOM - Upgrading medium voltage network Stateway new Businesses	R 1,100,000.00		
			23.2.1.11. WELKOM - Upgrading medium voltage network EXT 19	R 1,320,000.00		
			23.2.1.12. WELKOM Upgrading medium voltage network Civic Centre	R 4,819,256.00		
			23.2.1.13. WELKOM - Upgrading medium voltage network Industrial area	R 3,200,000.00		
			23.2.1.14. HENNENMAN - Replace overhead transmission lines in Fabriek str	R 242,000.00		
			23.2.1.15. ODENDAALSRUS - Upgrade electrical distribution boxes	R 132,000.00		
	Ensuring sound low and medium voltage networks	Ensuring effective and uninterrupted distribution network	23.2.1.16. WELKOM - Rehabilitation of low voltage reticulation Phase 1 Bedelia	R 1,815,000.00		
			23.2.1.17. WELKOM - Ext 19 LT electrical reticulation upgrade	R 724,882.40		
			23.2.1.18. Odendaalsrus - Upgrading of low voltage overhead distribution lines	R 910,250.00		
			23.2.1.19. Welkom - Flamingopark LT Electrical distribution upgrade	R 1,084,185.30		
			23.2.1.20. VENTERSBURG - Provision and installation protection relays	R 82,500.00		
			23.2.1.21. HENNENMAN - Provision and installation protection relays	R 266,200.00		
			23.2.1.22. VIRGINIA - Upgrading of protection relays	R 534,600.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
	Ensuring sound low and medium voltage networks		23.2.1.23. ODENDAALSRUS - Upgrading of protection relays	R 533,500.00		
			23.2.1.24. WELKOM - Upgrading of protection relays	R 1,171,185.38		
		23.2.2. Maintain electrical metering systems	23.2.2.1. VIRGINIA - Provision and installation of remote Electrical metering systems	R 198,000.00		
			23.2.2.2. ODENDAALSRUS - Provision and installation of remote Electrical metering	R 320,408.00		
			23.2.2.3. WELKOM - Provision and installation of remote Electrical metering systems	R 2,089,998.90		
		23.2.3. Comply with NER Licensing requirements	23.2.3.1. MATJHABENG - Testing and verification of all large electrical consumer connections to the NRS 058 regulations in all towns by a SANS approved authority	R 4,116,750.00		
24	24.1. Testing and repair of electrical building installations	24.1.1. Comply with NER Licensing requirements	24.1.1.1. MATJHABENG - Testing and repair all Electrical Installation that is property of the Matjhabeng Municipality in terms to the SANS10142-1 regulations	R 770,000.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
	24.2. To ensure an effective and efficient Electrical workshop	24.2.1. Maintain substation buildings	24.2.1.1. HENNENMAN - Provision and installation of security systems at electrical Substations	R 55,000.00		
			24.2.1.2. VENTERSBURG - Provision and installation of security systems at electrical Substations	R 49,500.00		
	To ensure an effective and efficient Electrical workshop	Maintain substation buildings	24.2.1.3. ALLANRIDGE - Provision and installation of security systems at electrical Substations	R 55,000.00		
			24.2.1.4. VIRGINIA - Provision and installation of security systems at electrical Substations	R 112,200.00		
			24.2.1.5. ODENDAALSRUS - Provision and installation of security systems at electrical Substation	R 116,512.00		
			24.2.1.6. WELKOM - Substation security and remote control system	R 9,459,997.80		
			24.2.1.7. HENNENMAN - Upgrading of substation buildings	R 275,000.00		
			24.2.1.8. VIRGINIA - Upgrading of substation buildings	R 825,000.00		
			24.2.1.9. ODENDAALSRUS - Upgrading Main substation	R 110,000.00		
			24.2.1.10. ALLANRIDGE - Upgrading Main substation	R 352,000.00		
			24.2.1.11. WELKOM - Revamp main sub structure	R 165,000.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
25	25.1. Ensuring an effective Revenue Protection Service	25.1.1. Implementation of the Revenue protection program	24.2.1.12. ALLANRIDGE - Emergency work to be done on all substation in Allanridge	R 220,000.00		
			24.2.1.13. WELKOM - Mini-Substation Replacement	R 1,201,530.00		
			24.2.1.14. VENTERSBURG - Upgrading of OCB in distribution network	R 385,000.00		
			25.1.1.1. VENTERSBURG - Provision and installation of a STS pre-paid electrical meters	R 121,000.00		
			25.1.1.2. HENNENMAN - Provision and installation of a STS pre-paid electrical meters	R 121,000.00		
			25.1.1.3. VIRGINIA - Upgrading of STS pre-paid electrical metering system	R 132,000.00		
			25.1.1.4. ODENDAALSRUS - Upgrading of STS pre-paid electrical metering system	R 231,000.00		
			25.1.1.5. ALLANRIDGE - Provision and installation of STS pre-paid electrical metering system	R 121,000.00		
			25.1.1.6. WELKOM - Pre-paid metering upgrade	R 205,260.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
26	26.1. To ensure a sound high mast and streetlight installation	26.1.1. Maintain streetlight installations	26.1.1.1. VIRGINIA - Provisioning and installation of Two(2) high mast lights in Saaiplaas	R 275,000.00		
			26.1.1.2. VIRGINIA - Provision and installation of High mast and streetlights in Virginia	R 754,050.00		
			26.1.1.3. VIRGINIA - Provisioning and installation of Two(2) high mast lights Meloding	R 275,000.00		
			26.1.1.4. WELKOM - Five (5) High mast lights Hani Park, Bronville	R 687,500.00		
			26.1.1.5. ODENDAALSRUS - Provision and installation of Thirteen(13) high mast lights in Kutlwanong	R 1,787,500.00		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
	To ensure a sound high mast and streetlight installation	Maintain streetlight installations	26.1.1.6. ALLANRIDGE - Provision and installation of Two(2) high mast lights in Nayakalong	R 275,000.00		
			26.1.1.7. WELKOM - 26 High mast lights Thabong	R 3,575,000.00		
			26.1.1.8. WELKOM - One (1) High mast lights Phomolong Ext2	R 137,500.00		
			28.1.1.9. PHOMOLONG - Provision and installation of Street Lighting for main entrance road 6013.29 meters	R 1,231,388.40		
			26.1.1.10. NYAKALONG - Provision and installation of Street Lighting for main entrance road 1416.16 meters	R 289,998.70		
			26.1.1.11. MMAMAHABANE - Provision and installation of Street Lighting for main entrance road 4089.42 meters	R 837,424.07		
			26.1.1.12. MELODING - Provision and installation of Street Lighting for main entrance road 5882.04 meters	R 1,102,923.36		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
			26.1.1.13. KUTLWANONG - Provision and installation of Street Lighting for main entrance road 1128.54 meters	R 231,100.39		
			26.1.1.14. THABONG - NKOANE ROAD Provision and installation of Street Lighting for main entrance road 6294.79 meters	R 1,289,035.77		
			26.1.1.15. THABONG - mangosuthu buthelezi road Provision and installation of Street Lighting for main entrance road 1936.4 meters	R 396,532.51		

IDP NO	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME YEAR	PERFORMANCE MARGER
	To ensure a sound high mast and streetlight installation	Maintain streetlight installations	26.1.1.16. THABONG - PHAKATI ROAD Provision and installation of Street Lighting for main entrance road 1959.05 meters	R 401,170.74		
			26.1.1.17. THABONG - NDAKI ROAD Provision and installation of Street Lighting for main entrance road 7225.81 meters	R 1,479,688.36		
			26.1.1.18. THABONG - MOTHUSI ROAD Provision and installation of Street Lighting for main entrance road 2124.26 meters	R 435,002.14		
			26.1.1.19. THABONG - CONSTANTIA ROAD Provision and installation of Street Lighting for main entrance road 2124.26 meters	R 1,176,479.43		
			26.1.1.20. HENNENMAN - Provision and installation of two(2) high mast lights for Phomolong	R 275,000.00		
			26.1.1.21. ODENDAALSRUS - Provision and installation of streetlights Mimosa Way	R 220,000.00		
			26.1.1.22. VENTERSBURG - Upgrading of streetlights	R 133,100.00		
			26.1.1.23. HENNENMAN - Upgrading of street in Hennenman Town	R 145,200.00		
			26.1.1.24. WELKOM - Central park lighting	R 132,000.00		
			26.1.1.25. MATJHABENG Upgrading lighting Othello Road	R 55,000.00		

CHAPTER 10

LOCAL ECONOMIC DEVELOPMENT AND INTEGRATED DEVELOPMENT PLANNING

IDP NO	PRIORITY	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIMELINES YEAR	PERFORMANCE MARGER
27	LOCAL ECONOMIC DEVELOPMENT AND GROWTH	27.1 To develop a growth and development strategy for Matjhabeng	27.1.1. Develop a growth and development strategy for Matjhabeng	27.1.1.1. Complete 2007/2009 IDP 27.1.1.2. Compile all relevant information 27.1.1.3. Appoint consultants 27.1.1.4. Consult with stakeholders 27.1.1.5. Finalize document	R 50 000	2009	
30		30.1 To develop an affordable incentive scheme for Matjhabeng which will attract potential investors in all sectors and which will also make provision for SMME development and investment promotion	30.1.1. Revise and implement the Incentive Scheme for Matjhabeng	30.1.1.1. Evaluate the existing incentive scheme 30.1.1.2. Investigation phase – consultation with internal departments and the business sectors 30.1.1.3. Evaluate incentives offered by other towns 30.1.1.4. Draft new incentive schemes 30.1.1.5. Obtain comment from departments regarding feasibility and implementation procedures 30.1.1.6. Taking up the scheme in marketing material	R 100 000	2009	

31	LED & ECONOMIC GROWTH	31.1 To promote and/or market the benefits and potential of Matjhabeng	31.1.1. Preparation of marketing material	31.1.1.1. Identification of a marketable products – information and material 31.1.1.2. Production of marketing material 31.1.1.3. Actual promotion actions and follow ups 31.1.1.4. Effective implementation of the incentive scheme	R 100 000	2009	
32	ECONOMIC GROWTH LOCAL ECONOMIC DEVELOPMENT	32.2 Tourism Marketing	32.2.1. Promote exhibitions, conferences and events Implement a brand roll-out programme	32.2.1.1 Events 32.2.1.2. Brand Mangement 32.2.1.3. Production of Marketing Material 32.2.1.4. Publicity 32.2.1.5. Stakeholder Collaboration		2010	
		32.3 Heritage Promotions	32.3.1. Annual Cultural Events	32.3.1.1. Live Music Events 32.3.1.2. Theatrical programs 32.3.1.3. Art Exhibitions 32.3.1.4. Local Art and Craft Market 32.3.1.5. Poetry Sessions 32.3.1.6. Comedy Shows	R5 000 000	2011	

CHAPTER 11

COMMUNITY SERVICES

MATJHABENG LOCAL MUNICIPALITY

IDP NO	PRIORITY	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIME LINES YEAR	PERFORMANCE MARGER
45	Solid Waste management	45.1. To ensure an integrated, effective and efficient waste management service	45.1.1. Implement an Integrated Waste Management Plan (IWMP)	45.1.1.1. Waste collection from each household on a weekly basis.	R 15 000 000 Int & ext fund	Ongoing	
				45.1.1.2. To replace the current fleet via full maintenance purchase /leasing	R 25 000 000 External	2011	
				45.1.1.3. Compile and implement a waste management & littering By-laws	R 500 000	2010	
				45.1.1.4. Implement illegal dumping management plan	R 10 000 000 External funding	Ongoing	
				45.1.1.5. Develop and implement a waste information system	R 20 000 000 External funding	2010	
				45.1.1.6. Replace business refuse containers with 240 litre containers	R5 000 000 External funding	Ongoing	
				45.1.1.7. Replace black plastic bags with 240 liter bins in all residential areas (10%py)	R20 000 000 External funding	Ongoing	
		45.2 To ensure an integrated, effective and efficient waste management service	45.2.1. Upgrade waste disposal sites to meet requirements	45.2.1.1. Compile and implement an Integrated Waste Management Plan (IWMP)	R10 000 000 External funding	2010	
				45.2.1.2. Comply to permit requirement by implementing a proper management plan	R 50 000 000	2010	

INTEGRATED DEVELOPMENT PLAN REVIEW 2009 - 2010

46	Environmental Management	46.1. To enhance environmental Awareness	46.1. 1. Develop an Environmental Education Plan	46.1.1.1. Facilitate environmental road shows and workshop.	R50 000	2010	
				46.1.1.2. Rehabilitation of people living at dumping site.	R1 000 000	2010	
				46.1.1.3. Implement Health & Hygiene education as part of bucket eradication Projects	R 3 000 000	Ongoing	
				46.1.1.4. Establish Ward Environmental Health Forums	R20 000	2010	
		46.2. Develop and implement an Integrated Air Quality Control Plan	46.2.1. Minimise exposure of the community to harmful air substances.	46.2.1.1. Monitoring of ambient air quality.	R3 00 000	2010	

47	Community Parks and open spaces	47.1. To ensure an effective urban & environmental greening program	47.1.1. Provide greened public open space	47.1.1.1. Establish tree nurseries in Welkom & Virginia	R10 000 000 ex R 711 500 in	2011	
				47.1.1.2. Planting of trees Caring of trees	R310 000	2011	
				47.1.1.3. Establish urban parks & public open space	R20 000 000	2011	
		47.2 To provide adequate burial space for the community	47.2.1. Develop new & upgrade current cemeteries	47.2.1.1. Develop new cemetery Ventersburg /Mmamahabane	R1 700 000 ex	2011	
				47.2.1.2. Extend current cemeteries	R1 300 000 ex	2011	
			44.2.2. Recording of interments, niches & memorial works to meet legal standards	47.2.2.1. Upgrade cemeteries	R32 000 000 ex	2011	
				47.2.2.2. Develop an integrated electronic database & GIS recording system	R40 000 in		

48	Community facilities, Sports and Recreation	48.1. Ensure that basic sport & recreational facilities are available to all communities	48.1.1. To upgrade & maintain existing & build new municipal sport & recreation facilities	48.1.1.1. Upgrade sport & recreation facilities Stadiums <ul style="list-style-type: none"> ➤ Nyakallong ➤ Thabong ➤ Zuka Baloyi ➤ Meloding ➤ -North West (Griffons) ➤ Hennenman 	R9 456 200	2009	
49	Community facilities, Sports and Recreation	49.1. Ensure that basic sport & recreational facilities are available to all communities	49.1.1. To upgrade & maintain existing & build new municipal sport & recreation facilities	49.1.1.1. Community Centres <ul style="list-style-type: none"> ➤ Thabong -Ventersburg ➤ Mmamahabane -Meloding ➤ Bronville -Virginia ➤ Hennenman 	R360 000(EXT)	2011	
				49.1.1.2. Sport Complexes <ul style="list-style-type: none"> ➤ Mmamahabane ➤ Kuthlwanong ➤ Phomolong ➤ Bronville ➤ Goldfields Regional ➤ Rovers Sport ➤ Harvinia ➤ Riebeeckstad 	R3 230 000(EXT)	2011	
				49.1.1.3. Swimming Pools and recreational resorts <ul style="list-style-type: none"> ➤ Mimosa -Riebeeckstad ➤ Kopano ➤ Bronville ➤ Flamingo Lake 	R200 000(EXT) R200 000 R200 000 R200 000	2011	
				49.1.1.4. redevelopment and upgrading of Kopano Indoor Centre to accommodate High performance sports and talent centre	2 500 000	2010	

50	Community facilities, Sports and Recreation	50.1. Ensure that basic sport & recreational facilities are available to all communities	50.1.1. Build new sport & recreation facilities	50.1.1.1. Multipurpose Sport & Culture Centre	R2 300 000 ex	2010	
				50.1.1.2. Construction of a multipurpose sport stadium with a capacity of 40000 spectators (2010 and beyond)	R400 000 000 ex	2011	
				50.1.1.3. Construction of new swimming pool Phomolong	R1 000 000 ex	2011	
			50.1.2. Implement maintenance plan for sports & recreation facilities	50.1.1.2. All facilities ➤ Stadiums ➤ Community Centres ➤ Sports complexes ➤ Swimming Pools ➤ Indoor centres ➤ Informal sports fields	R4 517 600	2010	
51	Community facilities, Sports and Recreation	51.1 Align the local sport programs with the national program	51.1.1. implement programs that develop the human resource	51.1.1.1. Oliver Tambo Games	R1 000 000	2011	
				51.1.1.2. Indigenous games	R100 000	2011	
52	Improved Financial Management	52.1 Proper control of assets	52.1.1. Adequate Maintenance of Parks	52.1.1.1. Awareness campaign (adopt a park) on the maintenance of parks, circles and open spaces	400 000	2011	

		52.2. Dissemination of Information	52.2.1. Education Information Lifelong learning	52.1.1.2. Organize holiday programs for communities	5 000 000	2011	
				52.1.1.3. Participate in Readerthon programs			
				52.2.1.1. Centre for African research and development			
				52.2.1.2. Reopening of Riebeeckstad Library	External funding	2010	
		Art and culture	Resoration of art and culture	Renovation of Old SANCO bulding in Thabong	R1 000 00	2010	

CHAPTER 12

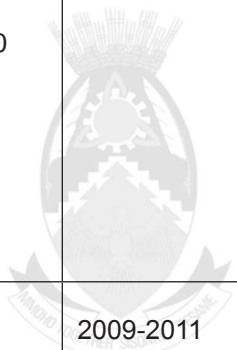
CORPORATE SUPPORT SERVICES

IDP NO	PRIORITY	PRIORITY	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIMELINES YEAR	PERFORMANCE MARGER
53	Implementation of Organizational Development Plan	53.1. Effective Implementation of OD Plan.	53.1.1. Matjhabeng Organisational Development Plan	53.1.1.1. To create Matjhabeng people development academy 53.1.1.2. Appoint internal champion/consultant to champion the roll out process	R 3,000,000	2011	
54	Skills Development and employment equity	54.1. Establishment of Matjhabeng Training Academy	54.1.1. Liaising with other departments involved in facilitating training e.g. Traffic and Emergency Services in order to centralize training	54.1.1.3. Establishing identified learner ships in conjunction with LGSETA 54.1.1.4. Facilitate learning programmes in terms of WSP		2011	
		54.2. Enhance skills development	54.2.1. Implementation of work place skills plan as approved by LGSETA	54.2.1.1. Training needs analysis 54.2.1.2. Capturing of all learning programmes attended (HR System) 54.2.1.3. Establishing identified learner ships in conjunction with LGSETA 54.2.1.4. Facilitate learning programmes in terms of WSP	R1, 400 000	2011	
	Municipal transformation and Institutional Development	Redesign of organizational macro and micro structure and service delivery improvement	Institutional transformation and change management	1. Designing of the organizational structure 2. Implement change management programme	R192 000 000		

55	Employment Equity	55.1. To ensure equitable workplace	55.1.1. Implementation of policies/procedures to enhance organisational efficiency	55.1.1.1. Review and Implement the Employment Equity Plan			
56	Customer relations	56.1. Enhancing inter-face with customers	56.1.1 Establishment of single customer -interface chain value system	56.1.1.1. Renovations & erections of Shared Customer Care Centres in all units 56.1.1.2. Conducting feasibility study on establishment of new centres	1R,300 000	2009	
		56.2. Establishing Corporate identity of Matjhabeng Municipality	56.2.1. Creating & managing positive image of Matjhabeng Municipality	56.2.1.1. Production of quarterly newsletter. 56.2.1.2. Developing a Corporate logo for Matjhabeng. 56.2.1.3. Developing & enhancing stakeholder's interactions. 56.2.1.4. Developing corporate gifts & Matjhabeng branding materials.	1 2000 000	gust 2007	
2		Establishment of communications unit within the Executive Mayor's office	Appoint staff inline with the approved organizational establishment	2Establishment of Communications Unit		2009	

		Enhance and promote the corporate image of the Executive Mayor and municipality at large	2.2.1. Oversee the implementation of the Communication strategy	2.2.1.1. Building the rapport of the Executive Mayor and branding the Municipality	R 2 000 000	2011	
		2.3. Dissemination of information through municipal publication	2.3.1. Issues four issues of municipal newsletter in a year	2.3.1.1. Municipal newsletter	R 450 000	2011	
		2.4 Establish electronic visual displays at public centers and strategic areas to disseminate information	2.4.1 Use electronic displays for information dissemination	2.4.1.1. Municipal information displays	R1000 000	2011	
3	Corporate communication	3.1. Municipal website contents development and maintenance	3.1.1. Loading and updating of necessary information into the municipal Website regularly	3.1.1.1. Website contents development	R 300 000	2011	
		59.2. Creation of Intranet and redesigning of the current website	59.2.1. Design the Intranet	59.2.1.2. Maintenance of the websites	R 100,000-00	2010	
		59.3. Improvement of administrative systems and procedures	59.3.1. Computerize system and procedure	59.3.1.1. System design and implementation	R 150 000	2010	
		59.4. Safeguarding of council intellectual property	49.4.2. Establishment of knowledge management center	49.4.2.1. Research and Situation analysis Provision of accommodation for center Stocking of center			

60	Vulnerable groups	60.1. Supply lay counseling service in community	60.1. Training of community members as lay counsellors	60.1.1.1. Recruit community members as Lay Counsellors.	50000	2008	To be completed in June 2009
		60.2. Promote Self-reliant communities	60.2.1. Assist individuals and groups to establish food gardens. Targeting mostly indigents	60.2.1.1. Food Gardens	External	2008	
				60.2.1.1. Workshops and seminars		2011	
			60.2.2. Education and awareness campaigns	60.2.1.2. To facilitate a system of grants			
		60.3. Effective Indigent Register	60.3.1. Update indigent register	60.3.1.1. Screening of Indigent applications in order to safe the municipality money			
			60.3.2. Form groups especially amongst indigents and empower them to be self sufficient and not remain indigents.	60.3.2.1. Assist groups with business plans in order for them to access funds for projects.	External	2008	
61	Destitute relief / EAP	61.1. Providing counseling and support for employees	61.1.1. Administer Destitute Relief.	61.1.1.1. Assist substance abusers	R 500 000	2011	
		61.2. To provide relief and care to our communities	61.2.1. Administer Destitute Relief. Assisting disaster victims as well as people that do not receive grants	61.2.1.1. Giving out food parcels, blankets and uniforms where necessary.	R 1000 000		
			61.2.2. Assist people who can not afford to bury their people.	61.2.2.1. Pauper Burials	R750 000	2011	

62	Sustainable livelihood	62.1. Enhance the quality of live of our communities	62.1.1. Development of self sustainable projects	62.1.1.1. self sustainable projects <ul style="list-style-type: none"> ➤ Food gardens projects ➤ Beadwork ➤ Carpentry ➤ Sewing ➤ Pottery 	R2 000 000		
	EAP	62.2Providing counselling and support to employees	62.2.1.By providing continuous information sessions and having awareness campaigns e.g. World Aids Day, Candle Light Memorials, etc.	62.2.2.1.Develop EAP Policy 62.2.2.2.Assist substance abusers, 62.2.2.3.HIV/AIDS sufferers, 62.2.2.4Pension payout problems, etc. 62.2.2.5.Provide financial counselling, 62.2.2.5.Marital counselling, 62.2.2.5.Training for peer counsellors and coordinators in the workplace. 62.2.2.6.Formulating a committee that will concentrate on policies affecting employees and call for amendments where necessary.	R450 000	2009-2011	EAP

CHAPTER 13

FINANCE

IDP NO	PRIORITY	OBJECTIVES	STRATEGIES	PROJECTS/ PROGRAMME	COST ESTIMATE	TIMELINES YEAR	PERFORMANCE MARGER
63	Service delivery	63.1. Obtain value for money in all projects undertaken	63.1.1. Ensuring that the core functions of the municipality are performed in-house.	63.1.1.1. Termination of contracts which are not financially beneficial to the municipality.	R 50 000 000	2010	
		63.2 Ensuring availability of sufficient resources and cost effective service delivery	63.2.1. Maintaining sufficient inventory in the stores and ensuring compliance with water service Act	63.2.1.1 Determining minimum levels of stock		2009	
				98.2.1.2. Establishing measurement criteria for compliance with set standards			
63.3 Ensure completion of projects on time and in good form	64.3.1. Verify ability and competence of contractors prior to awarding of contract	64.3.1.1. Conduct security and competence checks of all bidders to satisfy they have capacity to perform		R 1 000 000	2008		
		64.3.1.2. Vetting of Bidders.					
64	Marketing of Municipality	64.1. To increase the participation of communities in improving financial status	64.1.1. To encourage responsible citizenship through ward councilors	64.1.1.1. Introduction of a reporting and feedback forum/system about quality & level of services Operation patala		2011	

65	Promotion of economic growth	65.1. Increase employment opportunities and encourage entrepreneurship.	65.1.1. Insist on local content on all our suppliers	65.1.1.1. Establish a framework for sourcing municipal supplies and services from local companies.	R 1000 000	2010	
66.	Economic Growth	66.1. Increasing economic productivity	66.1.1. Outsourcing of assets that are costly to maintain but have revenue potential	66.1.1.1. Establishing Private Public Partnerships	R 10 000 000	2009	
67.	Budget Control	67.1. To plan, prepare and approve a developmental budget.	67.1.1. Strict adherence to IDP time table.	67.1.1.1. Timely consultation with internal & external stakeholders	R3 000 000	2011	
		67.2. To improve analysis and reporting on expenditure trends	67.2.1. Compiling expenditure variance reports 67.2.2. Compiling monthly creditor's age analysis.	67.2.1.1. Establishing new reporting framework and standards in line with legislation.		2011	

68	Revenue Management	68.1. To increase our revenue earning capacity and collection.	68.1.1. To increase Revenue Base through the valuation of all properties.	68.1.1.1. Performance of a Valuation on all municipal properties	R 15 500 000	2008	
			68.1.2. Adjustment of all rentals on municipal properties to market value.	68.1.2.1. Revaluation of municipal rental properties	R 50 000		
		68.1.3. To diversify and expand our revenue base	68.1.3.1. Establishment of a Municipal Bank in accordance with the Banks Act.	68.1.3.2. Identification of alternative revenue streams	R 2 000 000	2010	
		68.1.4. Perform a cost benefit analysis of all properties repossessed by the municipality.	68.1.4.1. Identification of properties for disposal under MSA 118(4a) and ordinance 62 s117		R 500 000	2008	
				68.1.4.2. Disposal of assets that are non economical			
		68.2. Recovery of a portion of revenue from bad debts	68.2.1. Maintenance of accurate client database	68.2.1.1. Data purification	R 3 00 000	2011	
		68.3. Reducing the risk of non collection of revenue from billing	68.3.1. Review of all our lease agreements (Contract Management)	68.3.1.1. Identification of all our leased properties.	R 1 000 000	2008	
			68.3.2. Revaluation of municipal land & buildings to derive asset value.	68.2.1. Termination of old contracts and entering in new contracts with the purpose of adjusting lease payments. Annual Property Revaluations	R 250 000	2008	
			68.3.4. To identify a reliable and competent debt book buyer	68.3.4.1. Physical verification of all assets. Appreciate and depreciate	R 45 000	2009	
			68.3.5. Ensuring accurate and reliable billing	68.3.5.1. Accordingly. Use idle land/assets as collateral for raising revenue	R 500 000	2011	

69.	Debt Management	69.1. To increase payment levels to 85%.	69.1.1. Register all indigent households	69.1.1.1. Compile a comprehensive register, which is updated quarterly.	R 1 500 000	2011	
			69.1.2. Deliver accurate bills timeously.	69.1.2.1. Upgrade and maintain an effective financial system.	R 2 000 000	2009	
			69.1.3. Improve financial enquiry help desk.	69.1.3.1. Training of enquiry staff.	R 500 000	2008	
			69.1.4. Strict adherence to Credit Control policy.	69.1.4.1. Work shopping of Credit Control Policy amongst Revenue and Credit Control staff.	R 100 000	2011	
			69.1.5. To do factoring against current account revenue	69.1.5.1. Taking legal action against defaulters. Submitting potential defaulters for current account collection	R 5 000 000	2011	
70.	Expenditure Management	70.1. Ensure on time payments of creditors.	70.1.1. Encourage suppliers to submit relevant documentation on time.	70.1.1.1. Distribution of supplier Education Information pamphlet	R 50 000	20011	
		70.2. Timely completion and submission of annual financial statements	70.2.1. Ensuring accurate and timely monthly and quarterly reports	70.2.1.1. Development and adherence of checklists.	R 500 000	2011	
				70.2.1.2. Training of relevant staff on compilation on AFS			
		70.3. Ensure value for money	70.3.1. Vetting of all items on requisitions and verification of signatures	70.3.1.1. Development of auditable systems procedure		2011	

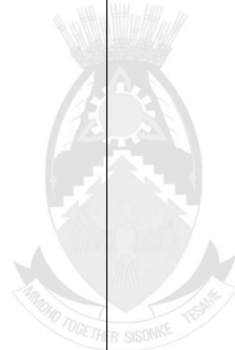
CHAPTER 14

SPATIAL PLANNING AND HOUSING

Division: Spatial Planning and Housing

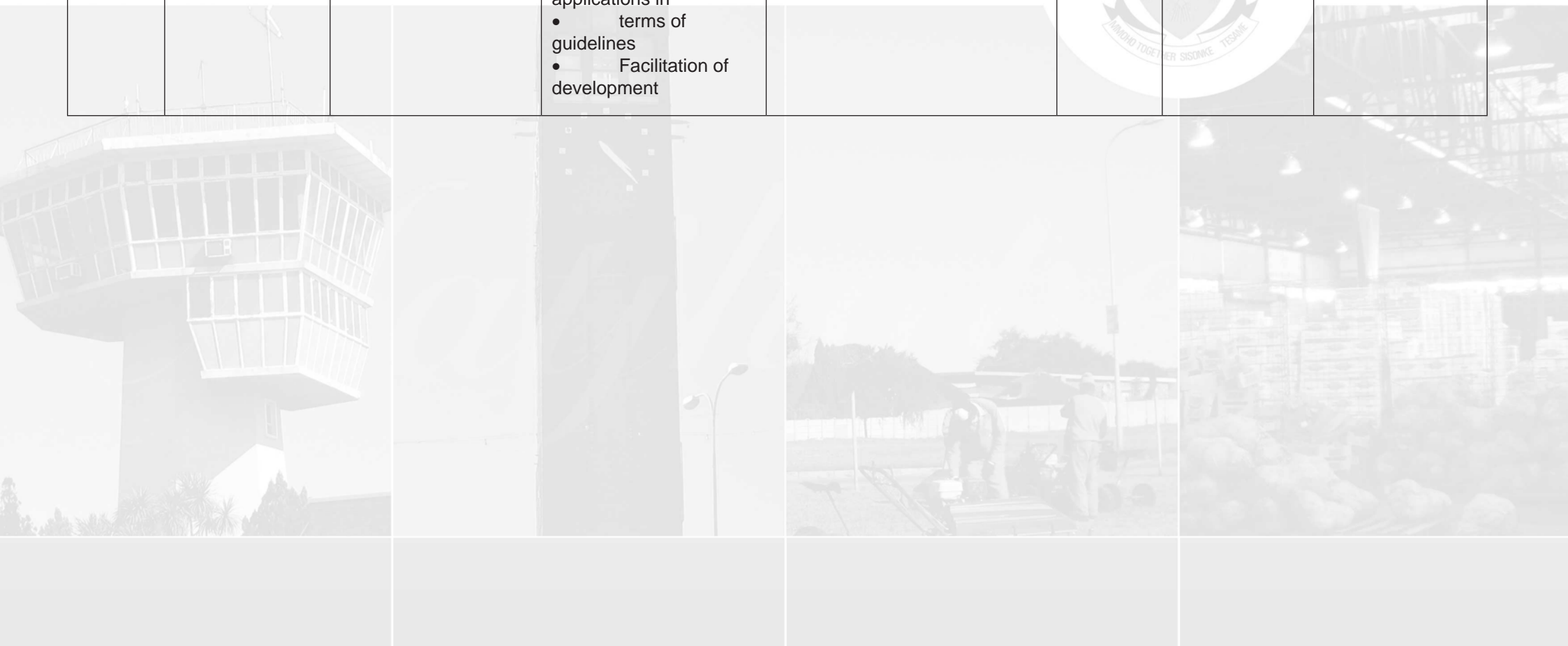
IDP NO	PRIORITY	OBJECTIVES	STRATEGIIES	PROJECTS/PROGRAMMES	COST	TIMELINE	FGDS
	DEVELOPMENT CONTROL	Land Use Management Plan	Land use control	Obtain the final approval of the plan as approved by Matjhabeng Local Council for advertising and finalization	R 100 000 (External)	2009	
				<ul style="list-style-type: none"> Compile policy documents for rezoning Special Consent subdivisions consolidations removal of restrictions 	R 100 000	2011	
		Improve Street naming in Matjhabeng	<ul style="list-style-type: none"> identify street without names Participation Council resolution Registration 	To revisit and change and/ or allocate street names to all streets within the different wards to assist emergency services as well as travelers in Matjhabeng	R 300 000	2009	
		Buisdness Licences	<ul style="list-style-type: none"> Identify all businesses without business licenses Processing of new applications for business licenses Participate in Law enforcement on illegal businesses 	To license all businesses in Matjhabeng in terms of the Business Act	R 50 000	2009	
INTEGRATED DEVELOPMENT PLAN REVIEW				2009 - 2010			

	DEVELOPMENT PLANNING	Spatial Development Framework	<ul style="list-style-type: none"> • Analysis phase • Strategic Phase • Public participation • Report 	Compilation of the Spatial Development Framework Plan	R 1 6 000 000	2010	
				Maintenance of the SDF			
		Township development programme	Integration of township development programme in to SDF for urgent implementation	Development of townships points entrance into attractive community sites.	R 250 000	2011	
		60.1. Needs analysis for different land uses	59.2.1. Monitoring of land availability for all sectors 59.2.2. Needs analysis for all sectors	59.2.1.1. Monitoring and analysis report of land for different sectors <ul style="list-style-type: none"> • residential • industrial • business • other 			
		Spatial development plans/policies/ strategies for priority sub- and or sectoral areas e.g. CBD, Thabong redevelopment Plan etc.	Compile patial development plans/ policies/strategies for priority sub- and or sectoral areas e.g. CBD, Thabong redevelopment Plan etc.				
				NDPG			
				Open Space Master Plan			
				CBD Development strategy			
				Informal sector			
				Industrial areas			

		Township establishment	<p>Research and development on urban expansion / residential development. Monitoring, research and evaluation of urban development standards e.g. stand size, service standards etc. 2 000 stands per annum:</p> <ul style="list-style-type: none"> • Land acquisition • Tenders or internally • Contour plans • Geotechnical report • Community inputs • Transport plans • Layout planning • Interdepartmental planning • Council approval of layout • planningProvincial approval 				
				Kutlwanong stadium area (218 erven)	R40000 External	2009	
				Meloding circle (36 erven)	R400000 External	2009	
				Alma/Lotgeval (4000 – 6000 erven)	R5200000 External	2011	

				Thandanani (1814 erven)	R1240000 External	2009	
				Kraanvogelplei – Ventersburg (2000 erven)	R2500000 External	2011	
				Leeubosch (Kutlwanong) (4500 erven)	R5000000 External	2011	
				Hani Park – Industrial area (870)	R900 000	2010	
				Bronville (3 areas - 169 erven)	R175000	2010	
		Motivate and purchase private land for new urban development – urban expansion.	<ul style="list-style-type: none"> To determine the need for the new residential development identification of area for the development - SDF Consultation with Government Departments Motivate land purchases 				
				Ventersvlakte 740 and Uitsig 723 – (Bokamoso Trust Phomolong)	R 2 000 000 External	2010	
				Meloding farm (Mooiuitsig 352 and Schoonheid 540)	R 2 000 000 External	2010	
				Wesselsrust 58 (Nyakalong)	R2 000 000 External		

		High potential development land	Identify high priority areas <ul style="list-style-type: none"> • Develop urban design and architectural guidelines for marketing • Marketing • Evaluate applications in terms of guidelines • Facilitation of development 	(List of projects subject to Council approval)	R 250 000	2009	
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CHAPTER 15

PUBLIC SAFETY & TRANSPORT

IDP No:	PRIORITY	OBJECTIVE	STRATEGY	PROJECTS	COST EST.	TIME LINES	Performance merger
74	Traffic Management, Security and Fire-fighting	74.1. Improvement of Public Transport Facilities	74.1.1. Upgrading of Taxi Ranks	74.1.1.1. Facilitation of the process with the provincial government	External Funding	2010	RA
			74.1.2. Erect Taxi Off-Loading Zones and Shelters in the communities	74.1.2.1. To conduct a feasibility study throughout Matjhabeng	R 1 000 000	2010	
		74.2. Compliance with the National Traffic Act of 1989/96	74.2.1. To ensure sustainable traffic control	74.2.1.1. Erecting and repairing of the traffic signs and road markings	R 4 000 000	2010	
				74.2.1.2 Erecting the street name signs			
		74.3. Effective enforcement of by-laws	74.3.1. Capacitating Peace Officers	74.3.1.1. Establishment of Municipal Branch Court	R 2 000 000	2010	
				74.3.1.2. Establishment of Matjhabeng By-Law Enforcement.	N/A	2010	
				74.3.1.3 Training of Peace Officers.	N/A	2010	
		744. Situational and Environmental Crime Prevention	74.4.1. Identification of potential crime hot-spots	74.4.1.1. Provision of Health and Safety Education	R 1 000 000	2010	
		74.5. To ensure a comprehensive municipal security system	72.5.1. Expand existing security & access functions to all municipal facilities	74.5.1.1. Implementation of security plan	R 5 000 000	2010	
		74.6. To promote road safety	74.6.1. Community outreach programs	74.6.1.1. Awareness campaigns and training projects throughout Matjhabeng	R 1 000 000	2011	

75	Traffic Management, Security and Fire-fighting	75.1. To promote incident management control	75.1.1. Centralization of control room –emergency services	75.1.1.1. Establish a digital joint control room	R 2 000 000	2010	
				75.1.1.2. Purchase a mobile disaster control unit	R 2 000 000	2010	
				75.1.1.3. Establish six satellite fire stations	R 6 000 000	2011	
76(Change IDP No?)	Maintenance of vehicles, plant and equipment	76.1. Compile an effective maintenance plan for vehicles, plant and equipment	76.1.1 Prepare inventory on status of vehicles & equipment.	76.1.1.1 Establish a service plan for vehicles, plant and equipment.	R 5 000	2011	
			76.1.2 Replacement of aged Fleet.	76.1.2.1 Replace existing worn-out vehicles.	R 30 000 000	2009	
				76.1.2.2 Prioritize and acquire additional vehicles, plant & equipment	R 5 000 000		
		76.2 Develop effective control system of vehicles, plant & equipment.	76.2.1 Daily monitoring & record keeping of fleet.	76.2.1.1 Acquire computerized design and support software.	R 200 000		
			76.2.2. Compile needs assessment of all equipment & programmes.	76.2.2.1 Develop training programme for staff (Operational & maintenance)	R 150 000		
		76.3 Control usage of Municipal fleet.	76.2.1 Develop & Implement Fleet Management Plan	76.2.1 Installation of global tracking system	R10 000 000	2010	

Traffic Management, Security and Fire-fighting	76.4.Upgrading of Matjhabeng Training Academy (Klippan)	76.4.1.Expansion of classrooms.	76.4.4.1.Convert parking lot into classroom/s.	R 300 000	2010	
		76.4.2.Buildings hostels for students.	76.4.2.1.Provision of accommodation & catering for students.	R 600 000	2010	
		76.4.3.Re-construction of entrance road to Training Centre.	76.4.3.1.Easy access road to Academy	R 700 000	2010	
		76.4.4.Erect compatible shooting range.	76.4.4.1.Compliance to bi-annual shooting exercises.	R 150 000	2010	

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