

IDP REVIEW
(INTEGRATED DEVELOPMENT PLAN)
2013 – 2014

MATJHABENG LOCAL MUNICIPALITY



IMVOHO TOGETHER SISONKE TESAME

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CHAPTER ONE (1)

INTRODUCTION

Background and overview

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 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.

LEGISLATIVE CONTEXT

The Constitution of the Republic of South Africa, 1996 stipulates that the local sphere of government consists of municipalities which were established for the whole of the territory of South Africa - the so-called wall-to-wall municipalities.

- a) The objectives of local government are set out in Section 152 of the Constitution. They are -;
- b) to provide democratic and accountable government for local communities;
- c) to ensure the provision of services to communities in a sustainable manner;
- d) to promote social and economic development;
- e) to promote a safe and healthy environment; and

To encourage the involvement of communities and community organisations in the matters of local government.

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

In order to realise the above, the Local Government: Municipal Systems Act, 2000 (MSA) was enacted. Chapter 5 of the MSA states that a municipality must undertake developmentally oriented planning, in the form of integrated development planning, to ensure that it achieves the objects of local government as set out in the Constitution. It must further give effect to its developmental duties as required by Section 153 of the Constitution.

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

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.

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.

INTER-GOVERNMENTAL PLANNING

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

1. All spheres of government and all organs of state within each sphere must -
 - a) preserve the peace, national unity and the indivisibility of the Republic;

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

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

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

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs expressed at the local government level.

This section outline the national and provincial policy directives, sector plans and legislation that set the strategic direction and with which local government must align to ensure that government spending is aligned to the more pressing needs of communities and those that make the economy to grow.

National and provincial development principles and objectives or outcomes are derived amongst others from:

National development policies	Provincial development policies
<ul style="list-style-type: none"> • National Development Plan • The New Growth Path; • The Outcomes Approach 2010; • Green Paper on National Strategic Planning of 2009; • Government Programme of Action 2010; • Medium Term Strategic Framework (MTSF) 2009 – 2014; • National Key Performance Indicators (NKPIs); • Accelerated and Shared Growth Initiative for South Africa (AsgiSA); • Breaking New Ground Strategy 2004; • Comprehensive Rural Development Programme; • National Infrastructure Maintenance Programme; • Land Care Programme; • Local Government Turnaround Strategy; • National 2014 Vision; and • National Spatial Development Perspective (NSDP). 	<ul style="list-style-type: none"> • Free State Growth and Development Strategy • Free State Provincial Infrastructure Plan • Provincial Spatial Development Framework(PSDF) • Operation Hlasela

National Development Plan

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.

As a long-term strategic plan, it serves four broad objectives:

1. Providing overarching goals for what we want to achieve by 2030.
2. Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
3. Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4. Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

The NDP has been approved and adopted by government and has received strong endorsement from the broader society. The focus now shifts to how the NDP will be implemented.

National Development Plan with Local Government Context

The Plan highlights the need to strengthen the ability of local government to fulfil its developmental role. Municipal Integrated Development Plans (IDPs) need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure and basic services.

Like provincial planning processes, municipal IDPs should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This would allow the IDP process to become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved.

To do this effectively, the IDP process needs to be led by municipal staff, not outsourced to consultants.

As for provinces, there are also many areas where municipalities could start implementation immediately by engaging with aspects of the Plan that speak to their core competencies and identifying how they can action proposals for improving implementation.

LOCAL GOVERNMENT TURNAROUND STRATEGY

There has been an extended focus on local government performance since the 2009 national government elections. In 2009, the Department of Cooperative Government and Traditional Affairs (COGTA) undertook a nationwide assessment of the state of local government. The concluding State of Local Government report identified key priority areas to focus on in order to ensure that government restores the confidence of its citizenry in municipalities. These include:

- Huge service delivery and backlog challenges, e.g. housing, water and sanitation;
- Poor communication and accountability relationships with communities;
- Problems with the political administrative interface;
- Corruption and fraud;

- Poor financial management, e.g. negative audit opinions;
- Number of (violent) service delivery protests;
- Weak civil society formations;
- Intra and inter-political party issues negatively affecting governance and delivery; and
- Insufficient municipal capacity due to lack of scarce skills areas.

The Local Government Turnaround Strategy (LGTAS), approved by Cabinet in December 2009, further identifies steps to be taken by each sphere of government in ensuring that municipalities meet the basic service needs of communities. These include:

- Building clean, effective, efficient responsive and accountable local government;
- Improving performance and professionalism in municipalities;
- Improving national and provincial policy, oversight and support; and
- Strengthening partnerships between communities, civil society and local government.

Provincial EXCO approved implementation of the LGTAS in February 2010, following which the Municipality developed its own Municipal Turnaround Strategy (MTAS) with assistance from provincial Department of Corporate Governance. In preparing this MTAS the Municipality focused attention on strategies to address the key priority areas included in the State of Local Government report. Issues included the following:

- Service delivery and backlogs
 - *Bulk services challenges*
 - *Basic services*
 - *Housing*
 - *Formalisation of informal settlements*
 - *Urban Regeneration*
 - *Marginalised areas*
 - *Conservation and demand side management*
 - *Getting the basics right*
- Communication and accountability
 - *Making participation relevant and communication*
 - *Facilitating a responsive administration*
- Political-administrative interface
- Corruption and fraud
- Financial management
 - *Financial strategy*
- Violent service delivery protests
- Civil society formations
- Insufficient municipal capacity.

The Municipality has committed itself to make a contribution to re-build and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government. Furthermore, the

Municipal Turnaround Strategy will help it to restore the confidence of the majority of people in the municipality, as the primary delivery machine of service delivery

The Municipality focus on improving the basics and prioritising basic service delivery continues in the programmes various sectors have developed and that are detailed in this IDP. Other aspects of the Municipality Turnaround Strategy remain relevant and are key strategic focus areas for this term of office. These include the financial turnaround strategy, stepping up the basics, the focus on urban regeneration and marginalised areas as well as the attention given to rooting out corruption and fraud in the Municipality.

OUTCOME BASED APPROACHED

To give effect to the above priorities, government has embarked on an outcomes-based approach to ensure the delivery / implementation these priorities. In line with this approach, government has formulated and agreed on twelve key Outcomes, based on the ten MTSF priorities. These Outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

While all of the Outcomes can to some extent be supported through the work of local government, Outcome 9 is specifically directed at local government:

1. Improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system:

Output 1: Implement a differentiated approach to municipal financing, planning and support;

Output 2: Improving access to basic services;

Output 3: Implementation of the Community Work Programme;

Output 4: Actions supportive of the human settlement outcome;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability; and

Output 7: Single window of coordination.

10. Environmental assets and natural resources that is well protected and continually enhanced.

11. Create a better South Africa and contribute to a better and safer Africa and World.

12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

CONCLUSION

As far as possible the intention of this Integrated Development Plan is to link, integrate and co-ordinate development for the municipality. We have also ensured that the IDP is compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

However, there are some areas which are very weak due number of reasons inter-alia;

- the difficulties experienced in obtaining all necessary inputs from all stakeholders,
- the shabby and lack of culture of planning in the municipality
- Lack of sector plans to direct long term planning in critical sectors of the municipality

It is important to note that there are intentions to further refine and enhance this IDP in the first review process.

CHAPTER TWO (2)

SITUATIONAL ANALYSIS

1. Introduction

Matjhabeng Local Municipality (MLM) is a category B Municipality established in terms of section 12 of the Municipal Structures Act (117 of 1998) the municipality encapsulates an area of 514.4 km² consisting of Welkom, Odendaalsrus, Allanridge, Hennenman, Virginia and Ventersburg. The rural areas of MLM cover an area of approximately 2500 farms.

Matjhabeng Local municipality came in to existence as result of demarcation of municipalities in 2000. This process saw the end of Local Government Transitional councils and advent of new dispensation of democratic local government.

2. Demographic Profile and Statistical Data

A comparative analysis of official statistics by Stats SA Census 2001, community Survey 2007 and Census 2011 (See table 1 and 2) demonstrate that MLM is growing in terms of number of households and on population. There is an important observation increase in number of household came as result of division of families. This significant increase on the number of households poses service delivery and expansion challenges.

	Census 2001	Community survey 2007	Census 2011
Population	408 170	405 031	406,461
Households	120 289	131 622	123,195

.....TABLE 1 Source: Stats SA

	Male	Female	Total	Percentage
Black	180 913	182 467	363 380	
Coloured	2 623	2729	5 352	
Indian or Asian	766	470	1 236	
White	17 613	17 451	35 064	
Total	201 915	203 117	406 461	100%

.....TABLE 2 , Source: Stats SA

3. ECONOMY ENVIRONMENT

3.1. EMPLOYMENT STATUS

It is important to note that since 2011 (See Table 3) the number of people employed has decreased. The figure indicated shows that since 2007 we have lost number of jobs in Matjhabeng and this can be attributed to number of factors, amongst others is the recent Recession(World Economic Meltdown). It should be noted that since the recent Recession our local employment figure are sitting at 37.00% according to recent census

Economic Status	Census 2001	Community Survey 2007	Census 2011
Employed	95 685	120 959	99 650
Unemployed	83 181	65 387	58 524

.....TABLE 3 Source: Stats SA

3.2. EMPLOYMENT BY SECTOR

In general employment levels (See Table 8) within MLM in all economic sectors has demonstrated both growth and decline from one sector to the other and in varying degree. Of significant noting is a decline of mining and quarrying sector and agriculture while other sectors has registered growth.

Industry Type	2007	2011
Agriculture , Hunting , forestry and fishing	5 035	4943
Mining and Quarrying	30 581	30144
Manufacturing	4 133	9556
Electricity , gas and water supply	465	573
Construction	2778	5260
Wholesale and trade, repairs, hotels and restaurants	11795	17813
Transport storage and communication	3262	3581
Financial intermediation, insurance, real estate and business service	4793	7330
Community, social and personal service	14313	17991

.....TABLE 4 Source: Stats SA

3.3. INCOME LEVEL

MLM display a positive upward migration of residents from low income levels to middle to middle income levels. As exhibited in the table 9 below, the number of low income earners between no income and R 1600 has significantly decrease between 2001 and 2007. Most importantly the number of residents with no income has reduced by more than 40%. This is indication of the improvement of socio-economic condition of our people.

Income Category	2007	2011
No income	281 833	185 981
R 1- R 400	24 238	61 240
R 401- R 800	32 775	27 750
R 801- R 1 600	27 506	49 116
R 1601-R 3 200	21 553	28 295
R 3 201-R 6 400	11 903	21 015
R 6 401- R 12 800	5 911	11 466
R 12 801- R25 600	1 548	4 530
R 25 601- R 51 200	440	972
R 51 201-R102 400	219	171

R 102 401- R 204 800	173	189
R 204801 or more	73	80

.....TABLE 5 Source: Stats SA

3.4. PRODUCTION PROFILE

The economy of MLM can be divided into three main categories i.e. primary, secondary and tertiary sectors. The current statistics shows that the economies of Welkom 53%, Odendaalsrus 38% and Virginia 78% are dominated by mining, whilst Hennenman 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.

3.6. RELATIVE CONTRIBUTION TO THE ECONOMY

The relative contribution of each municipality per sector in the Lejweleputswa District, 2004 (See Table 6)

Municipality	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Services
Tokologo	6.3	0.2	1.4	1.5	1.9	0.9	1.0	1.2	2.1
Tswelopele	39.9	0.0	3.7	4.6	1.4	3.7	3.7	4.2	5.2
Nala	25.7	1.3	6.6	8.1	11.8	8.8	11.4	5.2	9.3
MLM	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

.....TABLE 6 – (Source: Global Insight, 2004)

In relation to MLM the following must be noted:

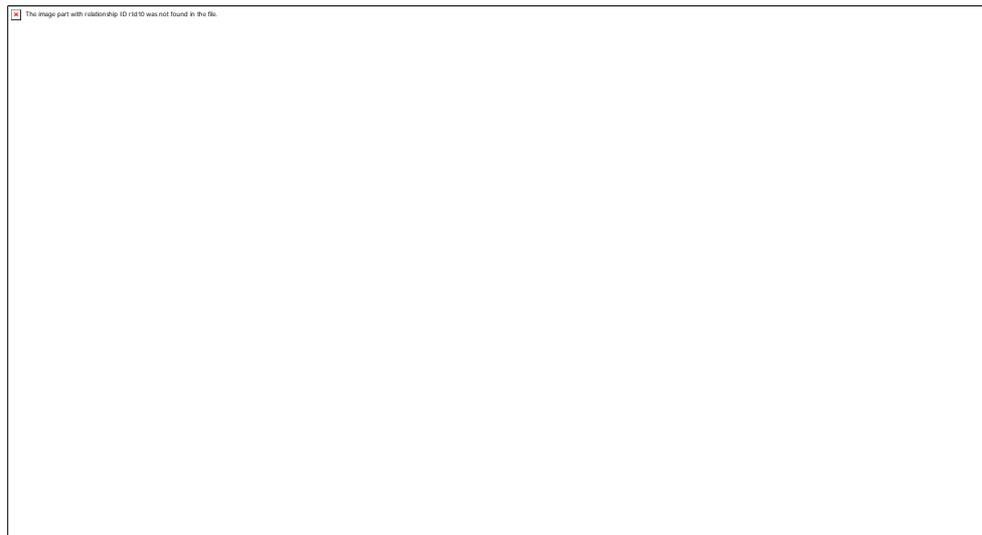
- About 72% of the district's economic output is generated in MLM.
- The relative contributions from MLM and Masilonyana have decreased since 1996.
- The main reason for the decreases in these two municipalities is the overall decline of the mining industry.
- The relative contributions from the other three municipalities have increased considerably between 1996 and 2004.
- These increases however do are only because of the declining mining economies in MLM and Masilonyana.

Regarding the sectoral contributions, the following must be noted:

- More than 98% of mining takes place in MLM and Masilonyana
- Over 65% of agricultural output in the District comes from Tswelopele and Nala.
- Nearly 85% of all manufacturing output is produced in MLM. .
- MLM is also the main contributing area to the economic output for the other sectors – ranging between 75% and 85% of the economic output.

3.6.2 ECONOMIC GROWTH

Economic growth per annum in Lejweleputswa, 1997 – 2004 – (See Figure 2



(Source: Global Insight, 2004)

.....**FIGURE 2**

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. (See Table 8)

Municipality	1996		2004	
	GDP	As % of province per capita	GDP	As % of province per capita
Tokologo	5575.80	33.523	5346.60	32.941
MLM	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	

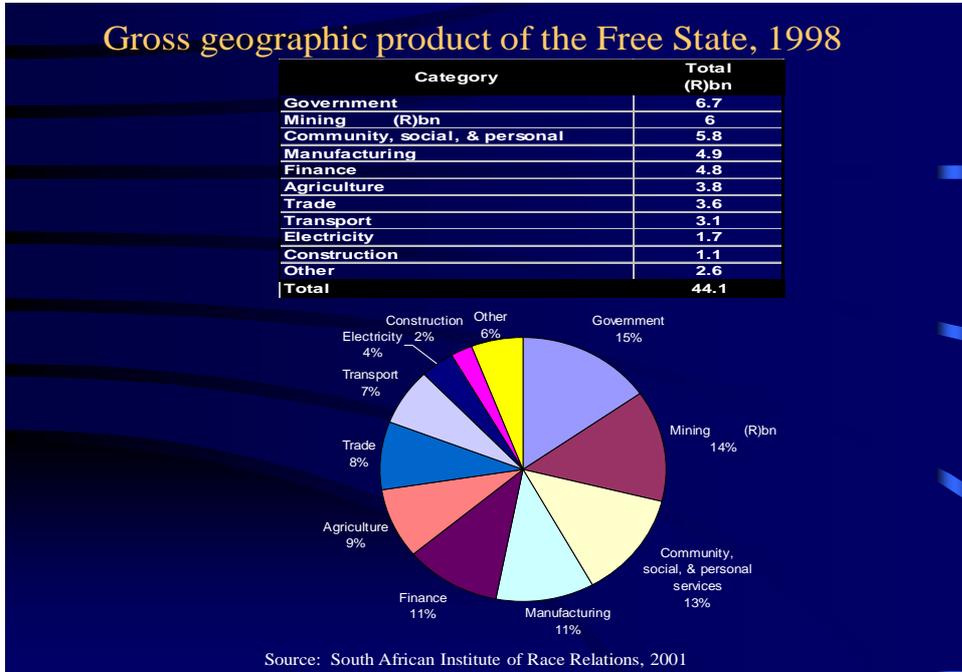
.....**TABLE 8**

In this regard the following must be noted:

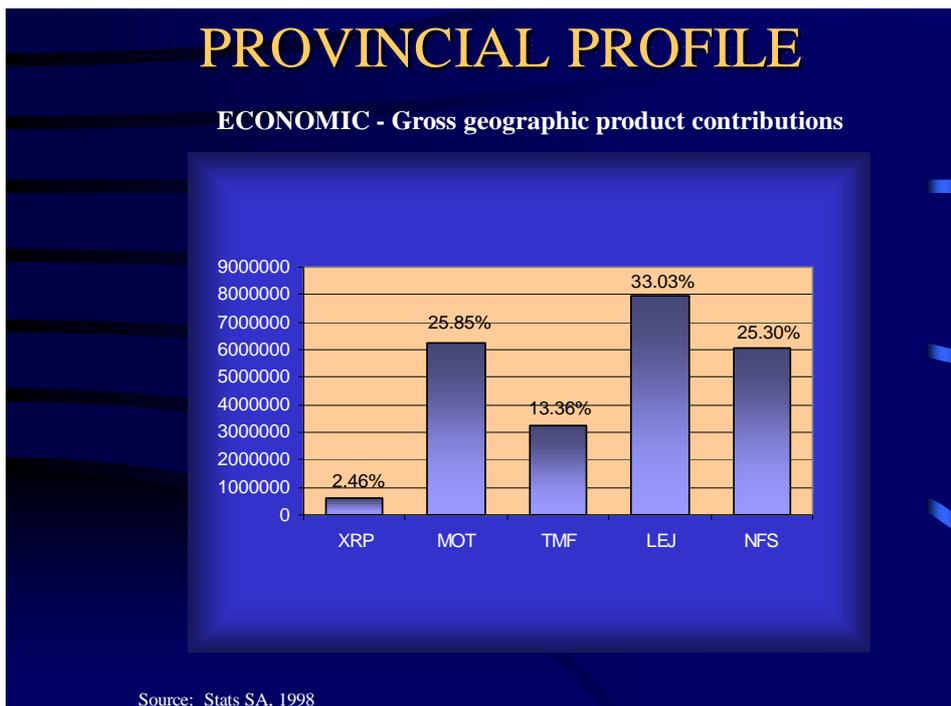
- In 2004, the GDP per capita in Lejweleputswa was considerably lower than in the Free State.
- Overall, the GDP per capita has decreased since 1996 (constant figures).

- Large-scale decreases have taken place in MLM and Masilonyana 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%.

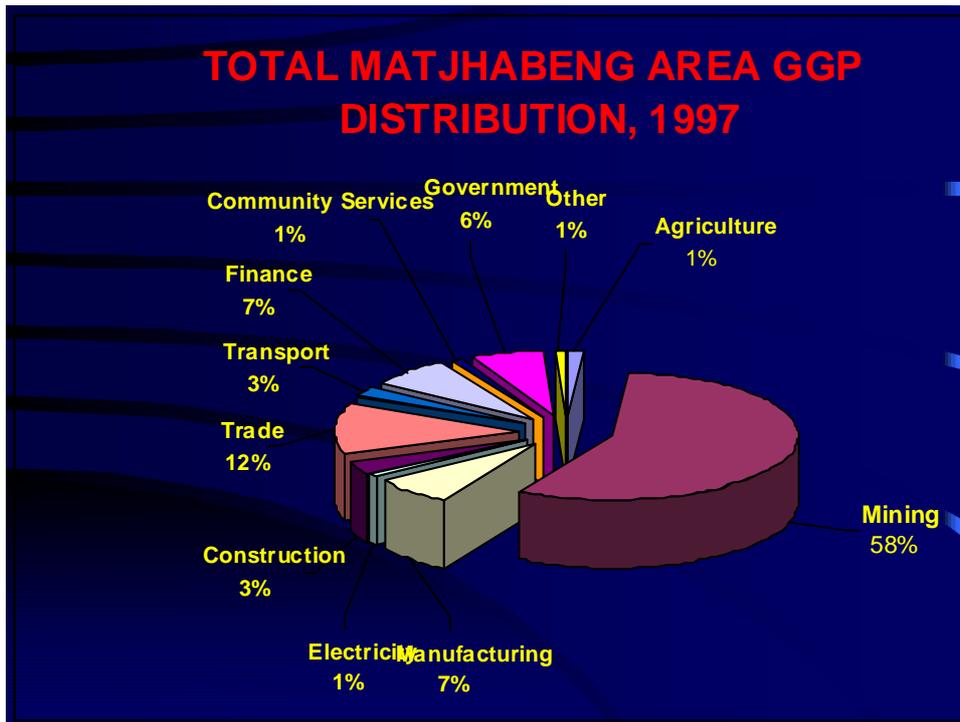
The decrease was the severest in the local municipalities of MLM and Masilonyana where it declined from 114% to 83% and from 110% to 77% respectively. The decline of the mining industry was very severe.-(See Figures 3-5)



.....FIGURE 3



.....FIGURE 4



.....FIGURE 5

3.7. AGRICULTURE AND RURAL DEVELOPMENT

Agriculture is a primary economic activity within the municipal region and is ranging from farming, hunting and fishing. The agricultural sector plays an important role in job creation and self employment of local residents It covers all activities within MLM involving the utilisation of Agricultural resources, and including at the production, handling, processing, marketing and retailing of agricultural products, inputs and implements.

Main Agricultural products in MLM are the following:-

- Crops: Wheat, maize, Sorghum, groundnuts, Sunflower, soy
- Livestock :Cattle, sheep, horses
- Vegetables: Potatoes, asparagus et.al



agri-tourism

- Agricultural equipment, agric-professional services
- Agricultural processing (incl. meat, wheat, vegetables, etc.)

- Horticulture: Cherries, other fruit H
- Game Farming G
- A



4. OVERVIEW OF SPATIAL LOCATION OF MATJHABENG LOCAL MUNICIPALITY IN THE FREE STATE PROVINCE

4.1. 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. The Free State Province is divided into 5 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:

- Fezile Dabi in the north
- Thabo Mofutsanyane in the east

- Motheo in the south-east
- Xhariep in the south
- Lejweleputswa in the north-west

4.2. Lejweleputswa District Municipality

The area of jurisdiction of Lejweleputswa District Municipality is situated in the north western part of the Free State and borders North West Province to the north; Fezile Dabi and Thabo Mofutsanyane Districts to the north east and east; Motheo and Xhariep Districts to the south; and the Northern Cape Province to the west.

The Lejweleputswa District 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).



Lejweleputswa District comprises the following 5 municipalities and covers an area of 31686 square kilometres:

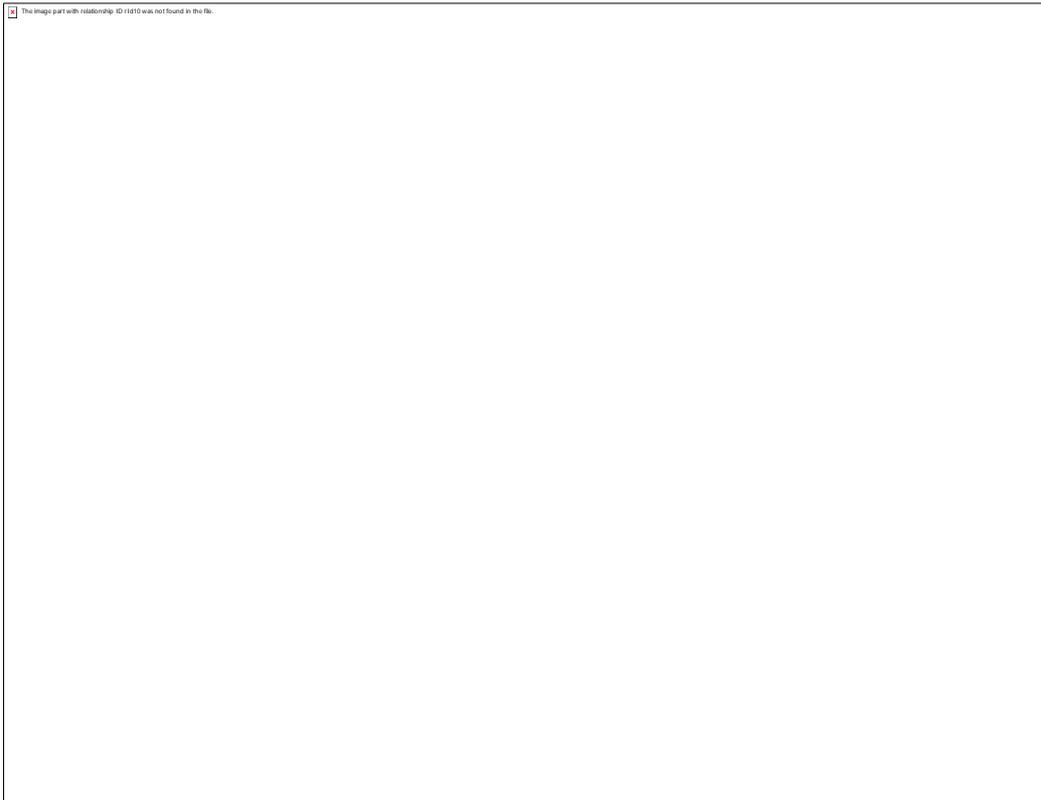
- **Masilonyana Local Municipality** consisting of the following towns: Theunissen, Brandfort, Winburg, Soutpan and Verkeerdevlei.
- **Matjhabeng Local Municipality** consisting of the following towns: Welkom, Virginia, Odendaalsrus, Hennenman, Ventersburg and Allanridge.
- **Nala Local Municipality** 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.

4.3. Matjhabeng Municipal Area

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

- Welkom/Thabong/Bronville
- Allanridge/Nyakallong
- Odendaalsrus/Kutlwanong
- Hennenman/Phomolong
- Ventersburg/Mmamahabane
- 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 Local Municipality)

1. INFRASTRUCTURE

The post 1994 democratic dispensation ushered in developmental local government tasked with the extension of quality, affordable and sustainable basic services to all. As illustrated in the above section, the demographics of Matjhabeng has undergone significant change over the years. Like in all growing SA municipalities, this brings forth the dual developmental challenge of addressing past apartheid development inequities (backlogs) and expansion of services to new areas. A strategic delicate balance need to be maintained in order that all residents can experience appropriate fair and just service delivery.

1.1. Energy

The bulk electrical network is well established around the Matjhabeng area. Eskom serves all mines and all townships in the municipal area and thus there is sufficient bulk infrastructure available to serve the whole area. Main challenge however remains a aging electrical infrastructure in particular in towns where the municipality is provider. However a change in cost recovery and their subsidization policy has made it very expensive to electrify the rural areas, and these include farms and farming communities who need such basic power support. Government's plan is to electrify all areas by the end of 2014 and Matjhabeng is well positioned to meet is plan. Matjhabeng Local Municipality will develop the Energy Resource Plan to guide and address energy needs and that will be aligned with the national plan. The Municipality is trying level best to decrease its carbon footprint thus moving towards green economy.

1.2. Household Energy/ Fuel Sources

The recent national electricity crises and the resultant effects on South African residents and the economy has highlighted how highly reliant we are on electricity as a source of energy. Government has committed to developing measures to promote energy saving, reduce energy costs to the economy, and reduce the negative impact of energy use on the environment. The National Energy Efficiency Strategy has set target of national target of 12% for energy saving by 2015.

The tables below illustrate that as a locality we are overly dependant on electricity as a source of energy for lighting, cooking and heating. In fact, the statistics reflect an increase of electricity as energy source in that the use electricity for lighting has increased from 84.98 to 8702; for cooking from 60 % to 80% and heating from 54% to 57%. In part this can be attributed to the fact that with the gradual eradication of electrification backlogs through the household electrification programme, the number of people in our electricity network has increased. On the other hand, this display the lack of usage of alternative source of energy to fulfil our energy needs.

1.3. Energy source for cooking

Source	Census 2001	Community Survey 2007	%
Electricity	69 806	101 399	77.1
Gas	2 687	2 046	1.5
Paraffin	51 081	26 911	20.5
Coal	966	214	0.2
Wood	2 733	752	0.6
Solar	322	64	0.05
Animal dung	864	66	0.05
Total	128 7171	131 453	100%

Energy source for Heating

Source	Census 2001	Community Survey 2007	%
Electricity	89 956	115 486	87.7
Gas	247	272	0.2
Paraffin	13 157	5 509	4.2
Candles	24 943	9 966	7.6
Solar	263	0	0
Other	148	389	0.3
Total	128 714	131 622	100%

Energy source for heating

Source	Census 2001	Community Survey 2007	%
Electricity	65 916	83 025	63.1
Gas	1 379	2 193	1.7
Paraffin	41 750	33 629	25.5
Wood	8 535	5 295	4.0
Coal	5 248	3761	2.0
Solar	213	127	0.1
Others	4 989	4 698	3.6
Total	128 718	131 623	100%

1.4. Access to Water

Water infrastructure consists mostly of reservoirs (18) and 99 Km of bulk pipelines of Sedibeng Water, 29 pump stations, 1 water treatment plant and 12 waste water treatment plants. Sedibeng Water is the water service provider in terms of Water Service Act, and supplies mainly the Goldfields region and the mines with water from the Vaal River, Bulkfontein near Bothaville and to a lesser extent from the Sand River. Main reservoirs are east of Allanridge, in Welkom, north and south of Virginia. Pump stations are east of Allanridge and at Virginia where purification plant exist. Other water infrastructure resources were constructed by the Department of Water Affairs including dams in Allemanskraal and canals serving the Sand – Vet irrigation scheme.

Matjhabeng Local Municipality is confronted by numerous challenges that relate to the provision this service. They range from planning, coordination, financing, execution and reporting. The municipality is currently undergoing a process of developing comprehensive Water Services Development Plan (WSDP) .This important planning tool will go a long way in providing a comprehensive approach to water and sanitation issues.

The table below illustrate that Matjhabeng has over the years incrementally reduced the level of no access to water and at the same time expanded household access to both RDP water standard and higher level of water access (piped tap water inside yard and dwelling).

Over the years the quality of drinking water provided to citizens has improved. This is reflected in our Blue-drop report as compiled by the Department of Water Affairs (DWA). According to DWA BlueDrop Certification ratings Matjhabeng scored 79.91% in 2010 assessment.

	Census 2001	Community Survey 2007
Piped water inside the dwelling	43 384	79 276
Piped water inside the yard	58 548	40 406
Piped water from access point outside the yard	12 815	9 190
Borehole	2014	1 642
Spring	8	0
Dam/pool	287	103

River/stream	105	62
Water vendor	5 977	378
Rain water tank	1287	7
Other	11	557
Total	128 715	131 621

StatsSA

1.5. Sanitation

The second generation of democratic local government was mandated to among others to improve levels of sanitation and eradicate bucket system as form of sanitation. In this regard this mandates was fulfilled. However challenges were identified, among others were poor project planning, execution and reporting. This has led to a particular number of households still not able to use proper sanitation thus reverting back to old system.

The other challenge that came with expansion of service has been the capacity of waste water Treatment plants and pump stations. As indicated above there are 12 treatment plants and all of them require major upgrade and refurbishment. The backlog amount to R0,5 Billion.

	Census 2001	Community Survey 2007
Flush toilet (connected to sewerage system)	72 268	103 172
Flush toilet (with septic tank)	898	1 718
Chemical toilet	568	0
Pit latrine with ventilation (VIP)	1 019	244
Pit latrine without ventilation	13 108	8 922
Bucket latrine	20 746	14 600
None	11 680	2 792
Total	120 287	131 622

StatsSA

1.6. Waste Management

2. REFUSE REMOVAL

A similar positive trend can also be observed with the provision of refuse removal services to our residents. The number of residents with no basic refuse has significantly reduced and therefore confirming the progressive reduction of refuse removal service backlog. The number of communal refusal is steadily reducing whilst the number household weekly refusal removal by MLM has increased significantly.

	Census 2001	Community Survey 2007
Removed by local authority/private company at least once a week	92 904	117 284
Removed by local authority/private company less often	1 542	176
Communal refuse dump	4 539	1 528
Own refuse dump	14 561	10 313
No rubbish disposal	6 744	2 204
Other	0	117
Total	120 290	131 622

StatsSA

2. ROADS AND TRANSPORTATION

The municipality has well established road and transportation infrastructure. The main challenge for over the years has been maintenance of such infrastructure due to escalating cost due to its age. This has major implication to the budget of the municipality as whole. Our Municipality consist of the following types of roads: gravel and surfaced (tar and paved roads). The municipality has a total length of 1618km of roads of which 550km is gravel and 970km is surfaced. Mostly in our Towns roads are surfaced and in townships roads are gravel but gradually township roads are now being given attention by upgrading from gravel to surfaced road using internal and external resources (i.e. MIG and Public Works funds).

The public transport system operating in Matjhabeng is 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 are local railway network mainly servicing mines. The local railway network remains property of the municipality. Matjhabeng remains the main route of national bus services, however there are no bus service operating local in Matjhabeng Municipality except mine workers dedicated transport.

3. CEMETERIES

There are 14 cemeteries around Matjhabeng with are responsibility of the Municipality. The municipality provides graves and proper keeping of the cemeteries. The recent developments have been that this has to be the responsibility of the district municipality to perform. The high rate of HIV and AIDS in the region is reaching alarming proportions and needs to be considered in the planning for cemeteries. There must be an alignment between HIV/AIDS prevalence in the district and the budget for availing land for cemeteries.

4. PUBLIC SAFETY

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

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

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

Crime

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

Types of crimes	Statistics on %
All theft not specified	19.8
Common assault	15.5
Assault with intent to inflict grievous bodily Harm	11.2
Burglary at residential premises	11.1
Malicious damage to property	5.5
Crimen injuria	4.7
Theft out from vehicles	4.5
Common robbery	3.0
Stock theft	2.9
Robbery with aggravating circumstances	2.8
Attempted murder	2.8
Rape	2.5
Burglary at business premises	2.5
Drug-related crimes	2.5
Shoplifting	2
Theft of motor vehicle of motor cycle	2
Commercial crime	1.5
Driving under the influence of alcohol or drugs	0.7
Murder	0.5

CHAPTER THREE (3)

DEVELOPMENTAL STRATEGIES

Our Vision

By being a benchmark developmental municipality in service delivery excellence.

Mission statement of Matjhabeng Local Municipality

- 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.

Planning for Long term: Vision 2030

Background and Context

Vision 2030 is a Locality's statement which describes the direction and strategic plan of the Locality. Thus 2030 vision is a strategic plan of Matjhabeng which sets a new foundation for the entire Locality. Logically, it is created to map out how the Locality will reach its goals and provides steps on how the Locality will achieve its stated vision. The 2030 Vision or strategic plan also serves as a future-oriented systematic and management tool for the entire Locality. The goal of 2030 Vision is to integrate all aspects of the Locality's activities into a mutually supportive system. The strategic planning process explored the essential questions about the purpose and business of the Locality. Typically, the strategic planning process explored a number of critical questions amongst them: What is our vision as a Locality? What is our business? What kind of image do we want to portray? What do we want to be known for? What is the nature and form of the constituents that we serve? What is our philosophy, values, ethical and social responsibilities? Where do we want to be in 2030?

From the vision statement, the mission statement was derived. It describes the capabilities of the Locality with regards to the challenges of service delivery which are based on the identified needs of the inhabitants of the Locality. The mission statement has several strategic objectives and strategic themes which together form the City's Strategic Framework.

The mission statement becomes the yardstick through which the Locality could measure its success and progress. Critical success factors include:

- Achieving credibility
- Maintaining quality service delivery
- Finding needed resources
- Performing satisfaction research on local inhabitants regarding service delivery and its quality
- Creating an image of a listening and caring Municipality
- Maintaining effective internal and external communication
- Maintaining continuous improvements regarding policy reviews and evaluating progress
- Maintaining a learning organization by documenting processes so that others could learn
- A financial plan to grow the Locality's revenue
- A plan to deal with downturns should they occur
- Maintain systems and administrative policies to enhance capabilities of all employees to do their jobs effectively
- Maintaining interactions to create an innovative Locality

Through continuous interactions, a room has been created to review these critical factors for practicality and achievability. Consequently, they have been incorporated into the scope of work of various units in the Locality.

An Overview of Vision 2030 Strategic Framework

Matjhabeng long-term plan consists of vision, strategic goals and strategic objectives. As a package, they consist of:

- City long-term plan which is a long-term strategic perspective of the Locality. It is an analysis of development trends and city dynamics. Overall, it describes the future of the Locality.
- The city value statement which is described as a Locality's new paradigm for development. It consists of a set of new principles on how to approach development in the Locality.

City vision is a City's statement which describes the strategic direction and the strategic plan of the Locality. It sets a new foundation for the entire Locality. City Strategic Plan consists of a clear set of long-term goals and strategic interventions through which these goals will be achieved as set out in the IDP document of the Locality.

In addressing the question of how the future City of Matjhabeng should look like, some strategic choices were made and are organized into 13 strategic sectors, namely:

- Economic Development
- Human Development
- Environment
- Safety
- Human Settlement
- Infrastructure
- Spatial Development
- Transport
- Health
- Finance
- Governance
- Corporate Services
- Institutions and institutional development

Vision Values and Development Principals

Linked to these strategic sectors is the 2030 Vision of the City which addresses a number of strategic areas of policy concern. First, the City will be well governed, developmental and pro-poor in its nature and form. This City will be more responsive to its inhabitants regarding, among others; safe water, health, air quality, decent and sustainable human settlements. The City will eradicate poverty and create a poverty-free society through addressing obstacles to rapid social mobility; create decent jobs that will pay decent incomes; improve and create further equal access to proper income-earning opportunities; and, will improve social conditions of those living in peri-urban areas.

The City will be productive, balanced and characterized by shared growth. This will be achieved by efficient and effective utilization of land; focus investments on catalytic projects such as infrastructure to accelerate shared growth and create a globally competitive economy. The City will endeavour to unlock fully its economic potential in primary, secondary and tertiary sectors. It will improve industrial and

economic competitiveness and sustainability of local businesses and continue to modernize its administration for improved service delivery. Well connected City; Credible and safe City; Sustainability and environmental justice; Competent and innovative workforce. The long-term goals have been translated into long-term strategic interventions. In turn, the latter are bridged into Five-Year objectives and Five-Year Programs as addressed in the IDP document of the City.

A well connected city means that the city will promote the internal connectivity of the city as well as connectivity with its neighbors and the rest of the world through advanced transport networks and use and applications of ICT. This implies that high quality modes of transport will be used in the city. It will further promote an enabling telecommunication and broadband infrastructure as a critical mode of communication. More importantly, in order keep the high standard of infrastructure, the city will invest in quality road construction and maintenance.

A credible and safe city implies that the city will create a conducive environment for economic development and investment by promoting partnerships with the private sector. More importantly, the financial sustainability of the city and the achievement of clean audits remain important for the city. The financial sustainability will be achieved by the applications of well structured, transparent and focused public investment pattern. This will make the city attractive for people to come and work, live, and enjoy their leisure time in the city. More importantly, the city will have zero tolerance to crime in general and to violent crime in particular as well as to corruption and corrupt activities.

The sustainability and environmental justice will be achieved by promoting environmental consciousness both in theory and in practice through effective management of risks of disasters and pollution. The city will promote the development of its urban environment in a way that ensures that the poor communities are protected from urban environmental risks and associated urban disasters.

Competent and innovative workforce is a critical element in the success of the city and its new vision. Consequently, the city will, together with other relevant stakeholders ensure that proper investments occur in the higher education and research institutions in ways that will generate knowledge and skills of the local workforce. More importantly, the city will play a critical role in promoting the integration and cohesion across the professional circles. Logically, the city will promote the development of knowledge economy through proactive planning and through research and development (R&D) and its associated activities. Continuous capacity building and human capital development will be ensured for the sustainable development of the city. Further, the city will encourage the formation and enhancement of partnerships for the fight against the HIV/AIDS.

This well governed city will be pro-poor in its focus and will emerge as a leading agricultural, commercial and industrial based Metropolitan City in the Province of the Free State. In order to achieve this goal, the

city will plan and invest for economic development through sustainable use of resources in land, infrastructure, and service delivery. These focus areas will be crucial in addressing the needs of the community and in giving direction to those growth trends that can be anticipated and by finding effective solutions to the immediate challenges that are facing the community.

The City of Matjhabeng will be a city of neighborhoods that will boast of a balanced wealth distribution system, affordable housing, efficient transportation and health system. It will establish positive connections between different uses of land in terms of location and mix; encourage economic and environmental health as well as innovation, education and learning.

The city's new pathway will be guided by how current experiences are reviewed in terms of key achievements and challenges as we explore tomorrow's possibilities. This will enhance the building of this future city and a business hub that integrates strategic towns closer through transport nodes that will continue to feed in and out of the Free State Province.

The sub-visions by each sector show that, One, the city will be transformed into a well established community, with citizens and neighborhoods as well as businesses sharing a sense of one identity and purpose as inhabitants of the city. Two, the city will be a caring one bent on fulfillment of human needs and peace, clean air, water, food security, creativity in arts and culture, education and a fair sharing of limited resources between the current generation and that of our descendants. Three, the city will promote sharing of environmental and development information with the outside world to ensure the leveraging of resources and risks for achieving sustainable development. Forth, the city will further promote a safer city for all its inhabitants with adequate capacity to address urban insecurity from environmental risks and natural disasters and will root out the culture of crime and replace it with prevention of crime and corruption. Fifth, in terms of housing, the city is and will be committed to expanding the low income housing developments and opportunities to ensure dignity and a path to stable housing for the homeless people. Sixth, the city will be driven by continuous improvement of shared basic service infrastructure that is driven by advanced technology to ensure a safe, reliable and efficient public service delivery to all its citizens at affordable rates. Seven, the new city will have its planning architecture built on a set of seamless principles of integration and coordination of its infrastructure and services for the purposes of achieving current and future sustainable socio-economic development. Eight, in terms of its infrastructure and basic services, the city will be driven by continuous improvement of basic service infrastructure that is driven by advanced technology to ensure a safe, reliable and efficient public service delivery to all its citizens at affordable rates. Nine, with regards to its spatial form and urban management, the city's planning architecture will be built on a set of seamless principles of integration and coordination of its infrastructure and services for purposes of achieving current and future sustainable socio-economic development. Ten, its transportation will be safe, reliable, cordial, high-quality transport service that is affordable to boost quality of life for its citizens by setting up its benchmarking learning channels from all around best practices and will be dedicated to achieve zero accidents. Eleven, the city's health system will ensure access to world standard and high quality health care services for all its citizens, integrated and comprehensive team care that is patient-centered at

affordable rates. Twelve, the city will always seek to consider its operational, financial environmental and social costs in order to ensure decisions are fair and equitable to ratepayers and sustainable through development and maintenance of sound financial systems, zero tolerance to wastage and revenue enhancement. Thirteen, regarding governance, the city will promote transparency and accountability by those at all levels of leadership through setting measurable sector performance goals which support the priorities of the City and building partnerships with members of the community to assure their needs are understood and that the City delivers services they desire in a cost effective manner. Fourteen, the City will ensure corporate and shared services as the City will always want to improve the quality of life for all its citizens through sustainable development, provision and maintenance of effective services and creation of new employment opportunities. Finally, the institutional services of the City will be run by a community-oriented government whose objective is to build and sustain vital neighborhoods through innovative partnerships with the private sector to maximize increased workforce diversity of all City employees and citizens.

The City's Long-Term Perspective: Vision Strategic Goals and Objectives

The City's long-term perspective is a package that is made up of:

- City long-term plan which is an analysis of development trends and dynamics. This informs us about what is likely to happen in the future. This is referred to as the long-term strategic perspective.
- The City value statement which is a new paradigm for the City's development and is composed of a set of core principles on how to approach development.
- A City vision for the City.
- A City strategic plan which is a clear set of long-term goals and long-term strategic interventions through which goals can be reached (these relate directly to a clear set of 5-year objectives and 5-year IDP programs that are set out clearly in the IDP).

Long Term Goals and Strategic Objectives

The City has identified a number of long-term goals and strategic objectives. These strategic interventions relate to:

- Financial sustainability
- Economic development
- Infrastructure services
- Human Settlements

- Environment
- Safety and Security
- Healthcare
- Transportation
- Governance
- Land, spatial form and urban management
- Institutional transformation

The strategic interventions outlined in this section have two characteristics. First is the number of long-term goals. These goals are set to be achieved in the future. It is by striving to reach and achieve all of these goals in each of the specific areas that the Vision of a future Matjhabeng will be realized. Second, there are a number of long-term strategic interventions associated with each goal. These goals need to be achieved as they will contribute to national development and delivery commitments.

a. Financial Sustainability

The goal of financial sustainability specifies that the City should be able to finance affordable and equitable delivery and development. It should continue to maintain financial stability and sustainability through cautious expenditure, sound financial systems and a range of revenue and funding sources. The specific objectives of financial sustainability relate to the following:

- Sound financial management permitting the fulfillment of the future Metro developmental objectives
- Empowered customers that are enjoying the highest standards of customer care and responsiveness
- A future Metro with a stable and growing revenue streams
- Expanding range of capital funding options that are supported by a strong capital finance risk management
- Sustained excellence in financial management
- A future Metro that creatively evolves its resourcing and/or expenditure system to ensure long-term fiscal stability and growth as well as optimal spending to support accelerated and sustainable development.

According to the Centre for Local Government, University of New England, financial sustainability in local government has been summarised as follows:

A council's long term financial performance and position is sustainable where:

- (i) Continuation of the council's present spending and funding policies
- (ii) Likely development in the council's revenue-raising capacity and demand for and costs of its services and infrastructure
- (iii) Normal financial risks and financial shocks, altogether are unlikely to necessitate substantial increases in council rates (or, alternatively, disruptive service cuts).

Key financial indicators

Below is a set of key financial indicators for assessing council financial sustainability:

- Net financial liabilities as the key indicator of the council's indebtedness to other sectors of the economy
- Operating surplus or deficit as the key indicator of the intergenerational equity of the funding of the council's operations
- Net outlays on the renewal or replacement of existing assets as the key indicator of the intergenerational equity of the funding of the council's infrastructure renewal or replacement activities
- Net borrowing or lending as the key indicator of the impact of the council's annual transactions – both operating and capital – upon the council's indebtedness to other sectors of the economy.

Key financial sustainability indicators are founded on the following 6 ingredients:

1. A local council is financially sustainable if its net financial liabilities are at levels at which the associated interest payments (less interest income) can be met comfortably from a council's annual income (i.e. by current ratepayers) without the prospects of rates increases which ratepayers would find unacceptable (or disruptive service cuts)
2. The net financial liabilities of a specified local authority can be too low where there are:
 - (a) Associated with current ratepayers being asked to bear an inequitable proportion of the cost of future service potential or,
 - (b) Below levels that include more than enough room to absorb unexpected financial risks or financial shocks
3. Annual operating financial performance of a local council is sustainable if operating deficits will be avoided over the medium- to long-term, because such deficits inevitably involve services consumed by current ratepayers being paid for either:
 - (a) By borrowing and so by future ratepayers or
 - (b) By deferring funding responsibility for the renewal or replacement of existing assets onto future ratepayers
4. A local authority's operating surplus can be too high where it:
 - (a) Is associated with current ratepayers being asked to bear an inequitable proportion of the cost of the council's future service potential or
 - (b) Is above a level that includes more than enough room to absorb unexpected financial risks or financial shocks

5. The annual capital financial performance of a municipality is sustainable if capital expenditure on the renewal or replacement of existing assets on average approximates the level of the council's annual depreciation expense because any shortfall of such capital expenditure against depreciation expense would involve future ratepayers being left with an excessive burden when it comes to replacing or renewing the council's non-financial assets
6. Finally, net borrowing of the local council can be too low where, over that planning period, it results in the council's net financial liabilities as a ratio of non-financial assets falling well below the targeted ratio.

Pre-conditions to Financial sustainability

Best practices to making sustainability work require that the following are pre-conditions must happen before implementing any adopted sustainability model:

- 1) Sustainability must be an integral component of the overall strategy
- 2) Leadership must be committed to sustainability and build additional organisational capacity
- 3) Sustainability strategies should be supported with management control, performance measurement and reward systems as appropriate
- 4) Sustainability strategies should be supported with mission, culture and people as appropriate
- 5) Managers must integrate sustainability into all strategic and operational decisions. Then, additional systems and rewards can be introduced for formalise and support.
- 6) Managing sustainability performance should be viewed not only as risk avoidance and compliance but also as an opportunity for innovation and competitive advantage.

b. Economic Development

Matjhabeng Vision 2030 will develop efficient, accountable, transparent and participatory governance, establish a competitive business environment characterized by sustained macro-economic sustainability. It would also promote the development of sufficient and efficient infrastructure to support sustained economic growth and preserve the environment for sustainable economic development.

The economic development goal of the future Matjhabeng is a diversified economy that is able to meet local needs in terms of job creations, increased incomes, wealth distribution, and challenges of inequality. It is an economy that will play an enhanced role as the key economic hub in the Province of the Free State, and a national economic-growth leader by ensuring sustainable development and adapting to changes and promoting effective and sustainable shared growth that will benefit all. The diversification of the local economy will have to rest on a broad base of economic sectors which in their nature and form are part of the emerging industries and continuously regenerate older industries. This local economy will further be characterized by strong links to the national, regional, and global economy. It will be characterized by a robust and growing market for locally produced goods and services. More importantly, it will be characterized by equitable sharing of the value of gains from economic growth and geographic spread of both the economic activities and economic benefits. Finally, it will be characterized by continuous improvements in the general business environment.

In order to build a diversified, competitive and developmental economy in Matjhabeng, a number of sectors have been assessed for potential focus and investment. Arising from this assessment, tourism has emerged as a crucial sector for the further growth and development Matjhabeng's economy.

The following are some key strategies that Matjhabeng can put in place to meet its goals:

- Developing the infrastructure of the municipality to make it easier for businesses to operate (i.e. houses, transport, roads, water and electricity etc). This is mainly addressed in the IDP of

the municipality. Whilst it contributes to providing better living conditions it also creates an environment that promotes economic growth.

- As indicated previously, promoting tourism, which currently is one of the biggest growth industries in South Africa. This includes developing local tourist sites and facilities, improving security and ensuring that all residents are welcoming of tourists.
- The municipalities tender and procurement policies must favour small contractors and emerging businesses. Where these companies cannot provide the required services, steps must be taken to get larger companies to enter into joint ventures with smaller partners.
- Marketing the municipality, its infrastructure and people to local and international businesses. This can be combined with service centres that provide assistance and information to businesses that wants to start operations in the municipality.

i. SMME Development

Entrepreneurship has been acknowledged over and over again in the world as **the engine** of economic growth. Without small business development, the economy stagnates, employment declines and ultimately the general standard of living deteriorates.

SMME development has been recognized as an economic opportunity but also realised that it comes with key support and implementation challenges.

To tackle this particular challenge, 5 core areas need to be addressed in order to achieve viable and successful SMME Development:

- Entrepreneurs need to be able to access business support services in close to where they are situated therefore it is spatially located,
- Entrepreneurs need to have a tight and reliable community of business support service providers who can assist them,
- Entrepreneurs need to be able to access work opportunities, be it through procurement opportunities or links with big business,
- Entrepreneurs may require assistance to develop their assets and access resources, and,
- Entrepreneurs need to be skilled and human resource development needs to occur. HRD will occur not only at school level but also amongst the unemployed.

It is believed that once these support mechanisms are in place, small businesses will thrive.

Matjhabeng had identified several major problems for SMMEs is that a proper continuum of service providers does not exist because:

- They are not adequately equipped, managed and resourced
- They do not cater for all types of advice leaving many gaps sin the market.
- They are sporadic and unevenly spread geographically
- They are uncoordinated, erratic and do not communicate with each other effectively.

- They do not cater effectively with the different language and education levels - from unsophisticated business to highly sophisticated businesses.

In order to alleviate these risks Matjhabeng will offer wide-ranging support structures for SMMEs to cater for the entire spectrum of needs. It will mobilise and harness the various advice and services available (be it government or private sector) to create a continuum of support.

The range of services required by SMME spans:

- Business idea development
- Business plan development
- Financing (loans and incentives)
- Grants and investment recruitment
- Technology
- Sourcing and procuring inputs
- Operational skills
- Management skills and HRD
- Quality management
- Packaging logistics
- Export and import processes
- Tender application skills
- Legal advice
- IT advice
- Accountable advice
- Marketing (domestic and global export)
- Client care

Matjhabeng will have to consider direct assistance for this concept through:

- Co-funding unique and rare services
- Funding training courses provision
- Purchasing services for selected individuals
- Funding monitoring and evaluation of the quality of services
- The concept involves the one-stop-shop idea where SMMEs are able to access a single point to seek assistance.
- The entrepreneur will be guided (hand-held) through his/her business journey ensuring that optimum success is achieved. This will further be enhanced by providing internet access at these centres.
- Matjhabeng will offer intensive training assistance programme to SMMEs, which will be affordable and relevant.
- Matjhabeng will monitor and evaluate these interventions for quality and performance.

With the decline in the mining sector of Matjhabeng, it is imperative to consider other avenues for effective job creation. SMME development is one of them, and the focus will now be on, tourism. Listed

below is the process of SMME development through tourism, especially mine tourism and agricultural tourism.

ii. Tourism as a Key Economic Sector

According to the World Tourism Organisation, tourism is the world's largest economic sector generating almost \$500 billion per year and providing direct and indirect employment to some 340 million people. Globally, tourism accounts for roughly 35 % of exports of services and over 8 % of exports of goods.

Tourism has also earned the accolade of being one of the fastest growing sectors in the world economy, and is predicted to grow its volume of arrivals to 1,56 billion in 2020. Driving this exponential growth over the last five decades has been a number of key trends:

- Rising incomes and disposable incomes in the leading tourism-generating markets of North America, Western Europe and Japan
- Increased leisure time available for travel
- Economic globalisation, including innovations in transport and information and communication technologies, which have made travel cheaper and more accessible.

These trends have created important opportunities for many countries, particularly those in the developing world. For 83% of countries in the world, tourism is one of the top five sources of foreign exchange. Caribbean countries, for example, derive half their GDP from tourism. For governments in developing nations, tourism has the added attraction of being labour intensive with comparatively low barriers to entry for entrepreneurs. It also has relatively high employment multipliers and can create many jobs in a comparatively short time.

Outside of the core tourism value chain, the employment multipliers are strong as jobs are created in supporting industries, such as financial services, construction, cleaning, security, laundry, arts and crafts, food and beverages, etc.

Tourism also offers the opportunity of bringing development to rural areas, and can allow for the sustainable utilization of the natural environment. It is also a force in building the global identity of a country or city (i.e. its brand identity). International travel patterns are changing. In 1950, 97 per cent of international tourists went to Europe or North America.

By 1999 this had fallen to around 75 per cent. In recent years, domestic and intra-regional tourism in the developing world has grown rapidly, especially in emerging economies such as South Africa, Brazil, Thailand, India, Korea, China and Mexico. Over 80 per cent of all international tourists come from just 20 countries in the North – 17 in Europe plus the USA, Canada and Japan. Five nations (the US, Japan, Germany, France and the UK) account for almost half of all tourism spending.

It is estimated that there will be 77.3 million international arrivals to Africa by 2020; this represents an annual growth rate of 5.5% from 1995 to 2020. Africa's overall share will increase to 5% of total by 2020.

Following its transition to democracy and entry into the global economy, South Africa is fast becoming one of the world's leading new tourism destinations. The development of South Africa as a tourism destination has mainly been a result of tourism development initiatives that have been undertaken by government subsequent to the elections in 1994.

The isolationism of old apartheid system has delayed South Africa's entry onto the world stage in many areas, including travel and tourism. This limited the benefits that the industry could deliver both economically and socially. The tourism industry was not regarded as a key component of economic growth and development prior to 1994. In 1994, at the end of the Apartheid era, the South African Government announced an ambitious campaign to make tourism one of the country's key industries in the creation of new jobs and generation of foreign earnings. The vision was to develop the tourism industry as a national priority in a sustainable and acceptable manner, in order for it to contribute significantly to the improvement of the quality of life of all South Africans. Government accepted tourism as one of its main interventions to reverse a sluggish economy, high unemployment rate, weak domestic and foreign investment, and to mobilize SMME capacity.

The result is that tourism is now a significant industry in South Africa, employing by various estimates somewhere between 700,000 and 1,1 million people, directly and indirectly. The industry is served by approximately 46 international airlines, 6 domestic airlines, 4 principal vehicle hire companies, 3 principal coach companies, an estimated 13,000 direct contact service enterprises and a multitude of supply industries to the aforementioned. . In the domestic economy, tourism accounts for over 7.1% of GDP and 6.9% of total employment.

Tourism therefore has enormous potential to accelerate the growth of Matjhabeng's economy, and to create local jobs, particularly within the context of a declining mining sector. In this regard, a concerted focus on two niched tourism sub-sectors are proposed, namely:

- Mining Tourism
- Agricultural Tourism

These are outlined further below.

(a) Mining Tourism:

Many former mining areas globally, including in the USA, UK and South America have now lost their industrial function and are now turning to tourism for regional revitalization and community economic development. The transformation process of these industrial, and in some cases derelict, mining sites and landscapes into an area of interest for tourists is offers a unique opportunity to achieve sustainable economic growth and job creation.

Both international and local tourists could be targeted to learn more about Matjhabeng's mining history through visiting mine museums (including underground museums), and taking guided mining tours. Mines that are no longer operational could therefore be leveraged in order to serve as income generating and job creating assets.

(b) Agri-tourism

Matjhabeng has a strong agricultural base, which consequently provides a powerful tourism asset. Within the context of poor agricultural commodity prices coupled with rising input costs which are

substantially eroding small farm incomes, there is also an increasing international and local demand for agri-tourism products and tourist activities. More and more city dwellers are seeking refuge away from dense urban areas during week-ends and holidays.

This provides an opportunity for Matjhabeng to develop agri-tourism as an economic sub-sector. In general, agri-tourism is the practice of attracting tourists or visitors to an area or areas used primarily for agricultural purposes. Agri-tourism provides the opportunity for a range of tourist activities to be developed, including bed and breakfasts, guesthouses, lodges, hiking trails, horse-back riding trails, etc.

The development of these two tourism sub-sectors will require detailed planning and aligned investment.

iii. Free State Provincial Intervention to support SMME Development – Free State Department of Economic Development, Tourism and Environmental Affairs (DETEA)

In order to support the process of Economic Development DETEA has embarked on a Provincial rollout showing casing the concept of the Techno-Parks

The term “Technopark” means a designated area developed to accommodate individuals, academics, corporate organisations and government institutions in an effort to promote synergy in the fields of research and industrial development, with a common goal of discovering and/ or improving performances by the industrialists as well as their products. Technoparks are mainly regionally based, their main thrust being that of optimising the balance of using locally available resources (human, knowledge and materials) to improve the performance and/ or products being produced by local companies. Whilst utilising local resources, the Technoparks clientele extends to beyond the borders of the region and to the whole world.

To achieve all this, the main businesses of the Technoparks are:

1. Business Incubation

This is the support given to individuals and SMMEs by providing space, equipment, start up skills, finance, tax and marketing strategies, and general mentorship. Additional support such as regulatory compliance, patent and intellectual property management will also be given. Organisations such as SEDA, FASA, FDC and CSIR etc will be expected to take advantage of such a setup and reach out to the young graduates who may want to pursue their studies in the technological field.

2. Business Networking

An opportunity is presented where businesses and researches can complement each other given the clause proximity and the diversity of the research subjects at the complex. Possible partnerships can be formed and long term mutual agreements can be reached. Opportunities will also be availed to local researchers to network with regional and international researchers from research centers and universities that have partnership with the center.

3. Regional Economic Growth

The Technopark enables the local economy to grow through enhanced innovative culture and improved technologies. A healthy competition also prevails between companies resulting with improved products and value for money. Examples are:

3.1 Improved farming techniques and/ or yield

Researches can result in better farming methods or applications being applied by the local farmers resulting in better yields. The better techniques reduce losses whilst better products mean a bigger demand of the product thus improving on the sales and profits.

3.2 Increased utilisation of by products

Continued research into making the most of any by product can make a breakthrough that can change lives of many. The usage of bio-fuel is one such example and more can be achieved if opportunities are availed to the scientists. Free State Innova Technopark will include research centers in the field of agriculture.

In mining, uranium comes as a by product of gold mining. Increased efforts can discover some minerals that could otherwise be discarded together with the mine waste.

3.3 Improved treatment or prevention of diseases in crops and livestock

Throughout the world, the farming industry has suffered major setbacks due to outbreaks of some diseases. Other than the direct loss of livestock or crop, customer confidence will be heavily dented. Control or prevention of such outbreaks therefore gives the farmers a leverage over their competitors and assure their customers of healthy products.

Increase sales will follow as everyone will be happy with the products, resulting in an economic boost.

3.4 Improved Mining Techniques

With the dwindling resources, improvements in the mining techniques will allow miners to execute their business viably and optimally. Introduction of new improvement methods and well as technology will enable miners to extract precious metal from the ground with ease and more affordably

4. Research Promotion

The grouping of academics, scientists and industry heads coupled with the intervention of Government makes to Techno-parks an ideal place for the advancement of technology in the country. Most Universities and colleges do not have the resource and capacity to carry out extensive research, therefore the introduction of the Tech-park would complement these institutions on this basis.

5. Education and Training

The Techno-parks will offer education and training accross the following areas:

- Primary Education
- Secondary Education
- Tertiary Education

6. The Techno-Park Concept and Matjhabeng

The Free State Province lies in the middle of South Africa, making it an ideal business venture. The economic corridor of the country passes through the province, hundreds of tonnes of goods are ferried everyday from KwaZulu Natal and the Western Cape by rail and road.

With a total area 19825 square kilometres, the Free State takes up 10.6% of South Africa's land area. It is the third largest in the country. The towns of Welkom and Kroonstad are the second and third largest towns in the Province. Welkom is predominantly a mining town after the discovery of gold and Kroonstad an agricultural town.

The area identified for the Techno-park is in the farmlands between the towns of Virginia, Ventersburg and Hennenman. The area is bordered by the R70 road to the east, R73 to the south and west. A railway line runs along the S181 from Kroonstad through Hennenman and Virginia to lonk the Province

of the Free State and Johannesburg. The area is flat and receives satisfactory rainfall. There is an approximate population of 500 000 people residing in the town surrounding the proposed Techno-Park. There is a good supply of electricity and piped water is supplied by Sedibeng Water. The N1 is in close proximity to the proposed site as well as several airstrips servicing the mines in the area. The identified land covers an area of 53 square kilometres. Other services like, a sewer treatment plant, roads and other strategic services can be identified, developed or upgraded into the designs of the Techno-Park. There are also plans to incorporate a Techno-City into the Techno-Park concept. The idea behind the Techno-City is to provide full residential accommodation, sports facilities, medical centres and entertainment areas to people working in the techno-Park.

C. Infrastructure and Basic Services

The infrastructure and basic services goals relate to a high and well maintained infrastructure services throughout the future Metro leading to a better quality of life for all, and making sure that there is substantive progress made to meeting and providing the basic services, such as:

- Water and sanitation
- Power
- Waste removal

In accordance with national policy commitments and an agreed local definition of appropriate levels of services, extension of a differentiated package of service that is fit for purpose, affordable, and reliable to all households. It has to do with eradicating backlogs linked to the supply of water, electricity, waste removal, and bucket system. It is worth noting that the extension and maintenance of reliable and competitively priced services will be required to service commercial and institutional customers. The service delivery will continue to be secured through a well-designed, well-integrated and well maintained generation, supply, processing, and distribution networks. Leadership in sponsoring and adopting innovative, yet locally relevant technologies and delivery capabilities will continue to be needed in order to enable the generation of new service offerings and ongoing efficiency improvements across all service areas. Finally, a regime of effective service delivery regulation and stakeholder interaction will be of critical importance.

d. Human Settlement

It is envisaged that in a future Metro, all people would be housed and accommodated in integrated and functional sustainable human settlements. These will be well located, good quality, adequately serviced, safe and affordable. On a progressive basis and over a long-term, all residents in inadequate housing will be able to access affordable, safe and decent accommodation. The housing needs at all levels of the housing ladder will be met through accelerated facilitation and supply as well as effective management of a diverse range of products for both purchase and rental. A fully functional secondary housing or property market will be available in all parts of the Metro so that all households can realize economic value from investing in their residential assets. The quality of existing and future housing stock will be enhanced and maintained. More importantly, there will be increased livability and sustainability of

all residential communities with equitable access to green spaces, social and cultural facilities, transportation and economic opportunities and adoption of green-housing practices and technologies.

e. Environmental Sustainability

An environmentally sustainable future Metro will in its form and nature be able to anticipate, manage, and reduce the impact of its own built environment and urban processes on the broader envelope of natural resources. In this regard, environmental sustainability objectives relate to:

- Sustainable management of the future Metro's waste streams through waste avoidance, reduction, recycling and reduced disposal
- Protection of river ecosystems, water conservation, and preservation of the ecological reserve
- Biodiversity and environmental heritage protected to enhance ecosystem goods and services
- Diversification of the energy sources on which the future Metro will rely and proactive management of energy demand and,
- Reduction in land, air, water, noise, and light pollution

f. Safety and Security

The safety and security goals relate to a Metro with a reduced crime rate where life, property and lifestyle are safe and secure and where a high level of safety and security is maintained. The safety and security objectives of the future Metro are:

- A safe and secure urban environment
- A Metro free of fears of crime and violence
- Effective regulation of road-traffic in the interests of road safety across the Metro
- A proactive and effective emergency response and disaster management capacity.

g. Health Care

The future Metro will be a Metro with a high-quality, efficient, accessible and equitable healthcare across all sectors that has adequate and flexible capacity to meet the changing health challenges of the population. The objectives of the future healthcare system are:

- Systematic improvement in environmental health conditions
- Within a broader disaster management response capacity, maintenance of ability to respond to any and all public health threats
- Massive reduction in HIV/AIDS prevalence or incidence rates and reduced impact of HIV/AIDS on communities and,
- All citizens to have access to a comprehensive basket of health services, especially primary health care.

h. Transportation

The transportation goals of a future Metro are a Metro with safe and efficient transportation system with a public transport focus, and a well-developed and well-maintained roads and storm water infrastructure which is able to connect businesses, people and places in a sustainable and cost effective manner, and thereby enhance the standard of living and quality of life for all inhabitants as well as the overall competitiveness and growth of the local economy. Typically, the transportation objectives of a future Metro have to do with:

- A community of road and public transport users who are aware of and committed to a core set of values
- Improved access for residents to employment, education, recreation and market opportunities through strategic transport infrastructure and operations which are well aligned with the Future Metro's Spatial Development Framework
- Development and maintenance of a world-class road traffic signaling and storm water infrastructure network across the future Metro and,
- Improved safety, affordability, convenience and comfort on all transport infrastructure and services.

i. Governance

The future Metro will be a citizen-focused Metro that continuously improves its governance. It will have capabilities to continuously evolve techniques and capacities to govern effectively in order to dramatically improve its position in the national, regional, and global space economy. It will ensure good governance and work with other spheres of government, business, civil society and international partners to meet the emerging development challenges. Consequently, the future Metro will be evaluated through a number of governance objectives which will act as indicators of its success in this developmental goal. These are:

- Develop strong institutions to support representative and participative local governance
- Empowered citizens, well-represented through an effective system of ward representation thus able to participate actively in the affairs of the municipality through a range of participatory governance mechanisms
- Empowered customers that will be enjoying the highest standards of customer care and responsiveness
- A future Metro that works in active partnership with business, civil society and community groupings to bring more resources to bear on changing development challenges, and to ensure knowledgeable stakeholders that are well versed in the functioning of the future Metro
- Maintenance of a record of good governance

- Institutional systems and structures enabling and encouraging continuous innovation, performance and efficiency improvements
- The establishment of the following Municipal owned Entities (MoE):
 - Matjhabeng Water
 - Matjhabeng Waste
 - Matjhabeng Power
 - Matjhabeng Property Company

j. Land Spatial Development and Urban Management

The future Metro will have a spatial form that embraces the principles of integration, efficiency and sustainability, and will realize tangible increases in accessibility, amenity, opportunities, and quality of life for all communities and citizens. Land is one of the four factors of production which is passive and distinct from other factors. According to the classical view, unlike other factors of production, land is considered as a scarce resource in a long-term. This means that social and economic goals cannot be pursued all at the same time as some trade-offs may be needed. As a result, the demand for land escalates exponentially if the land supply is limited and there are various needs that compete for its access. A future Metro will be characterized by the following land, spatial development and urban management objectives:

- A future Metro that identifies land as one of the four factors of production which is passive and distinct from other factors
- A future Metro that understands that unlike other factors of production, land is considered as a scarce resource especially in the long-term
- A future Metro that realizes that the demand for land escalates exponentially if the supply is limited and that there are various needs that compete for its access
- A future Metro with an urban form that is efficient, sustainable and accessible
- A future Metro with a quality built environment providing for integrated and sustainable settlements and well designed urban spaces
- An appropriate and efficient land use management system that facilitates investment and continuous regeneration
- Effective urban management to maintain appropriate standards of safety, cleanliness and orderliness across the built environment
- An efficient and effective spatial information service that meets the standards of a future Metro.

K. Institutional Transformation

The institutional transformation goals of Matjhabeng are viewed in light of improving the organizational efficiency and effectiveness in terms of meeting the basic needs of the community. The key objectives that relate to institutional transformation can be viewed in the following categories.

i. Category A

This category of objectives relate to the following:

1. responsive, accountable, effective, and efficient Metro that is capacitated to:
 - a. Deliver TAS and plan a carefully crafted funding plan, core personnel skills and plan to be a fully compliant entity that is able to meet all its reporting requirements
 - b. Deliver a Metro Readiness Status
 - c. Effect the Metro Transformation

ii. Category B

1. Category B transformation objectives are:
 - a. Monitoring and evaluating all projects and programs to ensure integrated and sustainable institutional transformation
 - b. Monitoring and reviewing action plans and evaluating progress on all strategic thrusts and projects and making recommendations in respect of any amendment or realignment required from time to time
 - c. Monitoring and evaluating service delivery as well as strategies for efficient and equitable service delivery
 - d. Fostering cooperative governance between various departments with relation to functions
 - e. Facilitating and monitoring the strategic planning processes
 - f. Monitoring the establishment mechanisms, structures, procedures, and processes on partnerships with the private sector for the promotion of institutional transformation

III. Classification of Interventions

For prioritization purposes, the strategic interventions will be categorized in terms of the following project categories:

- Catalytic projects

- General supporting projects
- Investment support projects
- Identified need projects

First, a catalytic project is one that provides considerable benefits and has a large multiplier effect resulting in the transformation of the living environment and growth of the economy. The major characteristics of a catalytic project include:

- a. Require considerable financial injections
- b. Has a widespread impact in Matjhabeng and/or outside Matjhabeng, i.e. Not localized in its impact
- c. Affects the way people live, work, recreate or impact on the way businesses operate and result in increase of their productivity

The institutional building interventions of Matjhabeng are:

- Strategy
 - Vision 2030
 - Metro Readiness
- Financial Sustainability
 - Revenue Enhancement
 - Clean Audit
 - Supply Chain
- Infrastructure Services
 - Funding the Master Plan
 - PMU
- Transportation
 - Transport Nodes
 - Improvement Projects

Supporting project is a project that optimizes operations of catalytic projects or existing infrastructure assets and/ or improves their efficiency. In dealing with infrastructure and basic services, the focus is on water, waste, and energy. In terms of categorizing these interventions, the specific focus should be on backlogs, maintenance, and new projects. The interventions should also focus on governance and institutional transformation.

Investment support project is one whose primary goal is to attract investors or tourists to Matjhabng. Its main characteristics include:

- a. Increases investors' confidence
- b. Attracts investors through the provision of quality services and facilities
- c. Lowers costs of doing business in Matjhabeng
- d. Provides conducive environment for business

The supporting projects will include the following:

- a. Economic Infrastructure Interventions
- b. Economic Development
 - i. Shifting from predominantly mining economy to a more diverse economy

Identified need project is a project that is aimed at improving the quality of life of the population and is entirely driven by increase in population. The project may be aimed at satisfying the basic needs of the population. These projects form a critical part of Matjhabeng's Strategic Focus Area and include:

- a. Social infrastructure Interventions
- b. Human Settlements
- c. Safety and Security
- d. Healthcare
- e. Environmental Infrastructure Interventions
 - i. Environment
 - ii. Land, Spatial form and Urban Management

Matjhabeng Metro Vision and Values 2030 Statement

“By 2030, Matjhabeng envisions to emerge as a leading agricultural, commercial and industrial based Metropolitan City in the Free State.

To achieve this, we must invest and plan for economic development through sustainable use of resources: land, infrastructure and service capacity towards addressing our community needs and giving direction to those growth trends we can anticipate and finding effective solutions to our immediate challenges.

This will be a city of neighbourhoods that boasts of a balanced wealth distribution system, affordable housing, efficient transportation and health system, establishes positive connections between different use of land in terms of location and mix, encourages economic and environmental health, innovation and education.

Our path will remain guided by reviews of today’s experiences in terms of achievements and challenges as we explore tomorrow’s possibilities. *A New City and business hub that integrates strategic towns close to the transport nodes that feed in and out of the Free State”*

Values and Developmental Principles which shaped and defined the above Vision 2030 Statement

1. Well governed city that is pro-poor
2. A City that is productive, balanced & enjoys shared growth
3. Well connected City
4. Credible and safe City
5. A City that ensures sustainability of resources & promotes environmental justice
6. A City with competent and innovative workforce

CHAPTER FOUR (4)

INSTITUTIONAL OVERVIEW AND ORGANIZATIONAL STRUCTURE

The institutional analysis and structure of the Matjhabeng Local Municipality are stated below. The structure provides for accountability and transparent governance, in addition to enhancing legislative compliance.

POLITICAL GOVERNANCE

Council

The Council has 72 seats (36 Proportional Representative (PR) Councillors and 36 Ward Councillors). The Speaker is the Chairperson of Council. The party-political and demographic representation of Councillors is reflected in the table below:

POLITICAL PARTY	ALLOCATION OF SEATS	GENDER DISTRIBUTION	
		MALE	FEMELE
African National Congress	52	35	17
Democratic Alliance	16	10	6
Congress of the People	3	2	1
Freedom Front plus	1	0	1

The Municipality has 203, 594 registered voters, 54, 78% of whom cast their vote in the May 2011 local government elections.

Executive Mayoral System

The Executive Mayor is assisted by a team of nine (10) Chairpersons of Portfolio Committees within an Executive Mayoral Committee system. The Standing Committees are outlined below:

1. Finance
2. Policy, Strategy and Monitoring
3. Corporate Services
4. Local Economic Development
5. Human Settlements
6. Infrastructure
7. Public Safety
8. Community Services
9. Mayoral Special Programme
10. Social Services

Municipal Public Accounts Committee (MPAC)

The Municipality has a functional Public Accounts Committee in place, which fulfils an oversight role in respect of the institution's Executive and administration. The MPAC consists of members from the ANC, DA and COPE .The Committee is made up as follows:

- African National Congress – 5 members
- Democratic Alliance – 3 members
- Congress of the People – 1 member

OTHER IMPORTANT COUNCIL COMMITTEE

Audit Committee

The Municipality has a functional Audit Committee. The Audit Committee is made up of four members and meets quarterly to advise Council on internal control, financial management and compliance issues. The Municipality has an approved Audit Committee Charter, which provides the responsibility and authority to the Audit Committee members to audit the risk management, controls and governance processes, which include the IDP framework, internal controls, financial management controls, and procurement and performance management. The Audit Committee Charter outlines the objectives of the Audit Committee; broad powers of the Audit Committee; authority of the Audit Committee; duties and responsibilities of the Audit Committee; structure and composition of the Audit Committee; remuneration; term of members and requisite skills; and the functioning of the Audit Committee.

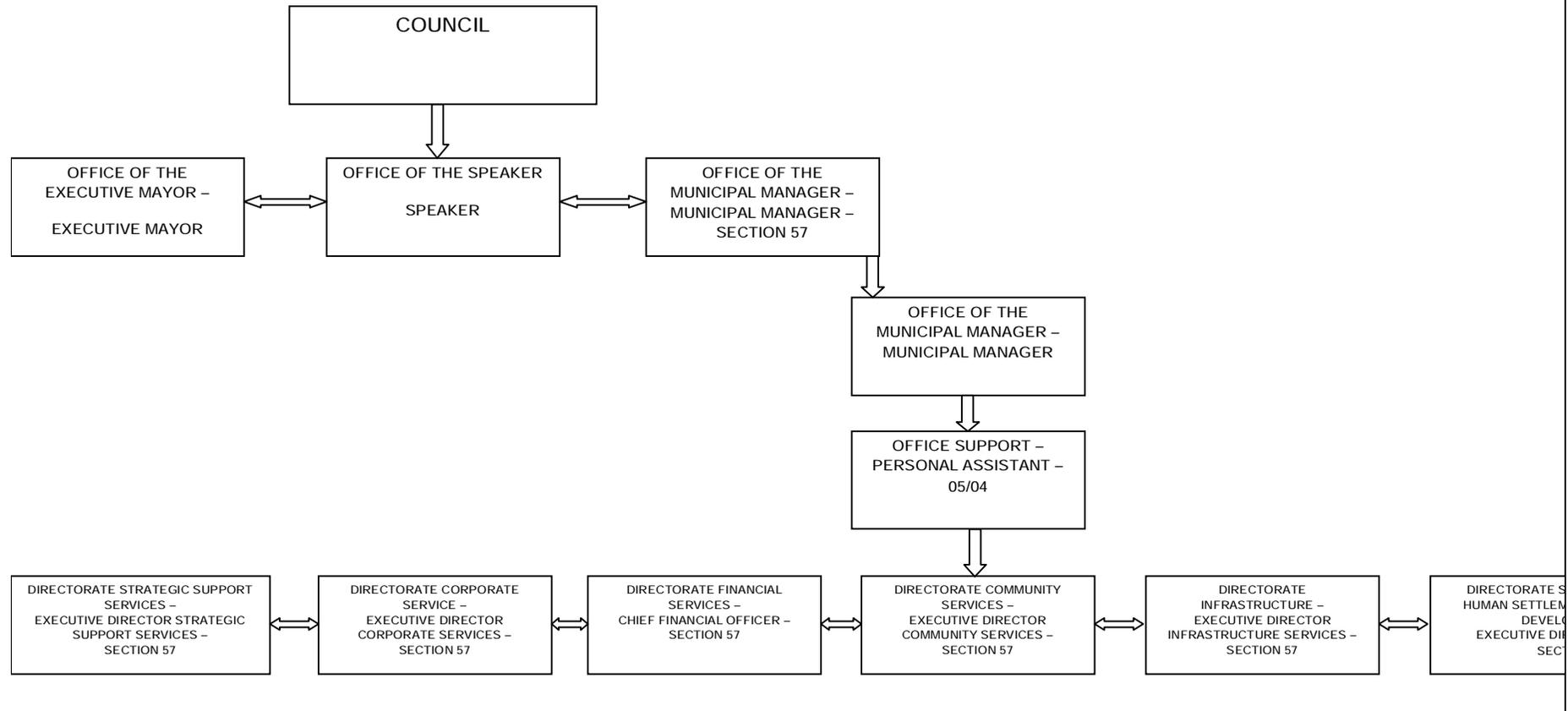
The Municipality has an Anti-Fraud and Anti-Corruption Strategy and Plan in place to address fraud and corruption. The Anti-fraud and Anti-Corruption Strategy and Plan will be revised during the 2013/2014 financial year.

ADMINISTRATION

The Municipal Manager is the head of the administration and Accounting Officer, supported by the Chief Financial Officer, and the Executive Directors. The political leadership and the administration complement each other to achieve the objectives of the IDP.

The diagram below reflects the macro structure (administrative) of the institution.

MATJHABENG LOCAL MUNICIPALITY
DRAFT PROPOSAL MICRO ORGANISATIONAL STRUCTURE
OFFICE OF THE MUNICIPAL MANAGER



The organisational structure above, which is currently under review, reflects the current status quo. It is imperative that the organisational structure is periodically reviewed through formalised processes, in line with Council policies and legislation. The Systems Act stipulates that the relevant labour legislation should be adhered to during organisational reviews. This implies that trade unions, employees and Councillors should be consulted and involved in the review process. In this regard, it should be noted that a formal agreement in respect of organisational reviews should exist between Council and trade unions to promote and maintain labour peace and prevent strike-related service delivery disruptions. The terms and conditions of this agreement must be respected. Whilst various ad hoc attempts were made and various structures were drafted, it must be noted that the above process and legislative prescripts were not followed. This necessitated the initiation of a new organisational review process, which is currently in progress. The development and review of the organisational structure and staff complement are underpinned by the organisational strategies. The review of the institution's shared vision, mission and long-term development strategy is currently underway and is expected to be completed by March 2013. The organisational review is running concurrently with the review of the institution's shared vision, mission and long-term development strategy. Any urgent issues that need to be addressed from an organisational review point of view will follow a formalised process.

The staff complement of the Matjhabeng Local Municipality 2136 of post filled. The total number of funded vacancies as at May 2012 was approximately 3573. Total number of casual employees is 696. And temporary employees (Month-to Month) is 306.

POWERS AND FUNCTIONS

Departments are structured in such a way that there is a responsible Executive Director at appointed under section 56 of MSA for each core function. These functions are aligned to meet our strategic and operational mandates.

EMPLOYMENT EQUITY PLAN

Chapter 3 of the Municipal Systems Act, Act 32 of 2000 requires 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 stated 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.

SKILLS DEVELOPMENT PLAN

The Skills Development Act of 1998 requires employers 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.

Chapter Five (5)

FINANCIAL PLAN

INTRODUCTION

This chapter reflects the three year financial plan for Matjhabeng Local Municipality as per the requirements of section 26(h) of the Municipal Systems Act 32 of 2000 read with Regulation 2(3) of the Local Government: Planning and Performance Regulations, 2001.

The Financial Plan will reflect the budget projection for the MTREF, financial resources available for capital project developments and operational expenditure, a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives. The aforementioned plan and strategies will contribute and ensure the achievement of financial viability.

MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK

The budget is prepared and compiled within the MTREF. MTREF sets out the economic context and assumptions that inform the compilation of the budget for the next three years. However it is reviewed annually to ensure that each year's budget is affordable and sustainable over at least the medium term.

The National Treasury Circular 66 states that municipal revenues and cash flows are expected to remain under pressure in 2013/14 and so municipalities must adopt a conservative approach when projecting their expected revenues and cash receipts. Municipalities will have to carefully consider affordability of tariff increases especially as it relates to domestic consumers while considering the level of services versus the associated cost.

The main challenges experienced during the compilation of the MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- Aging and poorly maintained water, roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost of bulk water and electricity (due to tariff increases from Sedibeng Water and Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2011/12 MTREF process; and
- Availability of affordable capital/borrowing.

Budget Assumptions

The following assumptions and parameters were considered in setting out the MTREF:

- CPI inflation of approximately 5.5%
- Increase in Sedibeng Water tariffs by 8%

- Increase in Eskom tariffs by 8% and NERSA 7.5%
- Salary increase of approximately 8%
- Government grants for the 2013/2014 to 2014/2015 as per the Division of Revenue Act.

The CPI is forecast at 5.6%, 5.4% and 5.4% for the 2013/14 MTREF period. These levels are within the South African Reserve bank inflation target range of 3% - 6%.

Operating Budget Projections

The 2012/13 multi-year operating budget of the municipality provided for an increase of 5.5% for the 2013/14 financial year. The 2013/14 budget of R1 687 706 368 is based on a collection rate of 72%, which is informed by past collection trends. The projected revenue recovery of the municipality is based on realistic and sustainable trends. The proposed income for the 2013/14 financial year is R1 364 011 925 and the provision for bad debts is R323 694 443.

Table 1 gives an indication of the Operating Budget projections for the period 1 July 2013 to 30 June 2016.

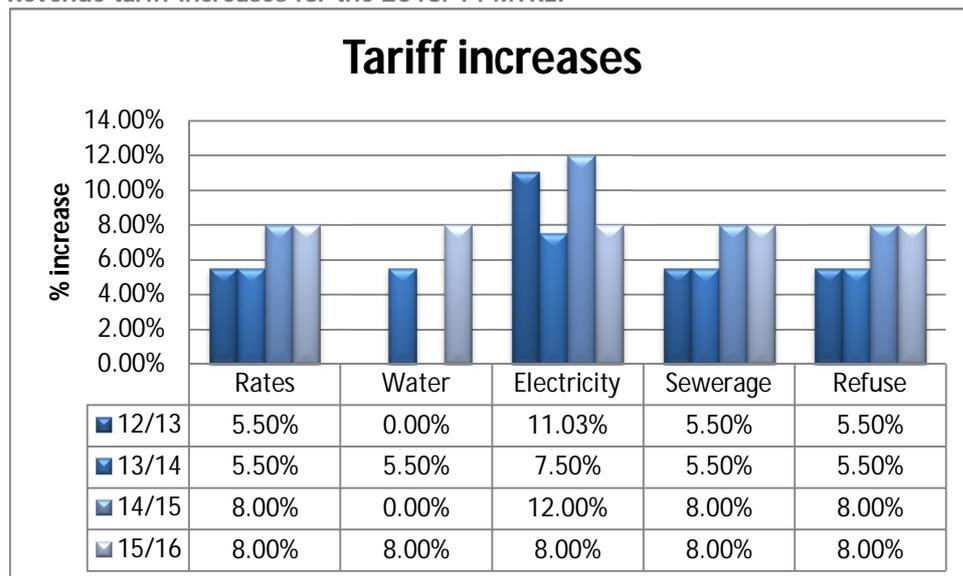
TABLE 1: OPERATING BUDGET 1 JULY 2013 TO 30 JUNE 2016

	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
<i>Revenue Per Source (Billed amount)</i>			
Assessment Rates	162,236,334	175,215,241	189,232,460
Water	188,507,087	188,507,087	203,587,654
Electricity	619,150,771	693,448,864	748,924,773
Sanitation	109,332,496	118,079,096	127,525,424
Refuse Removal	61,527,541	66,449,744	71,765,724
Grants & Subsidies	427,360,000	408,097,000	449,844,000
Other income	37,963,214	43,305,745	46,770,205
Interest Income & Bad debt income	81,628,924	86,012,612	88,257,083
<i>Total Income as per billing</i>	1,687,706,369	1,779,115,390	1,925,907,323
<i>Less: Contribution to reserves (Bad Debts)</i>	323,694,443	290,053,913	318,380,928
<i>Total realistically anticipated revenue collected</i>			
	524,559,236	577,015,160	632,176,372
<i>Expenditure Per Category</i>			
Salaries, wages and allowances	148,351,938	160,769,535	173,631,098
General expenses	281,326,595	300,525,444	324,567,479
Electricity bulk purchases	231,448,491	249,964,370	269,961,519
Water bulk purchases	158,325,666	178,786,969	193,089,926
Repairs and maintenance	20,000,000	22,000,000	23,100,000
Contribution to capital expenditure	20,000,000	1,779,115,390	1,607,526,395
<i>Total Expenditure</i>	1,364,011,925		
(Surplus)/ Deficit			

Revenue Framework

The sources of revenue are property rates, service charges (electricity, water, refuse and sanitation), grants and subsidies, interest and investment income and other revenue such as rental income of halls and hostels. The total operating revenue increased with 5.5%. The following graph depicts the revenue tariff increases applied for the 2013/14 MTREF period.

Revenue tariff increases for the 2013/14 MTREF



Rates: The rates revenue increase is 5.5%. This increase is in line with the CPI which is required to achieve an affordable and balanced rates budget without impeding on service delivery.

Water: The water revenue increase is 3%. This increase is below the CPI of 5.5%. The increase is required to achieve an affordable and balanced water budget. This increase will ensure the maintenance of water infrastructure and ultimately reduce water losses.

Electricity: Electricity tariffs are linked to the Eskom tariffs for bulk electricity purchases, which are proposed by NERSA to be 8% for the 2013/14 financial year. To ensure affordability to its clients the municipality increased its tariff with 7.5% which is below the proposed Eskom increase and the increase is in line with the NERSA guideline which is between 7.5% and 8%.

Sewerage & Refuse: The tariff increase for sewerage is 5.5% for the 2013/1 financial year. This CPI increase will afford the municipality the means to ensure that current infrastructure is sufficiently maintained.

2013/14 revenue based on tariff increases			
Revenue category	Budget 2012/13 R	Average tariff increases	2013/14 budgeted revenue
Rates	148 379 657	5.5%	162 236 334
Water	183 016 590	3%	188 507 087

Electricity	575 954 206	7.5%	619 150 771
Sewerage	103 632 698	5.5%	109 332 496
Refuse	58 319 944	5.5%	61 527 541

The revenue on other income will be increased with 5.5%. Other income consists of rental income, interest on investments and market income. The total operating grants (equitable share, finance management, municipal systems improvement grant) decreased from R434 657 000 to R427 360 000, this is a 1.68% decrease. The Equitable share allocation is a grant which supplement the municipality's own revenue for the provision of the necessary basic level of services to each poor household within their jurisdiction. The annual DORA publishes the equitable share allocation.

Expenditure Framework

Salaries, wages & related staff cost: The salary figure is **37.71% (R524 559 236)** of the total expenditure. However, not all vacancies have been filled. This has an adverse impact on service delivery. If all positions were to be filled, the salary figure would be closer to 50% of total expenditure. This would clearly be unaffordable to the municipality. However, there are critical positions that would have to be filled. Provision is made for an 8% salary increase and then only emergency vacancies are budgeted for. The multi-year Salary and Wage Collective Agreement for the period 1 July 2012 to 30 June 2015 was taken into account. The agreement provides for a wage increase based on the average CPI for the period 1 February 2012 until 31 January 2013, plus 1.25% for the 2013/14 financial year. The municipality however made provision for the unforeseen and provided for an 8% increase.

Bulk purchases: The supply of bulk services makes 47.53% (**R512 775 086**) of the total budget. The following table depicts the projected cost for bulk services. Bulk services suppliers Eskom and Sedibeng will increase their tariffs with 8% respectively. These increases were incorporated in the projections for bulk services expenditure.

Bulk service	2012/13 Budget	2013/14 Budget	2014/15 budget
Water	214 304 158	231 448 491	249 964 370
Electricity	260 487 588	281 326 595	300 525 444

General expenditure: General Expenses relate to operational costs and are therefore inevitable. This makes up **10.67%** of total expenditure.

Repairs & maintenance: The municipality must ensure the health of our asset base by increasing spending on repairs and maintenance. Repairs and Maintenance relates to service backlogs and upgrading of infrastructure **11.38 %** of total expenditure has been allocated to repair and maintenance.

Capital Budget Projections

The total Capital Budget Projection for the financial year 2013/2014 is R212 482 000. The Municipal Infrastructure Grant allocation for the respective financial years are, 2013/2014 R189 907 000; 2014/2015 R156 246 000 and 2015/2013 R118 586 000. The other grant funding consists of allocations for the Expanded Public Works Grant and the Integrated National Electrification Programme. The projected allocation from the contribution from Operating budget is R20 000 000 for 2013/14 and R22 000 000 for 2014/15.

Table 2 gives an indication of the Capital Budget projections for the period 1 July 2013 to 30 June 2014

TABLE 2: CAPITAL BUDGET 1 JULY 2013 TO 30 JUNE 2014

	2012/2013 BUDGET	2013/2014 BUDGET
<i>Own Funding</i>		
Capital Replacement Reserve	35 000 000	20, 000 000
<i>Total</i>	35,000,000	20,000,000
<i>Grant Funding</i>		
Municipal infrastructure grant	200,030,000	189,907,000
Other Grant Funding	11 597 000	2,575,000
<i>Total</i>	211 627 000	192,482,000
Total funding	246 627 000	212,482,000

**Source: Division of Revenue Act

The total estimated budget of the municipality for the 2013/2014 financial year is R1 900 188 369 of which the operating budget consist of 88.82% and the capital budget of 11.18%.

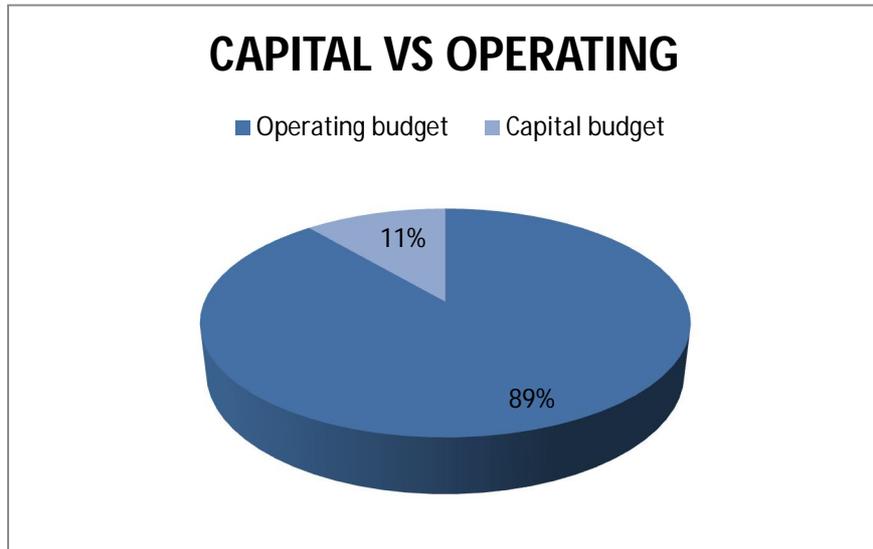
Table 3 gives an indication of the total budget estimates for the period 1 July 2013 to 30 June 2015

TABLE 3: TOTAL MUNICIPAL BUDGET (CAPITAL VERSUS OPERATIONAL)

	2013/2014 BUDGET
Operating Budget	1,687,706,36
Capital Budget	8
Total Budget	212,482,000
	1,900,188,36
	9

Figure 1 gives an indication of the Operating budget versus the Capital budget for the 2013/2014 financial year.

FIGURE 1: CAPITAL VERSUS OPERATIONAL BUDGET



Financial Resources for Capital Projects and Operating Expenditure

Section 18 (1) of the Municipal Finance Management Act 56 of 2003 states that an annual budget may only be funded from realistically anticipated revenues to be collected; cash-backed accumulated funds from previous years' surpluses not committed for other purposes; borrowed funds, but only for the capital budget.

The capital projects are funded from grants and contributions from the operating budget. The main source of funding are grants such as the Municipal Infrastructure grant. The capital funding consists of 90.59% from grants and 9.41% of contributions to capital expenditure. The municipality's capital replacement reserve must reflect the accumulated provision of internally generated funds designated to replace aging assets.

The operating expenditure is funded from operating income which consist of assessment rates, trading services, grant income and other income e.g. rental income and fines.

Investments and External Loans

The Matjhabeng Local Municipality had investments totalling R38 789 418 at the end of the 2011/12 financial year.

The balance as at 30 June 2012 for external loans was R19 275 605.

FINANCIAL STRATEGY

The revenue collection rate of the municipality for the past financial years varied between 55% and 70% which resulted in a negative cash flow position. The current ratio of the municipality is presently at 0.92:1, which indicates that the current assets of the municipality are insufficient to cover its current liabilities. A current ratio in the excess of 2:1 is considered healthy.

During the 2011/2012 financial year the municipality received a disclaimer audit opinion. The municipality developed an audit query action plan to address the issues raised in the audit report and to also ensure that the issues do not re-occur in the future.

The following strategies have been employed to improve the financial management efficiency and the financial position of the municipality.

Revenue Raising Strategy

In order for Matjhabeng Local Municipality to improve the quality of the services provided it will have to generate the required revenue. The municipality's anticipated revenue was based on a collection rate of 72%. The municipality aspires to improve their collection rate to 75% - 85%. A revenue strategy has been developed to ensure the improved collection rate is achieved.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 75 - 85 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality.

Asset Management Strategy

During the 2011/2012 financial year the municipality received a qualification on assets. An asset management strategy was identified to address the aforementioned. The strategy will involve the identification and verification of all assets, capturing of all the assets onto an integrated asset management system, maintenance of the system and the production of an asset register which is GAMAP/ GRAP compliant.

Financial Management Strategy

The following are more of the significant programmes identified to address the financial management strategy.

- Develop and implement budget as per legislative framework
- Review finance policies
- Review of finance structure
- Training and development of finance staff as well as the rest of the municipality
- Unqualified audit report

Ratio Analysis/ Benchmark

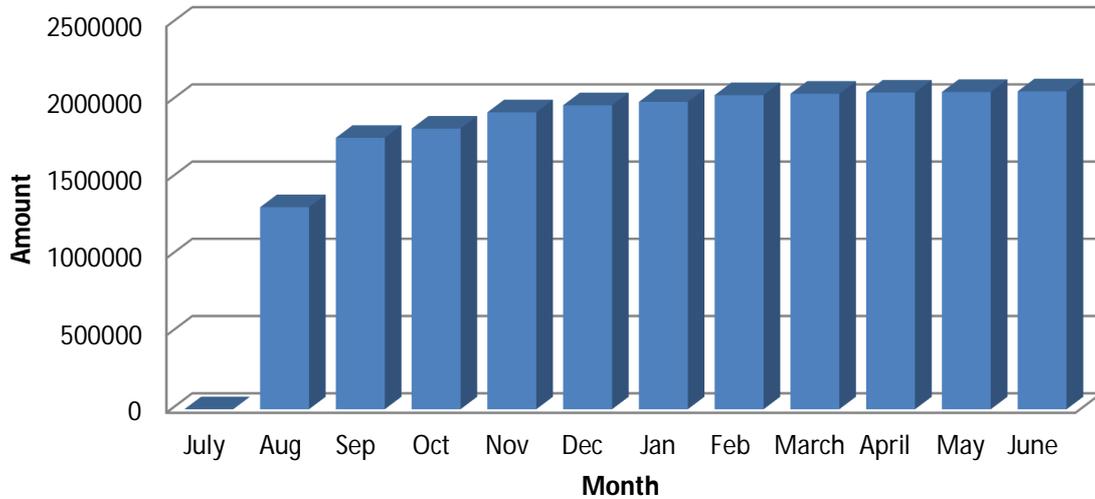
Table 5 details the financial ratios/benchmarks. The information is the actual position for the 2011/2012 financial year.

TABLE 5 – RATIOS/BENCHMARKS

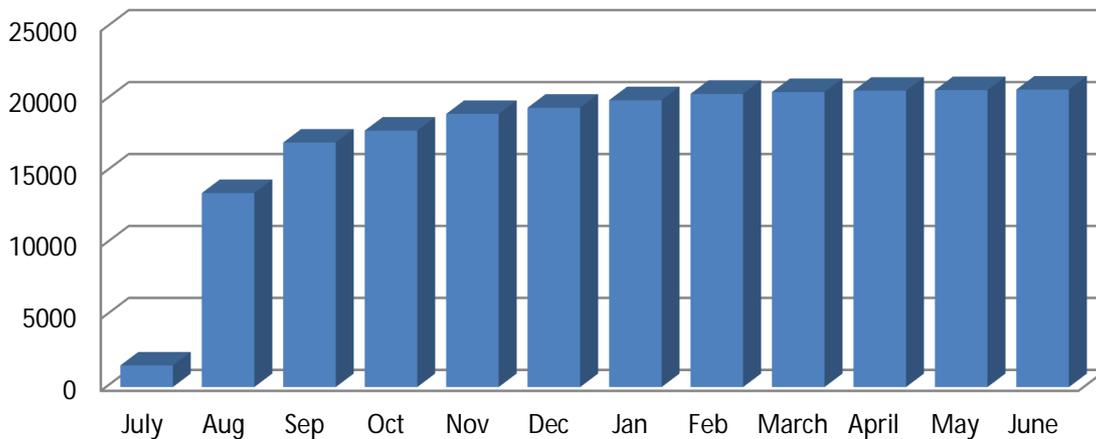
FINANCIAL BENCHMARKS	BASIS OF CALCULATION	2010 /2011	2011 /2012
		1	2
Liquidity ratio			
Quick ration	Current assets – Inventories/ Current liabilities	23%	19%
Revenue Management			
Annual debtors collection rate	Last 12 months receipts/ last 12 months billing	93%	83%
Outstanding debtors to revenue	Outstanding debtors(net)/ Ann rev(total inc)	42%	55%
Efficiency			
Personnel cost to operating expenditure	Personnel costs/ operating expenditure	24%	23%
Creditors Management			
Creditors days	Outstanding creditors/ credit purchases x 365	341	

Free Basic Services

Monthly Indigent Subsidy for the 2012/2013 financial year



Number of registered indigent for the 2012/2013 financial year



Chapter Six (6)

Capital Investment Framework

The Capital Investment Framework (CIF) is a response to ensure that capital budget and related operational funds are structured according to the strategic objectives and related outputs as discussed above. Secondly that it's funding allocation responds to national and provincial directives within the context of the Municipal developmental realities.

The Capital Investment Framework (CIF) is the means through which capital projects are identified and prioritised for implementation in the following financial year and medium term period (3 years). The objectives of the CIF are to:

- Contribute towards the eradication of service delivery backlogs, especially in poor and marginalised areas by prioritising projects in these locations;
- Ensure the improved management of the existing infrastructure;
- Improve service delivery through infrastructure and services that are planned, delivered, and managed in an objective and structured manner;
- Direct future public and private investment, by aligning capital budget requirements of departments as defined in the IDP sector plans.

2012/13 Capital Budget

The total 2012/13 capital budget of Matjhabeng Local Municipality is R **321, 377,807**. The majority of the funding comes from national grants(189,907,000). The municipality contributes R 20,000,000 to the total capital budget.

MUNICIPAL INFRASTRUCTURE BUDGET

REVISED MIG IMPLEMENTATION PLAN 2013/2014				
		189,907,000	156,246,000	118,586,000
		189,907,000	156,246,000	118,586,000
MIG Reference Nr	Project Description	Total Planned Expenditure for 2013/2014	Total Planned Expenditure for 2014/2015	Total Planned Expenditure for 2015/2016
15/4/1/3/1/2	PMU contribution	10,020,000	10,521,000	11,047,050
MIG/FS0037/S/06/07	Kutlwanong: Upgrading of sewerage works phase 2	12,000,000	7,000,000	-
MIG/FS0331/CF(SP)/05/07	Nyakallong / Mmamahabane / Phomolong: New sports and recreation facilities	1,500,000	-	-
MIG/FS0377/STR/10/11	Hennenman: Upgrading and Provision of new facilities for street traders.	93,344	-	-
MIG/FS0491/S/08/10	Allanridge/Nyakallong: Upgrading of main sewerage pump stations and new outfall sewers (MIS:165350)	850,000	-	-
MIG/FS0532/St/10/11	Mmamahabane Provision of 3.72km stormwater drainage	1,500,000	-	-
MIG/FS0533/St/10/11	Meloding: Provision of 3.5km stormwater drainage	500,000	-	-
MIG/FS0535/St/10/11	Phomolong: Provision of 3.9km stormwater drainage	500,000	-	-

MIG/FS0626/R,ST/07/09	Hani Park: Construction of 8.2km Road network and storm water drainage (MIS:159992)	500,000	-	-
MIG/FS0834/R,ST/11/12	Openheimer Park: Roads and Stormwater drainage (Ward12)	650,000	-	-
MIG/FS0838/R,ST/11/13	Thabong T14: Investigate Runoff and Upgrading Existing System	14,500,000	2,000,000	-
MIG/FS0844/C/10/11	Kutlwanong: Creation and Upgrading of Cemeteries	3,000,000	5,000,000	5,400,000
MIG/FS0845/R,ST/10/12	Mmamahabane: Upgrading of Ring Road Phase3	442,972	-	-
MIG/FS0846/R,ST/11/12	Thabong:Road 142 and 295	240,278	-	-
MIG/FS0847/M/10/11	Virginia: Upgrading & Provision of New Facilities for Streets Traders	98,000	-	-
MIG/FS0849/ST/10/12	Kutlwanong: Construction of Stormwater and Pedestrian Bridges for section K2	7,700,000	4,000,000	-
MIG/FS0850/CF/10/11	Meloding:Creation and Upgrading of Cemeteries	3,000,000	5,000,000	5,000,000
MIG/FS0851/CF/10/11	Phomolong: Creation and Upgrading of Cemeteries	3,000,000	5,000,000	6,000,000
MIG/FS0852/M/10/11	Welkom: Upgrading & Provision of New Facilities for Streets Traders	150,000	-	-
MIG/FS0853/C/10/11	Virginia: Creation and Upgrading of Cemeteries	3,000,000	5,000,000	4,000,000
MIG/FS0854/C/10/11	Bronville: Creation and Upgrading of Cemeteries	4,000,000	5,000,000	4,000,000
MIG/FS0893/R,ST/11/13	Thabong: Construction of road 300 and storm water in T14 & T16	18,000,000	10,000,000	1,000,000
MIG/FS0894/S/12/14	Nyakalong:WWTP upgrade	12,000,000	6,000,000	1,000,000
MIG/FS0895/LA/11/12	Welkom:Industrial park SMME zone Fencing/ paving & shelter	7,700,000	5,000,000	7,000,000
MIG/FS0896/S/11/12	Meloding: Upgrade 7 Electric pannels	200,000	-	-
MIG/FS0904/R,ST/12/13	Welkom: Connecting Nkoane Road to Pambili Road	1,000,000	-	-
MIG/FS0906/CF/(TR)12/13	Meloding: Taxi Centre	10,000,000	9,000,000	1,000,000
MIG/FS0907/CF/(TR)12/13	Phomolong: Taxi Centre	7,600,000	10,000,000	1,000,000
MIG/FS0908/R,ST/12/13	Kutlwanong: Provision of roads (2.7 km)	9,600,000	5,000,000	3,000,000
MIG/FS0909/R,ST/12/13	Thabong: provision of roads 3.6 km	14,000,000	8,000,000	1,000,000

MIG/FS0910/S/12/13	Mmamahabane: Sewer house connections	100,000	-	-
MIG/FS0911/R,ST/12/13	Phomolong: provision of roads 1.0km	4,000,000	-	-
MIG/FS0927/S/12/13	Whites: septic tank system	50,000	-	-
MIG/FS0924/CF(TR)13/14	Hani Park / Bronville: Public transport facilities including Taxi Ranks	6,800,000	-	-
MIG/FS0923/CF(TR)/13/14	Nyakallong: Public transport facilities including Taxi Ranks	-	4,000,000	200,000
MIG/FS0922/CF(TR)/13/14	Mmamahabane: Public transport facilities including Taxi Ranks	-	6,000,000	500,000
MIG/FS0926/CF/12/13	Upgrade and create new sports and recreation facilities Phase 3 Thabong Stadium, Zuka Baloi Stadium & Kopano indoor Centre	14,500,000	10,750,000	10,750,000
MIG/FS0925/CF/12/13	Upgrade and create new sports and recreation facilities Phase 3 Bronville Stadium	4,000,000	7,450,000	1,000,000
MIG/FS0924/CF/12/14	Upgrade and create new sports and recreation facilities Phase 3 Phomolong	4,000,000	7,525,000	1,000,000
MIG/FS0912/S/12/13	Meloding X10 sewer network (34 stands)	85,000	-	-
MIG/FS0962/W/12/13	Meloding: X10 water network	30,000	-	-
MIG/FS0961/R,ST/13/14	Bronville: 2,56km paved roads	-	8,000,000	4,000,000
MIG/FS0963/W/12/13	Thabong: Losabe storm water canal	3,000,000	-	-
MIG/FS0960/W/13/14	Kutlwanong: Stadion Area Water network	3,000,000	-	-
	Thabong T12: Water network PHASE 4 (171 stands)	60,000	-	-
	Mmamahabane: Water reticulation for 53 stands	30,000	-	-
	Meloding: Sport Centre	2,767,406	6,000,000	6,000,000
	Welkom (Thabong) T16: Construction waterborne sanitation for 1300 stands	-	5,000,000	500,000
	Thabong T12 PHASE 4: Sewer Network (Jerusalem park)	140,000	-	-
	Mmamahabane: new WWTW	-	-	16,000,000
	Virginia: WWTP sludge management	-	-	18,000,000
	Mmamahabane Establishment of satellite Fire Station	-	-	10,188,950
		189,907,000	156,246,000	118,586,000

NEW PROJECTS (MIG)

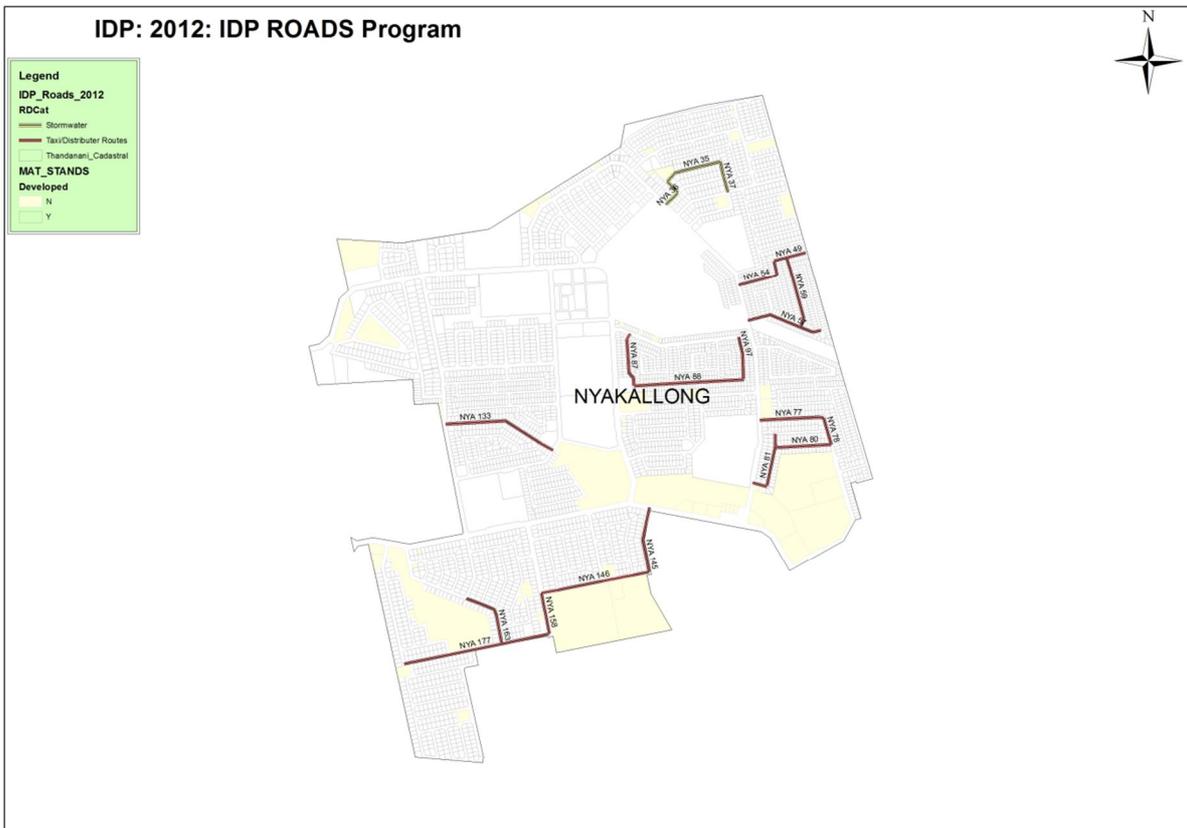
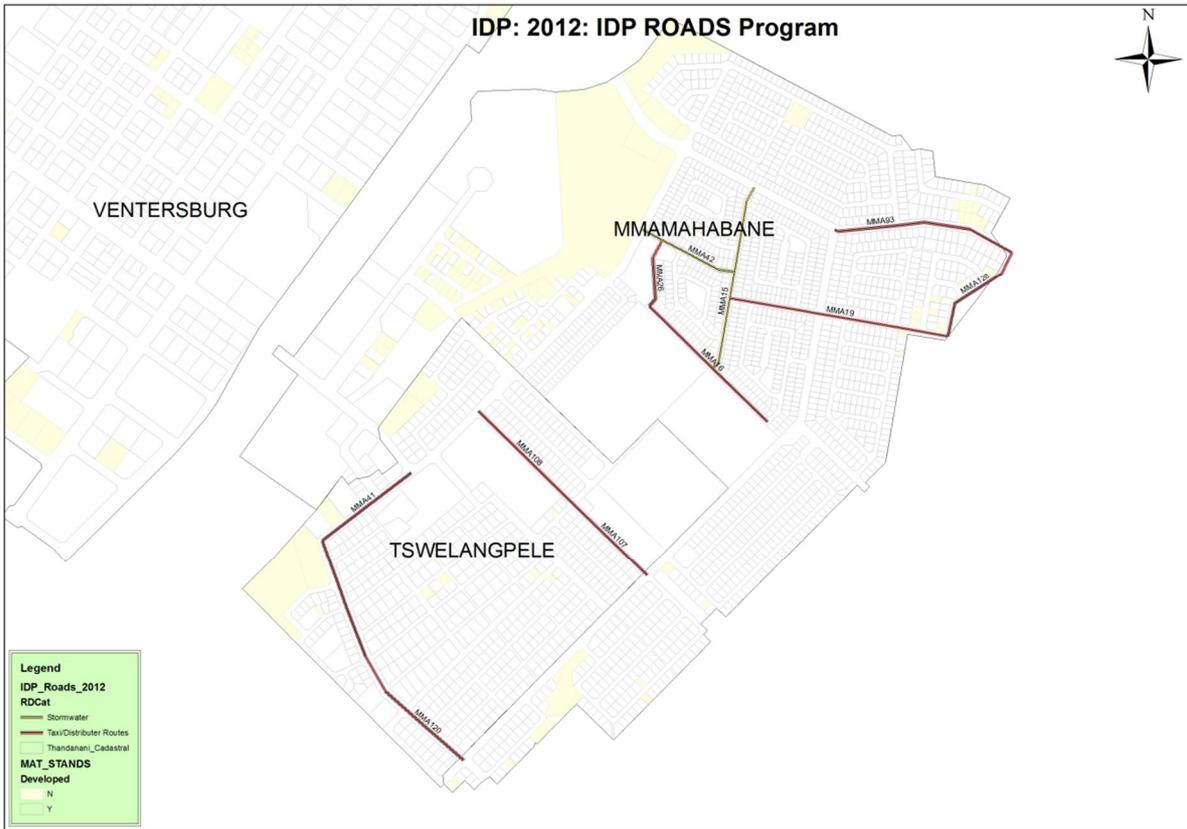
WARD	PROJECT DESCRIPTION	TOTAL PROJECT COST	MIG BUDGET	2012/2013	2013/2014	2014/2015
SEWER						
2, 3, 6, 7, 11	Sewer connections houses to main lines (Latitude)	6,000,000	-	-	3,000,00.00	3,000,000.00
4, 5	Meloding: Calabria and stilte 540 sites without sewer system	1,400,000	-	-	1,400,000,00	-
17	Thabong X13 (T16): Construction waterborne sanitation for 1300 stands	6,871,073	-	3,055,541	3,815,532.00	-
25	Thabong T12 Phase 4 Sewer Network (Jerusalem Park)	2,144,460	-	944,460	800,000.00	-
18, 21	Kutlwanoong Upgrade K5 & K6	17,000,000	-	-	7,000,000.00	10,000,000.00
18	Kutlwanoong Stadion Area Sewer network	1,600,000	-	1,100,000	-	-
33, 35	Sewer Rising Main 450 dia: Major Pumpstation Theronia WWTP (DWA funded)	-	-	-	-	-
16, 15, 12, 23	Thabong and Bronville outfall sewer upgrading	35,954,072	-	-	15,000,000.00	10,000,000.00
1	Mmamahabane: Sewer house connections	995,231	-	-	995,231.40	-
25	Servicing of stands with sewer in Thabong T4	70,000	-	-	70,000.00	-
#N/A	Thabong sewer	500,000	-	-	500,000.00	-
2, 3, 5, 6, 7, 10, 18, 20, 21, 22	Finalization of bucket eradication projects	5,000,000	-	-	5,000,000.00	-
WWTP						
33	Theronia WWTP upgrade	25,000,00	-	-	15,000,000.00	10,000,000.00
23	Thabong WWTP Extension	110,500,000	110,500,000	18,000,000	55,500,000.00	30,000,000.00
1	Mmamahabane nw WWTP	16,000,000	-	-	6,000,000.00	10,000,000.00
3	Hennenman WWTP Civil works and aeration	16,900,000	16,900,000	-	10,000,000.00	6,900,000.00
9	Virginia WWTP sludge management	31,998,152	28,066,800	-	8,000,000.00	23,998,152.00
3	Whites: Septic tank system	4,350,139	450,350,139	-	4,350,138.54	-
All	Fencing at pumpstations and purification	6,000,000	-	-	2,000,000.00	4,000,000.00

PUMP STATIONS UPGRADING						
5, 9	Meloding Upgrade 7 Electric panels	1,905,458	-	1,205,458	-	366,668.00
3	Phomolong Civil Upgrade (Basil Read and Phom Main)	2,000,000		1,000,000	-	1,000,000.00
WATER						
25	Thabong T12 Water network Phase 4 (171 stands)	762,974	-	180,000	-	442,974.00
All	Replace worn-out waterlines (Asbestos and steel) 8km 1 st year, 24 km per year thereafter to reduce water loss	12,400,000	-	-	2,000,000	10,400,000.00
All	Matjhabeng Installation of water meters in phases	12,00,000	-	-	5,000,000	7,000,000.00
All	Replace defective valves and hydrants to reduce water loss and improve service delivery	12,000,000	-	-	5,600,000	6,400,000.00
18	Kutlwanong stadion area water network	1,600,000	-	1,100,000	-	-
12	Thabong X20 (Hani Park) Extension of network (180 stands)	1,300,000	-	-	1,300,000	-
10, 18, 22	Servicing of 500 stands with water connections and meters in Kutlwanong X9, K2, Block 5	1,000,000	-	1,000,000	-	-
25	Thabong Construction of water reticulation and installation of erf connection including water meter for 1340 stands	14,021,847	-	-	-	14,021,847.24
4, 5, 6, 7	Analyze and upgrade of Meloding water pressure is maintained throughout the day	30,000,000	-	-	5,000,000	15,000,000
20, 21	Analyze and upgrade of Kutlwanong K6 water network to ensure that minimum water pressure is maintained throughout the day	9,000,000	-	-	3,000,000	3,000,000
ROADS						
13, 17	Road 300 in T14/2 (integrated with SW)	34,358,634	-	2,100,000	5,000,000	26,623,929.92
27, 28, 30	Connecting Nkoane Road to Pambili Road	8,000,000	-	-	4,000,000	3,300,000.00
All	Main Roads	15,000,000	-	-	5,000,000	10,000,000.00
All	Access Roads	15,000,000	-	-	5,000,000	10,000,000.00

	Kutlwanong Provision of roads (2.7)	15,760,985	15,760,985	11,000,000	2,760,985	-
	Thabong Provision of roads (3.6km)	21,114,000	21,114,000	15,000,000	4,114,000	-
	Phomolong provision of roads (1.0km)	5,865,000	5,865,000	3,000,000	1,152,219	-
	Nyakallong provision of roads 1.0km	5,865,000	5,865,000	3,000,000	706,258	-
All	PMS implementation	30,000,000	-	-	5,000,000	25,000,000.00
STORM WATER						
19, 36	Nyakallong stormwater system construction	4,500,000	-	-	4,000,000	500,000.00
12	Hani Park storm water system drains to enable construction of roads and prevent flooding of stands	5,500,000	-	-	5,000,000	-
13, 15, 17	Main channel to drain Thabong T16 South to retention area	4,000,000	-	-	4,000,000	-
26, 31	Upgrade Losba channel to a closed pipe system	2,000,000	-	-	2,000,000	-
28	Extend Xaluva channel north of Nkoane Road	1,000,000	-	-	1,000,000	-
11	Extend Bronville X9Channel to Blesbokpan	1,000,000	-	-	-	1,000,000.00
24, 34, 31, 10	Construct pedestrian bridges over main stormwater channels to ensure safe crossing thereof Stateway (2), Togo Drive (1), Moshoeshoe railway (1) Kutlwanong (K1 – Geneva)	600,000	-	-	600,000	-
10, 18, 20, 21, 22	Upgrade main storm water system in Kutlwanong	10,000,000	-	-	-	10,000,000.00
19, 36	Upgrade main storm water system in Nyakallong	10,000,000	-	-	-	10,000,000.00
3	Phomolong: Construction of new canal from WWTP to spruit	3,000,000	-	-	-	3,000,000.00
36	Nyakallong entrance: stormwater upgrade	1,000,000	-	-	-	1,000,000.00
All	Concrete Lining existing canals at 5km per annum	15,000,000	-	5,000,000	5,000,000	5,000,000
29	Finalization of Uitsig canal retention dam Stand 8083 Thabong	5,000,000	-	-	5,000,000	-
16	Formalizing sotrmwater canal at school in T15	500,000	-	-	-	500,000.00

26, 29	Formalizing stormwater canal in Thulwane str: Thabong	5,000,000	-	-	-	5,000,000.00
16, 25	Formalizing stormwater canal at Phakati near Nkoane road	300,000	-	-	-	300,000.00
CREATING AND UPGRADING OF CEMETRIES						
25	Landfill sites, relay stations and wastemanagement	8,000,000	-	1,500,000	1,500,000	5,000,000
36	Nyakallong: Upgrading and Extention of Cemetery	7,681,839	-	1,000,000	-	6,681,839
ELECTRICAL						
5, 11	Meloding, Bronville 23 High mast lights	7,203,070	-	-	7,203,070	-
SMME / LED PROJECTS						
All	Public transport facilities including Taxi Ranks Reginal, Thabong, Bronville, Hani Park, Mmamahabane, Nyakallong	40,000,000.00	35,000,000	-	4,288,732	35,711,268
	Meloding Taxi Centre	30,000,000.00	25,000,000	4,000,000	15,822,774	8,677,226
	Phomolong Taxi Cent	18,000,000.00	15,000,000	-	15,822,774	1,277,226
32	Upgrading / Rehab Welkom Showgrounds	500,000	-	-	-	500,000
	Commonage Services	1,119,126	546,622	-	2,161,241	-
	Historical building upgrade	2,161,241	-	-	2,161,241	-
PARKS, SPORT, RECREATION AND HEALTH SYSTEMS						
	Upgrade & create new sports & recreation facilities Phase 3	4,000,000	-	-	2,000,000	2,000,000.00
6	Meloding Sport Centre	12,000,000	-	-	2,000,000	10,000,000.00
All	Paved sidewalks on main roads & near schools	6,120,000	-	-	2,000,000	4,120,000.00
TOTAL		741,922,302	283,968,546	73,185,459	274,624,196	350,721,130
				206,556,933	315,578,752	414,312,548

HUMAN SETTLEMENT						
36	Odendaalsrus outfall sewer	7,994,212		7,994,212	-	-
12	Thabong X18: Infrastructure installation for 300 erven	8,871,583		8,871,583	-	-
10	Kutlwanong sewer treatment plant Rehabilitation and upgrade	22,256,059		22,256,059	-	-
4	Meloding (Calabria, Stilte): Infrastructure installation for 200 erven	8,800,000		8,800,000	-	-
18, 20, 21, 22	Kutlwanong sewer project Phase 1 Cleaning and operationalisation of network	500,019		500,019	-	-
18, 20, 21, 22	Kutlwanong sewer project Phase 2: Mirror and camera inspection and remedial actions to ensure functionality of sewer	8,399,000		8,399,000	-	-
2	Phomolong School stand (100)	2,000,000		2,000,000	-	-
4, 7, 9	Meloding cemetery circle and clinic area, Sewer network for 350 stands	6,000,000		6,000,000	-	-
25	Thabong Thandanami (2010) 1500 stands	24,000,000		-	12,000,000	12,000,000
3	Phomolong Water network for new development on Gliding Club area / Ventersvlakte	5,000,000		-	-	5,000,000
1	Mmamahabane Development on Groenepunt 96 Farm	5,000,000		-	-	5,000,000
25	Water network for Thabong T6 & T12 1200 stands	8,400,000		-	4,200,000	4,200,000
18, 20, 4, 5, 7, 3	Finalization of Hlasela roads in Kutlwanong, Meloding & Phomolong	15,000,000		15,000,000	-	-
TOTAL		122,220,874		79,820,874	16,200,000	26,200,000



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CHAPTER SEVEN (7)

IMPLEMENTATION

1. Introduction

The rationale behind this chapter is to the following:

- Our tagerts for the FY 2013/14
- Our targerts for the term 2012/16
- Project to be implemented
- Projects to be implemented by other spheres of government

This chapter presents the IDP implementation framework in line with the following key performance areas;

1. Service delivery and infrastructure development
2. Municipal transformation and organizational development
3. Good governance and public participation
4. Financial Sustainability and Viability
5. Local Economic Development

As indicated in Chapter 1, this IDP has certain gaps, which we intend to address once we go into the first review of the IDP

2. Institutional Score Card

The indicators contained in the Scorecard help us determine five year impacts and outcomes we aim to achieve through the implementation of our objectives. The targets and indicators on the Scorecard below are generally impact and outcome indicators and targets, i.e. the measure of the overall developmental impact, and the extent of benefit to beneficiaries. The required SDBIP indicators, definition of indicators and reporting requirements are addressed in chapter -9 Performance management

1. SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

1.1 COMMUNITY SERVICES DEPARTMENT

1.1.1. Waste management Services

The objective of Waste Management Service is to provide quality sustainable waste management service to the residents of Matjhabeng Local Municipality so as to ensure a clean and healthy environment by:

- Rendering refuse collection service to all residents and business in terms of the Waste management Act.
- Providing a sufficient number of waste disposal facilities that are well managed and maintained to international acceptable level.
- Drafting and implementing a Integrated waste management plan for the municipality with focus on waste avoidance, re-use, reduction and recycle.
- Develop and Implement Integrated Air Quality Management Plan (IAQMP)
- Develop and implement a strategy that will focus on eradication of illegal dumping

Key Focus Area:									
WASTE MANAGEMENT									
					Budgetary Projections (R')				
Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI	
To ensure a effective waste management system	Waste collection from each household on a weekly basis	Household and business refuse collection	all wards	1,8m households per annum	3,8M	Opex			
		Replacement of redundant fleet	all wards	5 per annum	12M	Opex			
Management and Maintenance of Landfill sites	Comply with permit requirements	Maintenance of Welkom, Hennenman, Odendaalsrus, Allanridge, Virginia Sites	all wards	5 per annum	2,9M	Opex			
		Rehabilitation of people living at dumping sites	11,36	4 per annum					

Key Focus Area:								
RECREATION								
					Budgetary Projections (R')			
Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
To provide adequate burial space for the community	Timorously develop new & extend current cemeteries	Develop New Cemeteries: Bronville, Phomolong, Mmamahabane	All wards	3	10M	Copex		
		Extent current Cemeteries:Kutlwanong, Meloding		2	3M	Copex		
		Upgrading of Cemeteries		18	4,7M	Opel		
		Maintenance of all Cemeteries		18	4,7M	Internal		
	Recording of interments, niches & memorial works to meet legal standards	Develop an integrated electronic database (GIS recording system)			4,7M	Internal		
Ensure that basic sport & Recreation facilities are available to all communities	To upgrade & maintain existing & build new municipal sport & recreation facilities	Stadiums, Nyakallong, Thabong, Zuka Baloyi, Meloding, North West, Hennenman			30M	Copex		

Ensure that basic sport & Recreation facilities are available to all communities	To upgrade & maintain existing & build new municipal sport & recreation facilities	Sport Complex: Mmamahabane, Kutlwanong, Phomolong, Bronville, Goldfields Regional Complex, Harvinia, Riebeeckstad, Welkom Club			5,2M	Copex		
		Swimming Pools and Recreation Resorts: Mimosa, Riebeeckstad, Kopano, Bronville, Flamingo Lake			7,2M	Copex		
		Indoor Centres: Kopano			10M	Copex		
		Multi purpose Sport & culture centre: (centre of Meloding)			30M	Copex		
	Build new sport & recreation facilities	Construction of a Multipurpose sport stadium with a capacity of 40000 spectators			240M	Copex		
		Construction of new swimming pool: Phomolong			7M	Copex		
	Building of Public amenities in historical Disenfranchised communities	Construction of new community Hall in Thabong far-east and Meloding	13, 6	New	10M	Copex		New Halls
Ensure that basic sport & Recreation facilities are available to all communities	Build new sport & recreation facilities	Build new facility where festivals can take place			150M	Copex		

	Implement maintenance plan for sport & recreation facilities	Stadium, Sport complexes, Swimming pools, Indoor Centres, Informal sport fields			241000	Copexl		
To ensure the existence of programs that develop the human potential through sport and recreation	Align the local sport program with the national program	Oliver Thabo Games, Idigenous games, Mayoral Games, Woman's Games, Youth Games, School Holidays Program, Golden/Disability Games			241000	Opexl		
		To Affiliate every recognized sport & recreational body to the Sport & Recreational Council Creating possible partnership with schools and sport federations with memorandum of agreement with school to use sport ground for the community						

Key Focus Area:								
PARKS								
					Budgetary Projections (R')			
Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
To ensure an effective urban & environmental greening program	Provision of green public open space	Establish one nursery in Welkom	All wards	1	1,8M	Copex		
	Planting of trees				300000	Opex	1000 per annum	
	Establish new parks	Nayakalong Stand			600000	Opex		1 per annum
		Kutlwanong Stand			900000			1 per Annum
		Thabong Stand			1,2M			1 per annum
		Bronville Stand			600000			1 per annum
		Meloding Stand			900000			1 per annum
		Phomolong Stand			600000			1 per annum
		Mmamahabane Stand			600000			1 per annum

		One park per ward in partnership with EWP	All Wards		600000			1 per annum
					12,6M			14 per annum
	Maintenance of public open space	Maintenance of develop parks			1675970	Opex		648 per annum
		Up grading of				Opex		
		CBDS			1500000			1
		Hennenman			1000000			1
		Ventersburg			1000000			1
		Allanridge						
		Maintenance of undeveloped parks and public open spaces			1,6M	Opex		3138 per annum
To ensure an effective urban & environmental greening program	Maintenance of public open space	Remove decrepit dangerous & unwanted trees	All Wards		165000	Opex		400 per annum
		Pruning of trees			450000	Opex		8000 per annum

Sports and Recreation

Provision of burial land and burial services

Upgrading and maintenance of cemeteries

Planning, development, maintain and up-keeping of sports facilities.

Planning and execution of sport and recreational programmes that seeks to build healthy and cohesive nation.

Objective	Strategy	Project	Ward	Standard	Budgetary Projections (R')			KPI
					3-yr budget projection	Funding source	Target	
To provide adequate burial space for the community	Timorously develop new & extend current cemeteries	Develop New Cemeteries: Bronville, Phomolong, Mmamahabane	1,3,11	New	10000000	MIG Copex		
		Extent current Cemeteries:Kutlwano ng, Meloding	21,9	Existing	3000000	MIG Copex		
		Upgrading of Cemeteries	All	Ongoing	4703138	Opex		
		Maintenance of all Cemeteries	All	ongoing	4703138	Opex		
	Recording of interments, niches & memorial works to meet legal standards	Develop an integrated electronic database (GIS recording system)			4703138	opex		
Ensure that basic sport & Recreation facilities are available to all communities	To upgrade & maintain existing & build new municipal sport & recreation facilities	Stadiums, Nyakallong, Thabong, Zuka Baloyi, Meloding, North West, Hennenman	19,31,29,4,34,2		5213707	Opex		

Ensure that basic sport & Recreation facilities are available to all communities	To upgrade & maintain existing & build new municipal sport & recreation facilities	Sport Complex: Mmamahabane, Kutlwanong, Phomolong, Bronville, Goldfields Regional Complex, Harvinia, Riebeeckstad, Welkom Club	19,31,29,4,34,2,9,21,27		5213707	Copex		
		Swimming Pools and Recreation Resorts: Mimosa, Riebeeckstad, Kopano, Bronville, Flamingo Lake	35,21,11,35		7288438	Opex		
		Indoor Centres: Kopano			10140088			
		Multi purpose Sport & culture centre: (centre of Meloding)			3000000	Copex		
	Build new sport & recreation facilities	Construction of a Multi purpose sport stadium with a capacity of 40000 spectators			24000000	Copex		
		Construction of new swimming pool: Phomolong			7000000	Copex		
Ensure that basic sport & Recreation facilities are available to all communities	Build new sport & recreation facilities	Build new facility where festivals can take place			15000000	Copex		

	Implement maintenance plan for sport & recreation facilities	Stadium, Sport complexes, Swimming pools, Indoor Centres, Informal sport fields			241000	Opex		
	Building of Public amenities in historical Disenfranchised communities	Construction of new community Hall in Thabong far-east and Meloding	13, 6	New	10M	Copex		New Halls
To ensure the existence of programs that develop the human potential through sport and recreation	Align the local sport program with the national program	Oliver Thabo Games, Idigenous games, Mayoral Games, Woman's Games, Youth Games, School Holidays Program, Golden/Disability Games			241000	Opex		
		To Affiliate every recognized sport & recreational body to the Sport & Recreational Council Creating possible partnership with schools and sport federations with memorandum of agreement with school to use sport ground for the community				N/A		
To facilitate the Municipality's contribution and participation in	<ul style="list-style-type: none"> Finalise the LAA agreem 	Development of a Multi Purpose Sport Stadium in Matjhabeng in	Matjha					

the development of a multipurpose sport stadium in Matjhabeng	<ul style="list-style-type: none"> Finalise NGOP partnership agreement with Trust Facilitate the flow of external funding towards the feasibility study 	partnership with the NFS Lejweleputswa Community Partnership Trust						
		a) Multi Purpose sport stadium – Trust operational fees	28	Ex	200000	Opex	H	
		b) Multi purpose sport stadium – Township Establishment	28	New	150000	Opex	H	

Parks and Horticultural Service

The municipality is committed to create and maintain landscaped, public open-spaces within the urban area in a sustainable, aesthetics, eco-friendly and safe environment to enhance marketability of our area and improve quality of life of all the people.

This includes:

- Conceptualization, planning and implementation of landscaping projects
- Planning, development and maintenance of parks, flowerbeds playground and playground equipment.
- Develop and implement the public open space master plan
- Develop and implement greening programmes which includes, vegetation and tree planting
- Implement and maintain street trees in line with municipal tree policy
- Provide specialized vegetation management and control(alien plants, weed control and biological control)

Objective	Strategy	Project	Ward	Standard	Budgetary Projections (R')			KPI
					3-yr budget projection	Funding source	Target	
To ensure an effective urban & environmental greening program	Provision of green public open space	Establish one nursery in Welkom	All wards	1	R3 m	Opex		
	Planting of trees				300 000	Internal		1000 per annum
	Establish new parks				3 m	Internal		3 per annum
	Encourage communities to adopt parks			15 per annum				
	Develop Master Plan for rezoning of parks for residential purposes			1	R 1,5m	0,5m	50000	50000
	Maintenance of public open space	Maintenance of develop parks		648 per annum	4m	Opex		Number of parks
		Maintenance of undeveloped parks and public open spaces		3138 per annum		Opex		
To ensure an effective urban & environmental greening program	Maintenance of public open space	Remove decrepit dangerous & unwanted trees	All Wards	400 per annum		Opex		
		Pruning of trees		8000 per annum		Opex		Number of tree

1.1.2. Safety, Security and Transport

The safety and security of all residents, the business community, tourists and property is a key focus of this municipality. In this regards, the municipality focuses on crime prevention, disaster management, roads and traffic safety, fire and emergency services and internal security services.

To create a safe and secure environment in Matjhabeng Municipality , the full and maximum participation of all stakeholders , including our residents, mines and business community is required in addressing the following challenges;

- a) Prevention and reduction of crime
- b) Reducing the risk of disaster
- c) Reducing the risk of fire and other related emergency related risks
- d) Maintaining acceptable levels of response to emergencies
- e) By-force enforcement
- f) Fleet Management service
- g) Protection of municipal employees and assets

FIRE & RESCUE SERVICES

						Budget projections(R')			
Objective	Strategy	Project	Ward	Standard	Priority	Total Budget	Funding source	Target Year	KPI
Facilitate the development of safer communities through better planning & enforcement.	Establishment of six satellite fire stations in suburban areas.	Set-up satellite fire stations for accessibility to fire incidents according to SANS 10090:2003.		Existing Project	High	100m	Opex	1 Station per FY due to high cost	Monthly report indications (PMU to appoint consultant in March 2012).

Key Focus Area:

FLEET MANAGEMENT

						Budgetary projections(R)			
Objective	Strategy	Project	Ward	Standard	Priority	Total Budget	Funding source	Target Year	KPI
Reduction on inoperative fleet.	Auctioning of high maintenance & weary fleet.	Continue 2 nd Phase Auction on high cost & weary fleet to reduce repair & maintenance costs in line with asset register.		Existing	High	20,000	Opex	End of 2 nd Quarter Dec 2012	Progress Reports & tender processing
Upgrade fleet size for different business units.	Add to current priority vehicles required.	Prioritize & acquire additional vehicles, plant & equipment.		Existing	High	50 000 000	Capex	End of 1 st Quarter Sept 2012	Tender processing
Improvement labour compliance of Mechanical Workshops.	Upgrading of the Wash Bay.	Fully functional Wash Bay for all directorates in extending vehicle image & lifespan.		New project	Medium	150 000	Opex	End of 2 nd Quarter Dec 2012	Monthly Progress Reports
	Identification of equipment, floor markings & working areas in line with the OHS Act 85/1993.	Compliance to and visibility of equipment as well as ease of access to all working areas.		New project	Medium	100 000	Opex	End of 2 nd Quarter Dec 2012	Risk Assessments
	Replacement of hazardous asbestos roof & poor illumination.	Replace/refurbish extreme leaking roof & lights well as roller doors at Welkom, Virginia & OD Workshops.		New project	High	1 000 000		End FY 2011/2012	Risk Assessments (Insurance claim)
Maintenance of vehicles, plant & equipment	Re-opening of Mechanical Stores.	Fully stock and run minimum parts & spares in tandem with SCM for availability of parts & spares including tyres & batteries on an in-house basis.		New project	Medium	1 000 000	Opex	End FY 2012/2013	Monthly Progress Reports
	Use outsourcing procedures to assist on	Implement outsourcing of repairs & assessments in line with		Existing project	High	22 000 000	Opex	End FY 2011/2012	Monthly Reports/

	maintenance & repairs of fleet.	operational budget.						(Ongoing)	assessments via tender processing.
	Conduct needs assessment for all technical support programmes to boost employee skill & performance.	Develop training programme/s for staff on operational level.		New Project	Medium	200 000	Skills Development Levy	Aug 2012	Arrange apprenticeships etc via Skills Development. & sign SLA's for Artisans such as Mechanics, Millwrights, etc.
	Acquire computerized design & support software with a global tracking system.	Follow tender process for necessary SLA with supplier/s to manage & control data.		Existing project	High	2 000 000	Capex	Sept 2012	1st 100x fleet installed End Jan 2012. 2nd Phase to follow with 100x installations for better control & management.

Key Focus Area:

TRAFFIC MANAGEMENT AND SECURITY SERVICES

						Budgetary projections(R')			
Objective	Strategy	Project	Ward	Standard	Priority	Total Budget	Funding source	Target Year	KPI
Direct the traffic control function towards policing high risk violations – rather than revenue collection.	Intensify the Road safety Awareness projects / campaigns.	1. Intensify Pedestrian awareness 2. Road Safety Education (Scholar Patrol and Child in Traffic) 3. Easter Holiday (AA) 4. Intensify Summer Holiday Programme (AA) 5. Celebrate Ipoloke project 6. Celebrate Khanya Project.		Existing Project	High	60 000	PST	Ongoing each year	Quarterly Reports
	Upgrading of Traffic Administration System (Back Up Office).	Tender to improve the current system to accommodate new legislation (AARTO implementation), Traffic fines and Accident capturing, Call Centre and Pay points. Installation of e NATIS System.		New Project	High	1 000 000	MIG	End March 2013	National Task Team Meeting responses
	Procurement of Speed, Alcohol Apparatus & K78 Road Block Trailer with Equipments.	To Purchase three (3) speed machines, two (2) Dragger Alcohol testing machines and K78 Road Block Trailer with full Equipment for effective Traffic Law Enforcement in Matjhabeng.		New Project	High	1 500 000	PST	July 2013	Quarterly Reports

	Maintain the Accreditation Credentials of Matjhabeng Traffic Training Academy.	Further Refurbishing the College Building, Parade Ground Construction, Fencing the Premises, Shooting Range. Attending the workshops and meetings, Purchasing the Books and upgrading the study materials. Development of the Data System for compliance with the National Training Policy and relevant legislations. Extension of training by including EOV and EDL Training.		New Project	High	5 000 000	MIG	July 2013	Monthly Reports & Evaluation reports from RTMC
	Capacity Building of Traffic Personnel (Training and Re-Training for the compliance with the legislation).	Training of new Traffic Trainees at least 50 per year, Training of employees on short courses and on refresher courses as per the legislation.		New Project	High	500 000	PST	July 2013	Quarterly Report
	Establishment of the Matjhabeng Municipal Branch Court.	To finalized the draft Business Plan and submit it to council for Approval, to liaise with NPA and to indentify the Building and to attend to issues of the resources so as to ensure that the fines issued complete their circle and to address the challenge of treating Traffic fines and By-Law enforcement cases as miner cases and to ensure that they receive the priority in prosecution and administration.		Existing Project	High	6 300 000	MIG	FY 2012/13	Monthly Progress Reports

To ensure Sustainable Traffic Control.	Painting of Road Markings and the erecting or replacement of road signs.	Regular painting of road markings and the replacement of signs (at least to cover 100 km per year and 900 signs per year) will not only help to ensure the safety of our roads and to alleviate litigation but will ensure that the whole traffic endeavours becomes a success.		Existing Project	High	2 400 000	PST		E.g. Used 1200 litres of paint for 1st Q. 1200L/5L = 240 (5 litres). 1x 5L = 75.6m. So 240x 75.6m = 18144m/ 1000= 18.144km
Reduction of crime.	Implementation of the Safety Strategy.	To ensure the implementation of the plan.		Existing Project	High	1 500 000	PST	End June 2013	Senior management intervention
	Community Participation.	To Establish crime prevention coordinating committee.		Existing Project	High	600 000	PST	Sept 2013	In draft stage - Conclusion from Senior Management
	To protect Council Assets and & employees (Install and activate Electronic Security systems on identified Municipal Buildings/ premises).	Upgrade and Expand the existing security and access function to all municipal buildings (Through tender procedures all identified buildings and premises be installed with electronic security to safeguard all property & employees of the municipality).		Existing Project	High	10 000 000	MIG	Dec 2013	Senior management intervention
	Effective By-Law Enforcement.	To enhance the unit that is established by more training,		Existing Project	High	3 000 000	MIG	Dec 2013	Management &

		workshops and increase required resources.							Political intervention
	Screening of all employees & Service Providers.	Verification of good standing on Service Providers & assessing employee credentials.		New Project	High	50 000	PST	July 2013	Complete draft document & approval from Senior Management

INFRASTRUCTURE DEVELOPMENT

Provision of basic services

Improving service delivery through the provision of basic services is an integral part of the Municipality's mandate. The Municipality is acutely aware of the many service delivery challenges confronting it, and has developed a number of plans to address these challenges. These plans will be implemented, as reflected in this IDP.

Water services

With the advent of the *Water Services Act* (Act 108 of 1997), all South African water services authorities were required to prepare a Water Services Development Plan (WSDP). The WSDP is a strategic plan setting out the way in which a Water Services Authority delivers water services to individuals and businesses in its area of jurisdiction. It also describes the current and future consumer profile, the types of services that are provided, the infrastructure requirements, the water balance, organisational and financial arrangements to be used, an assessment of the viability of the approach, and an overview of environmental issues. Based on these analyses, important issues that may impact on the provision of effective and sustainable water and sanitation services need to be identified and strategies need to be formulated to improve service provision.

The Municipality compiled modules 1 and 2 and must address modules 3, 4 and Reporting of the WSDP as matter of extreme urgency. The outcome will give guidance in the IDP and Capital budget. A longer-term analysis and the integration of future water demand and infrastructure are necessary in this regard. In order to address the latter, a Water Master Plan (WMP) has to be developed and should be informed by the SDF and the recent study on Water Loss done by Latitude.

The WMP is a plan that identifies the gaps in the provision of water to meet the needs set out in the WSDP. The WMP is a longer-term plan that covers the period up to 2030, far extending beyond the five-year period covered by the WSDP, in order to meet the long-term water requirements of Matjhabeng.

Key strategic goals

In addition to the *Water Services Act*, the Municipality's WSDP should be informed by the National Strategic Framework for Water Services (September 2003), which is a critical policy document that sets out the future national approach to the provision of water services. Key focus areas of the Water Services Delivery Plan include the following:

- a) Provision of a sustainable water supply.
- b) Development of a comprehensive Water Management Strategy.

- c) Transformation of the Municipality into a world-class water service provider.
- d) Financial accountability and sustainability.
- e) Establishment of a comprehensive Customer Care and Management Strategy.
- f) Ensuring quality (regular testing of water to ensure that it meets the required standard, as depicted in the Blue Drop and Green Drop systems), sustainable and affordable services to all.

Critical challenges

1. Provision of at least basic water service to all communities.
2. High non-revenue water (high levels of loss /unaccounted for water impact on income of the municipality).
3. Rapid aging and decaying water network infrastructure
4. Timeous provision of infrastructure to meet developmental growth needs.
5. Maintenance of infrastructure to ensure effective operation thereof.
6. Limited financial and human resources.

Sanitation

Access to sanitation is a vital prerequisite for a healthy environment and restoring the dignity of local communities. In addition to the provision of water, sanitation is therefore a key focus area of the Municipality. A government programme to eradicate the bucket system by the 2007, could not be fully achieved by Matjhabeng Municipality, resulting in certain areas of Matjhabeng still compelled to use buckets as form of sanitation. The existence of back yard dwellings increase the number of stands to be serviced with bucket systems. Over and above the failure to complete the Bucket Eradication Program, there are informal settlements that do not have access to a basic level of sanitation. Most formal settlements are provided with waterborne sanitation.

Key strategic goals and challenges

In addition to the *Water Services Act*, the Municipality's WSDP is informed by the National Strategic Framework for Water Services (September 2003), which identifies the sanitation needs. A sewer master plan was done for approximately 50% of the Municipality. This master plan should be extended to cover all the residential areas.

Key supporting objectives of the Sanitation Master Plan should include the following:

1. Provision of at least basic sanitation to all communities by 2014.
2. Address and rectify directives issued by Environmental Minister.
3. Transformation of the Municipality into a world-class sanitation service provider.
4. Address the aging infrastructure challenge
5. Ensuring that purified effluent complies to National standards and a sustainable and affordable services be delivered to all.

Critical challenges

1. Meeting the national target for the provision of basic sanitation services to all by 2014.
2. Completing the development of the Sanitation Master Plan (SMP) as matter of extreme urgency.
3. Rehabilitate and upgrade all substandard waste water treatment plants.
4. Fix and complete sanitation problems emanating from bucket eradication program
5. Timeous provision of infrastructure to meet developmental growth needs.
6. Maintenance of sewer infrastructure to ensure effective operation.

Roads and Storm Water

Municipalities in the Republic of South Africa are required, in terms of Section 36(1) of the *National Land Transport Act, 2009* (Act No. 5 of 2009), to prepare a Comprehensive Integrated Transport Plan (CITP) every five years. The CITP must be updated annually. However, Matjhabeng Municipality has not produced one since its inception. Such a plan was however compiled for this area by Lejweleputswa District Municipality. It is envisaged to update this plan in the IDP time frame.

Key Challenges:

- Roads and stormwater maintenance, backlog of approximately R4 billion exist and the construction of new roads backlog exist to the value of approximately R1,9 billion, which increases annually as new residential areas are established and developed.

- Insufficient financial support from the Provincial Departments to eradicate these backlogs.
- Risk of flooding and damage to properties and community health and safety hazards due to poor stormwater infrastructure maintenance and upgrade and construction of new systems (estimated storm water infrastructure backlog is R850 million).
- Poor storm water infrastructure maintenance, upgrade and construction of new systems(estimated backlog of R850million) increase the risk of flooding, damage to property and community and safety hazards

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
To develop roads, water, sewerage, electricity and stormwater infrastructure	Deliver new infrastructure for 2000 stands every financial year.	Service 1000 new stands per year	All	New	R 15m	Human Settlement/ MIG	H	2016
		Service 1000 existing stands per year.	All	New	R 16m	Human Settlement/ MIG	H	2016
		Phomolong School stands (100)	2	New	R2m	Human Settlement	H	2013
		Meloding: Cemetery, Circle & Clinic area, Sewer network for 350 stands	4,7, 9	New	R6m	Human Settlement/ MIG	H	2013
		Kutlwanong Stadium area (K2)216 stands	18	New	R3.5m	MIG	H	2013
		Kutlwanong Leeubosh area (after formalisation of the area)	22	New	R32m	Human Settlement	M	2015
		Thabong Thandanani(2010) 1500	25	New	R24m	Human	M	2015

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
		stands				Settlement		
		Phomolong: Water network for new development on Gliding Club area/ Ventersvlakte	3	New	R5m	Human Settlement	L	2016
		Mmamahabane Development on Groenepunt 96 farm	1	New	R5m	Human Settlement	L	2016
	Conversion of hostels: bulk services	Supply bulk services to areas where private developers convert existing hostels to family units with housing subsidies	All	New	R2m	Human Settlement/ Municipal	M	2016
	Develop and service business stands to stimulate growth	Service new stands 9520, Welkom	32		R0.3m	Municipal	M	2016
	Develop and service new industrial stands to stimulate growth	Service stands in X39, Welkom	32		R 3m	Municipal	M	2016
To develop infrastructure – e.g. roads, water, sewerage, electricity and stormwater.	Upgrade bulk and internal sewerage reticulation	Construct new sewer lines and services in new or underdeveloped areas.	All	New				
		Construct a sewer network for Thabong X13.	17	New	R 9m	MIG	H	2014
		Alma sewer reticulation and Bulk services study.	27,35	New	R 3 m	Human Settlement/	L	2016

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
						Municipal		
		Install water meters in conjunction with the installation of sewer connections.	All	New	R 6m	MIG/Municipal	M	2014
To develop infrastructure roads, water, sewerage, electricity, stormwater.	Install bulk and internal water reticulation.	Install Bulk, internal water reticulation and water meters in new areas and existing under-developed areas.	All	New		MIG/Municipal / Human Settlement		2016
		Thabong X20 (Hani Park): Extension of network (180 stands)	12	New	R 1.3m	MIG	H	
		Water network for Thabong T6 &T12 1200 stands	25	New	R 8.4m	MIG/Municipal / Human Settlement	H	2014
		Create Section 78 for water	All	Existing	R 6m	Municipal	L	2016
		Servicing of 500 stands with water connections and meters in Kutlwanong X9, K2, Block 5	10,18, 22	Existing	R1m	MIG/Municipal	M	
To develop infrastructure roads, water, sewerage, electricity,	Develop Service Master plan and Planning designs where applicable for Stormwater, Sewer and Water services	Develop Stormwater Master plan for all towns and prioritise identified projects.	All	Existing	R 6m	Municipal/ DBSA	M	2014
		Develop bulk Sewerage Master plan and capacity analysis for all towns and prioritise identified projects	All	Existing	R 4m	Municipal/ DBSA	M	2015

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
stormwater	by Analyzing existing networks and do planning designs for future projects	Develop Water reticulation Master plan (including meters and standpipes) for all towns and prioritise identified projects	All	Existing	R5m	Municipal/ DBSA	H	2014
		Develop Rural area sewer development plan	All	New	R 1m	Municipal/ DBSA	L	2016
		Develop database for master plans, populate with information and link to GIS	All	Existing	R 1m	Municipal/ DBSA	M	2014
		Development of a Gravel Pit master plan and management system	All	Existing	R 1m	Municipal/ DBSA	H	2014
		Compilation of Waste Water Treatment Plants master plan	All	Existing	R 1m	Municipal/ DBSA	L	2016
		Compilation of WSDP documents and action plan	All	Existing	R3m	Municipal/ DBSA	H	Annually to 2016
		Compile and update immovable asset management system	All	Existing	R3m	Municipal/ DBSA	M	
To develop infrastructure roads, water, sewerage, electricity, stormwater	Construction and upgrading of National and Provincial Roads in Matjhabeng:	Extension of Jan Hofmeyr Rd north of Hani Park (Province)	12	New	R 20M	Province Roads Department	H	2016
		Road Lighting Provincial Roads Hani Park area (SANRAL)	12,23	New	R10m	SANRAL	H	

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
To develop infrastructure – e.g. roads, water, sewerage, electricity, stormwater.	Construction of new roads.	Construct roads in new areas and under-developed areas	All	New	R 20/a	MIG/Municipal	H	2016
		Construct 50km new distributor roads/ bus/ taxi roads to improve traffic flow and improve stormwater management.	All	New	R280m	MIG/Municipal	H,M,L	2016
		Construct 36 Km roads to address stormwater problems and enhance accessibility to stands	All	New	R180m	MIG/Municipal	H,M,L	2016
		Virginia Way Service lanes	9	New	R 3m	Municipal	M	2016
		Thabong road 142 (G-hostel)	26,31	New	R 1.5m	MIG/Municipal	H	2016
		Finalization of Hlasela roads in Kutlwanong, Meloding and Phomolong	18,20, 4,5,7,3	Existing	R15m	Human Settlement	H	
		Upgrading of intersections on main roads where high accident occurrences are encountered and to enhance traffic flow.	All	New	R20m	Municipal	H,M,L	
To develop infrastructure – e.g. roads, water, sewerage, electricity, stormwater.	Compile a pavement management system.	Resurfacing of 13% of all streets every year.	All	Existing	R 30m/a	MIG/Municipal	H,M	2016
		Maintenance of streets and associated infrastructure.	All	Existing	Generic		H,M,L	
		Crack sealing of roads and repair potholes	All	Existing	R 7m/a	Municipal	H,M,L	2016

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
		Sealing of existing dump rock roads at 5km/a	All	Existing	R 12M/a	MIG/Municipal	H,M,L	2016
To reconstruct the roads that are beyond repair	Reconstruct roads that do not function safely and can not be repaired economically.	1. Rebuild Alma road	27	Existing	R 10m	Municipal	M	2016
		2. Rebuild Stateway service lanes	27,32,34	Existing	R 15m	Municipal	M	2014
		Rebuild Second street between Stateway and Half street and address stormwater problems.	32	Existing	R 5m	Municipal	M	2016
		Rebuild Valley Drive North (Virginia)	5,9	Existing	R 12m	Municipal	M	2014
Construction of the storm water canals and develop borrow bits	Construction of new storm water canals	Construct new Storm water canals in new developed or underdeveloped areas.	All					2016
		Hani Park storm-water system drains to enable construction of roads and prevent flooding of stands	12	New	R 5m	MIG/Municipal	H,M	2013
		Main channel to drain Thabong T16 south to retention area	13,15,17	New	R4m	MIG/Municipal	H,M	2014
		Upgrade Losaba channel to a closed pipe system	26,31	New	R2m	MIG	H	2013
		Extend Xaluva channel north of Nkoane Road	28	New	R1m	MIG	M	2015

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
		Extend Bronville X9 channel to Blesbokpan	11	New	R1m	MIG	L	2016
		Construct pedestrian bridges over main stormwater channels to ensure safe crossing thereof Stateway (2), Togo Drive (1), Moshoeshoe railway(1) Kutlwanong (K1 – Geneva)	24,34,31,10	New	R0.6m	MIG/ Municipal	H,M	2014
		Upgrade main storm water system in Phomolong	2,3	Existing and New	R4m	MIG	H,M	2015
		Upgrade main storm water system in Mmamahabane	1	Existing and New	R5m	MIG	H,M	2015
		Upgrade main storm water system in Meloding	4,5,6,7,9	Existing and New	R7m	MIG	H,M	2015
		Upgrade main storm water system in Kutlwanong	10,18,20,21,22	Existing and New	R10m	MIG	H,M	2015
		Upgrade main storm water system in Nyakallong	19,36	Existing and	R10m	MIG	H,M	2015

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
				New				
		Phomolong: construction of new canal from WWTP to spruit	3	Existing and New	R3m	MIG/DWA/Municipality	H,M	2015
		Nyakallong entrance: stormwater upgrade	36	New	R1m	MIG	H,M	2015
	Construction of retention dams to reduce occurrence of flooding of properties	Retention dams for flooding of Tana Street	27		R6m	Municipal	H	2014
		Retention dams at Meloding (Albany)	5,9		R3m	MIG	H	2014
To develop gravel roads	Draw up a gravel road construction program that will yield 15km per annum.	Construct sealed gravel roads at 15Km per annum.	All	New	R25m	MIG	H,M,L	2016
		Construct un-designed Gravel roads to give residents access to stands in rainy season at 15Km per annum	All	New	R15m	MIG	H,M,L	2016
To improve the street naming and signage	Allocate street names and numbers.	Complete the Street identification program.			R100,000			2013
	Identify and set a priority list for the replacement and repair of road signs.	Create a street sign management system, survey existing indicators and update system.			R2,500,000			2013

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
	Implement a road sign posting program	Installation/construction/upgrading of road sign posting			R500,000			2014
To compile and implement a maintenance and upgrading plan for storm water canals.	Clean and upgrade all stormwater Canals.	Cleaning of lined storm water canals in the whole of Matjhabeng once a year.	All	Existing	R4m/a	Municipal	H,M,L	2016
		Cleaning of unlined storm water canals in Matjhabeng twice a year.	All	Existing	R6m/a	Municipal	H,M,L	2016
		Concrete Lining existing canals at 5km per annum.	All	Existing	R5m/a	MIG/Municipal	H,M,L	2016
		Refurbish Odendaalsrus Main stormwater channel and Brain Avenue	35,3 6	Existing	R4m	Municipal	H	
		Finalization of Uitsig canal retention dam (Stand 8083 Thabong).	29	Existing/ New	R5m	MIG/Municipal	M,L	2014
		Cleaning and maintenance of existing storm water drainage pipes.(Operational)	All	Existing	R13m	Municipal	H	2016
		Formalizing stormwater canal at school in T15	16	Existing	R0.5m	MIG/Municipal	H	2009
		Formalizing stormwater canal in Thulwane street: Thabong	26,2 9	Existing	R5m	MIG/Municipal	M	2014
		Formalizing stormwater canal at Phakati near Nkoane road	16,2 5	New	R0.3m	MIG/Municipal	H	2008

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
		Upgrade storm water Jan Hofmeyr/Power roads near circle	30,3 2	New	R5m	Municipal	H	2016
		Relining of Stateway Canal Lindsey to Anthony	24	Existing	R4m	Municipal	M,L	2016
<p>To replace 15% of worn out water pipelines in a five-year cycle.</p> <p>To replace 15% of worn out water pipelines in a five-year cycle.</p>	<p>Compile a replacement plan for worn out water pipes to reduce water loss.</p>	Replace worn out water pipes to minimize water loss.	All	Existing	R70m	MIG/Municipal	H,M,L	2016
		Refurbish Allanridge main steel water network pipe.	36	Existing	R1.3m	Municipal	H	2014
		Service all hydrants and Valves once a year and replace that cannot be repaired.	All	Existing	R15m	Municipal	H,M,L	2016
		Analyze and upgrade of Meloding water network to ensure that minimum water pressure is maintained throughout the day	4,5,6,7	Existing	R30m	MIG/Municipal	H,M,L	2016
		Analyze and upgrade of Kutlwanong K6 water network to ensure that minimum water pressure is maintained throughout the day	20,2 1	Existing	R9m	MIG/Municipal	H,M,L	2016
		Repair and maintenance of water related infrastructure	All	Existing	R13m	Municipal	H,M,L	2016
	Compile a replacement plan for	Replace 440 km of asbestos water pipes	All	Existing	R154,000,000	Municipal	H,M,L	2016

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
	Asbestos water pipelines to comply to asbestos legislation	in phases						
	Implement a Water Demand Management and Monitoring plan.	Add valves where areas cannot be shutoff in manageable chunks to limit unnecessary water loss occur during maintenance actions.	All	Existing	R5m	MIG/Municipal	H,M	2015
		Implement a water pressure reduction system to reduce the occurrence of burst pipes.	11-17, 25-34	New	R9m	MIG/Municipal	H,M,L	2016
		Conducting analysis to do leak detection investigation	All	Existing	R4m	Municipal	H,M,L	2014
		Implement Leak detection system and equipment	All	Existing	R2m/a	Municipal	H,M,L	2014
		Develop water loss monitoring database	All	Existing	R400,000	Municipal	M	2014
		Data logging of bulk meters to monitor consumption trends, trigger alarms and calculate losses due to pipe bursts.	All	Existing	R1.5m/a	Municipal	H,M,L	2014
		Identification of consumers with water connections who are not billed	All	Existing	R1m	Municipal	H	2013
Repair all faulty	Compile a repair	Implement the water meter repair	All	Existing	R2m/a	Municipal	H,M,L	2009

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
water meters	and replacement program of faulty water meters.	program.						
		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	All	Existing	R20m/a	Municipal	H,M	2015
		Enhance the implementation of the Water Revenue Protection unit	All	Existing	R1,5m	Municipal	H,M	2008
Construction and Extension of purified Water sewerage network	Construction of a new Water Purification Plant	Build water purification plant for the purpose of irrigation	All	New	R 50 000 000	Municipal	L	2016
	Ring fence revenue from sales of purified water.	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.	All	Existing	R5,000,000	Municipal	H,M,L	2016
To ensure long-term cost effective bulk Water supply to Matjhabeng sewerage	Comply with the Water Services Authority legislative requirements.	Develop the Matjhabeng Water Services development plan (WSDP)	All	Existing	R2m/a	Municipal	H,M,L	2016
To upgrade the bulk sewer network and WWTP to 100% functionality	Employ personnel dedicated for the repair and maintenance at the sewerage works(WWTP) and pump-stations.	Upgrade Mmamahabane sewer works.	1	Existing	R35m	MIG	M	2015
		Upgrade Theronia sewer works.	24	Existing	R90m	MIG/Municipal / DWA	M	2015
		Upgrade Odendaalsrus sewer works (Cleaning and upgrading of Maturation	36	Existing	R2m	Municipal / DWA	M	2015

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
	Phase upgrades over five year periods.	ponds, health and hygiene, etc).						
		Upgrade of Kutlwanong sewer works.	10	Existing	R50m	MIG	M	2016
		Extend Thabong sewer works to accommodate sewerage from Witpan works and new developing areas including first phase of Phakisa development	31	New	R160m	MIG/Municipal	H,M	2015
		Upgrade of Hennenman sewer works.	3	Existing	R40m	Municipal / DWA	M	2015
		Upgrade and maintenance of dysfunctional and pump stations not on standard in Matjhabeng.	All	Existing	R40m	MIG/Municipal	H,M,L	2016
		Move and upgrade T8 pump station to minimize effect on households when dysfunctional	14	Existing	R8m	MIG/Municipal	M,L	2016
		Refurbish Witpan Sewerage works	32	Existing	R40m	MIG/Municipal	H	2008
		Upgrade Whites sewerage works	3	Existing	R3m	MIG	H,M	2009
		Upgrade Nyakallong sewerage works.	36	Existing	R35m	MIG/Municipal	H,M	2015
		Clean sumps of pump stations once in 2 years	All	Existing	R5/a	Municipal	H,M,L	2016
		Develop a pump station master plan with focus on effective functionality and electrical cost reduction. (Investigate to	All	New	R3m	MIG/Municipal / Eskom	M,L	2016

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
		be research in collaboration with and support of a University and Eskom)						
		Construct and upgrade security and alarm systems at pump stations and sewerage works to reduce theft and damage to infrastructure			R3m/a	Municipal	H,M,L	2016
		Upgrade, maintenance and operation of Sewerage works in Matjhabeng.	All	Existing	R21m/a	Municipal	H,M,L	2016
		Refurbish Virginia WWTP	24	Existing	R40m	MIG/Municipal	H,M,L	2016
To replace 25% of worn out sewer pipelines in a five-year cycle.	Identify sewer pipelines that have suspected problems.	Replace 5% of worn out sewer pipelines annually.	All	Existing	R25m	MIG/Municipal	H,M,L	2016
		Apply Protective lining to sewer pipes Virginia and OD.	9,36	Existing	R8m	MIG/Municipal	H	2013
		Replace 450mm rising main line between Major pump station and Theronia sewerage works and enlarge sump of Major pump station.	33	Existing	R4m	Municipal, DWA	M	2014
		Relining of rising main from Power Road Pump station to Rovers club.	32	Existing	R3m	MIG/Municipal / DWA	M,L	2016
		Replace 300mm sewer in Brain street Odendaalsrus (Finalise project)	35	Existing	R0.3m	Municipal	H	2013
		Maintenance of sewer related infrastructure.	All	Existing	General			2016

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
	Compile a replacement plan for worn out sewer pipelines.	Purchase TV inspections equipment and create unit to do inspections of all sewer lines to identify problematic lines and prioritise replacement thereof	All	New	R1m	Municipal	H	2013
To replace iron manhole covers with lockable covers without resale value	Identify dangerous open manholes to be covered	Replacement of 2000 iron covering of open manhole's covers with lockable covers annually.	All	Existing	R3m/a	Municipal	H,M,L	2016
To replace the bucket system with water borne sewer	Provide bulk and internal sewer network and toilet structures in existing developed areas serviced by buckets and without a network	Finalization of bucket eradication projects	1,2,3,5,6,7,10,18, 20, 21,22,36	Existing	R80 m	MIG/Municipal / DWA	H,M	2014
		Upgrade of outfall sewer between Meloding and Virginia to accommodate flow of bucket eradication. (Finalise outstanding problems)	5,9	Existing	R2m	MIG/Municipal / DWA	H	2013
Repair and maintenance of Municipal Buildings.	Compile a priority list in respect of repairs / renovation to Municipal Buildings.	Repair and Maintain municipal buildings to comply with Operational Health and Safety Act.	All	Existing	R25m	Municipal	H,M,L	2016
		Renovate Airport buildings and infrastructure	24	Existing	R3m	Municipal	H	2014
		Upgrading of Nyakallong, Allanridge, Odendaalsrus and Virginia Municipal offices	36,9	Existing	R6m	Municipal	H	2014

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
		Upgrading of Old Public Safety Building	27	Existing	R3m	Municipal	H	2014
To investigate the utilization of the municipal railway sidings in partnership with other stakeholders	Invite Stakeholders and develop a Public Private Partnership.	Repair and maintenance of in use railway sidings in partnership with private users.	32,35,3,9	Existing	R50 000			2016
To ensure that the farming community has access to services	Implement a program of access to hygienic toilet facilities for the farming community.	To supply / install appropriate sanitation for the farming community per annum in partnership with DWAF.	All	New	R3,500,000	Human Settlement	L	2014
	Facilitate the maintenance of rural roads to commonage farms.	Upgrade and blading of access roads to commonage farms	All	Existing	R2,000,000	Municipal	H,M,L	2016

Provision of Energy (Electricity)

Since 2008, South Africa experienced a marked reduction in the National Generation reserve margin. As such, the country is faced with having to save energy through energy reduction campaigns (Demand Side Management Renewable Energy and Energy Efficiency). Through this programme, carbon emission reduction and climate change mitigation have become local priorities.

To this end, the Matjhabeng is striving to becoming a leader in the field of climate change mitigation, the reduction of harmful greenhouse gases and the identification and implementation of alternative fuel sources. Renewable energy, proper energy efficient measures and the successful institutionalisation of climate change mitigation in all spheres of business form part of this commitment.

In order to ensure a balance to achieve savings while promoting business growth sustainable development in all sectors, and the concept of job creation, maintaining a safe, reliable and affordable electricity supply must prevail. Good governance is a prerequisite for energy regimes that are economically and environmentally sound and socially responsible.

Objectives	Strategies	Project/Program	Ward no	Standard	Required budget					Funding Source	Priority	Target
					4 Year Budget Allocation	2012/2013	2013/2014	2014/2015	2015/2016			
132KV DISTRIBUTION												
To ensure an effective and safe 132kV Distribution network	Ensuring a sound and safe high voltage (132kV) distribution	WELKOM Upgrading breakers and isolators 132KV reticulation	32	Old Project Awaiting Funding	1 035 426	621 500	413 926			Council funding		2013
		WELKOM Main intake test, upgrade and repairs to 132KV	32	Old Project Awaiting Funding	713 664	452 000	261 664			Council funding		2013
Ensure control over remote		WELKOM Upgrade of SCADA	32	New Project Awaiting	5 600	1 600	2 000	1 000	1 000	Council		2015

Objectives	Strategies	Project/Program		Funding	Required budget					Funding Source	Priority	
					000	000	000	000	000			
substations		system								funding		
To ensure an effective and safe 132kV Distribution network	Ensuring a sound and safe high voltage (132kV) distribution	WELKOM Repair and recomision of 20 MVA 132kV Transformer at Industries Substation	32	Old Project Awaiting Funding	2 600 000	2 000 000	600 000			Council funding		2013
		WELKOM Provision and installation 20MVA 132KV transformer at Urania Substation	32	Old Project Awaiting Funding	9 944 000	9 944 000				Council funding		2013
					19 893 090	14 617 500	3 275 590	1 000 000	1 000 000			

ADMINISTRATION AND STRATEGIC PLANNING

Council benefiting from the time of use tariffs	To upgrade and replace worn - out electrical infrastructure	HENNENMAN Upgrading of load control	3	Old Project Awaiting Funding	932 250	932 250	0	0	0%	Council funding		2013
		Matjhabeng Energy Efficiency residential load management	Matjhabeng	Old Project Awaiting Funding	2 300 000	2 300 000	0	0	0	DOE and Council Funding		2013
		ODENDAALSRU Upgrading of load control	1	Old Project Awaiting Funding	124 300	124 300	0	0		Council funding		2013
		VIRGINIA Upgrading of	9	Old Project Awaiting	248 600	248 600	0	0		Eskom/ Council		2013

Objectives	Strategies	Project/Program		Funding	Required budget				Funding Source	Priority	
		load control system Virginia							Funding		
		WELKOM Upgrading load control Welkom	32,33,	Old Project Awaiting Funding	497 200	497 200	0	0			2013
Ensuring that use is made of the saving that will be obtained with the implementation of the time of use tariffs that was approved by the NERSA		MATJHABENG Upgrading of remote meter reading software for the Matjhabeng Electrical Engineering Services Department	Matjhabeng	Old Project Awaiting Funding	22 600	22 600	0	0	Council funding		2013
To ensure a safe working environment for the Electrical Engineering Services Department	Adherence to the NERSA licensing requirements in terms of adhering to the Quality of supply regulations	MATJHABENG Conduct a Risk assessment for the Electrical Engineering Services in terms of the OHS Act 85/1993	Matjhabeng	Old Project Awaiting Funding	186 450	186 450	0	0	Council funding		2013
To ensure that a good quality of supply is provided to the community	To ensure that the Electrical Engineering Services Department	WELKOM Quality of supply	Matjhabeng	Old Project Awaiting Funding	3,1M	1,9M	870 100	372 900	Council funding		2015

Objectives	Strategies	Project/Program			Required budget					Funding Source	Priority	
	adhere to all statutory and machinery requirements of the OHS act											
DISTRIBUTION LOW AND MEDIUM VOLTAGE												
To ensure the effectiveness of the medium voltage distribution networks	Ensuring sound low and medium voltage networks	VENTERSBURG Electrification 75 stands X1	1	New Project Awaiting Funding	9 132 046	9 132 046	0	0		Council funding		2013
		HENNENMAN Electrification 11 Stands X12	3	New Project Awaiting Funding	8 978 073	8 579 374	0	398 699		Council funding		2015
		Welkom Re Electrification of Phomolong Rheeders Park X2 583 stands	35	New Project Awaiting Funding	8m	8m	0	0		Council funding		2013
		WELKOM Alma development	27,10	Old Project Awaiting Funding	13 m	4,5m	4,5m	4,5m	0	Council funding		2014
		WELKOM Reyrole switch replacement	32	Old Project Awaiting Funding	124 300	124 300	0	0		Council funding		2012
		VENTERSBURG	1	Old Project	202 609	202 609	0	0		Council		2012

Objectives	Strategies	Project/Program	Required budget					Funding Source	Priority	
		Replace High voltage ring feed to Hamilton Substation		Awaiting Funding					funding	
		HENNENMAN Ring electrical supply 11kV Atlass Street	3	Old Project Awaiting Funding	398 699	0	0	398 699	Council funding	2014
		HENNENMAN Ring electrical supply 11kV Goud Street	3	Old Project Awaiting Funding	474 713	474 713	0	0	Council funding	2013
		ODENDAALSRU S Provision and installation of a 11kV electrical ring feed between Hospitalpark and Eldorie	36	Old Project Awaiting Funding	847 500	847 500	0	0	Council funding	2013
		ODENDAALSRU S Upgrade electrical supply to Du Plessis Single	36	Old Project Awaiting Funding	149 160	149 160	0	0	Council funding	2013
		ODENDAALSRU S Complete 11kV	36	Old Project Awaiting	167 805	167 805	0	0	Council funding	2013

Objectives	Strategies	Project/Program		Funding	Required budget				Funding Source	Priority	
		electrical ring feed in CBD Area (Odendaalstreet)									
		ODENDAALSRU S Replace stolen 11kV Medium Voltage Supply cable between Sub 8 and Mini Substation MS 17B Industrial Area	35	Old Project Awaiting Funding	853 150	853 150	0	0	Council funding		2013
		ODENDAALSRU S Replace stolen 11kV Medium Voltage Supply cable between Sub 1A and Mini Substation MS5	36	Old Project Awaiting Funding	508 500	508 500	0	0	Council funding		2013
		ODENDAALSRU S Upgrading of overhead electrical networks that was damaged due theft and	35,36	Old Project Awaiting Funding	2 825 000	1 356 000	1 469 000	0	Council funding		2013

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
		vandalism									
		WELKOM Ring feed Vista & Bongani Hospital	28	Old Project Awaiting Funding	2 406 448	0	0	2 406 448	Council funding		2013
		WELKOM ST Helena upgrading of cable distribution network	32	Old Project Awaiting Funding	1 988 800	745 800	745 800	497 200	Council funding		2013
		VIRGINIA Upgrading of electrical ring feed 11kV to Fauna Park	9	Old Project Awaiting Funding	1 559 965	745 800	814 165	0	Council funding		2013
		VIRGINIA Upgrading of electrical ring feed 11kV to Boabab Str	9	Old Project Awaiting Funding	248 600	24 860	223 740	0	Council funding		2013
		VIRGINIA Upgrading of electrical ring feed 11kV to Virginia and Harmony	8	Old Project Awaiting Funding	775 632	372 900	402 732	0	Council funding		2013
		WELKOM Upgrading of the St Helena Electrical distribution	32	Old Project Awaiting Funding	6 109 000	4 866 000	745 800	497 200	Council Funding		2014

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
		network									
		WELKOM DOE Electrification Extension X15 X9 Thabong Bronville Phase 5	12	New Project Awaiting Funding Multi Year Project	5 186 000	3 943 000	1 243 000	0	DOE and Council funding		2013
		WELKOM Bulk supply Extension 15 Thabong	12	Old Project Awaiting Funding	2 486 000	1 243 000	1 243 000	0	DOE Council funding		2013
		WELKOM Upgrading medium voltage network Flamingo park	34	Old Project Awaiting Funding	1 491 600	745 800	745 800	0	Council funding		2013
		WELKOM Upgrading medium voltage network Stateway new Businesses	32,33	Old Project Awaiting Funding	8 136 000	3 955 000	2 825 000	1 356 000	Council funding		2014
		WELKOM Upgrading medium voltage network EXT 9 &15	12	Old Project Awaiting Funding	1 491 600	0	745 800	745 800	DOE and Council funding		2014
		WELKOM Upgrading medium voltage network Civic	32	Old Project Awaiting Funding	5 445 759	5 445 759	0	0	Council funding		2013

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
		Centre									
		WELKOM Upgrading medium voltage network Industrial Area	27	Old Project Awaiting Funding	3 616 000	3 616 000	0	0	Council funding		2013
		HENNENMAN Replace overhead transmission lines in Fabriek street	3	Old Project Awaiting Funding	273 460	0	0	273 460	Council funding		2014
		ODENDAALSRU S Upgrade electrical distribution boxes	35,36	Old Project Awaiting Funding	149 160	99 440	49 720	0	Council funding		2013
		WELKOM Rehabilitation of low voltage reticulation Phase 1 Bedelia	33	Old Project Awaiting Funding	2 050 950	807 950	1 243 000	0	Council funding		2013
		WELKOM Ext 19 LT electrical reticulation upgrade	12	Old Project Awaiting Funding	819 117	372 900	446 217	0	Council funding		2013
		ODENDAALSRU S Upgrading of low	35	Old Project Awaiting Funding	1 028 583	652 575	376 008	0	Council funding		2013

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
		voltage overhead distribution lines		Funding							
		WELKOM Flamingo park LT Electrical distribution upgrade	34	Old Project Awaiting Funding	1 225 129	621 500	603 629	0		Council funding	2013
		VENTERSBURG Provision and installation protection relays	1	Old Project Awaiting Funding	93 225	93 225	0	0		Council funding	2013
		HENNENMAN Provision and installation protection relays	3	Old Project Awaiting Funding	300 806	0	124 300	176 506		Council funding	2014
		VIRGINIA Upgrading of protection relays	4,8,9	Old Project Awaiting Funding	604 098	106 898	248 600	248 600		Council funding	2014
		ODENDAALSRU S Upgrading of protection relays	35,36	Old Project Awaiting Funding	602 855	372 900	229 955	0		Council funding	2013
		WELKOM Upgrading of protection relays	27,32,3 3,34,35	Old Project Awaiting Funding	1 323 439	441 146	441 146	441 146		Council funding	2014
		VIRGINIA Provision and installation of remote Electrical	8,9	Old Project Awaiting Funding	223 740	37 290	186 450	0		Council funding	2013

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
		metering systems									
		ODENDAALSRS Provision and installation of remote Electrical metering systems	35,36	Old Project Awaiting Funding	362 061	229 706	132 355	0	Council funding		2013
		WELKOM Provision and installation of remote Electrical metering systems	27,32,33,34,35	Old Project Awaiting Funding	2 361 698	787 233	787 233	787 233	Council funding		2014
		MATJHABENG Testing and verification of all large electrical consumer connections to the NRS 058 regulations in all towns by a SANAS approved authority		Old Project Awaiting Funding	4 651 928	1 550 643	1 550 643	1 550 643	Council funding		2014
		WELKOM Upgrade of SCADA system and the Control Room at CBD	27,32,33,34,35	Old Project Awaiting Funding	13 000 000	7 000 000	2 000 000	2 000 000	Council funding		2015

Objectives	Strategies	Project/Program			Required budget					Funding Source	Priority	
					Substation							
					90 123 088	48 081 062	24 143 091	15 898 934	2 000 000			
REVENUE PROTECTION												
To ensure that an effective and efficient service is rendered	Ensuring an effective Revenue Protection Service	VENTERSBURG Provision and installation of a STS pre-paid electrical meters	1	Old Project Awaiting Funding	136 730	136 730	0			Council funding		2012
		HENNENMAN Provision and installation of a STS pre-paid electrical meters	3	Old Project Awaiting Funding	136 730	136 730	0			Council funding		2012
		VIRGINIA Upgrading of STS pre-paid electrical metering system	4,8,9	Old Project Awaiting Funding	149 160	149 160	0			Council funding		2012
		ODENDAALSRUS Upgrading of STS pre-paid electrical metering system	35,36	Old Project Awaiting Funding	261 030	111 870	149 160			Council funding		2013
		ALLANRIDGE Provision and	36	Old Project Awaiting	136 730	105 655	31 075			Council funding		2013

Objectives	Strategies	Project/Program		Funding	Required budget					Funding Source	Priority	
		installation of STS pre-paid electrical metering system										
		WELKOM Pre-paid metering upgrade	27,32,33,34,35	Old Project Awaiting Funding	231 944	231 944	0			Council funding		2012
					1 052 324	872 089	180 235	0	0			
STREETLIGHTS												
To ensure an effective service and adhere to road ordinances as well SANS regulations	To ensure a sound high mast and streetlight installation	PHOMOLONG Provision and installation of Street Lighting for main entrance road 6013.29 meters	2,3	Old Project Awaiting Funding	1 391 466	463 822	463 822	463 822		CMIP/DC /Council Funding		2014
		NYAKALONG Provision and installation of Street Lighting for main entrance road 1416.16 meters	36,19	Old Project Awaiting Funding	327 698	327 698	0	0		CMIP/DC /Council Funding		2013
		MMAMAHABANE Provision and installation of	1	Old Project Awaiting Funding	946 288	315 429	315 429	315 429		CMIP/DC /Council Funding		2014

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
		Street Lighting for main entrance road 4089.42 meters									
		MELODING Provision and installation of Street Lighting for main entrance road 5882.04 meters	4,5,6,7,9	Old Project Awaiting Funding	1 246 303	415 434	415 434	415 434	CMIP/DC /Council Funding		2014
		KUTLWANONG Provision and installation of Street Lighting for main entrance road 1128.54 meters	18,20,22,10	Old Project Awaiting Funding	261 143	0	0	261 143	CMIP/DC /Council Funding		2014
		THABONG: NKOANE ROAD Provision and installation of Street Lighting for main entrance road 6294.79 meters	16,17,26,29	Old Project Awaiting Funding	1 456 610	0	1 456 610	0	CMIP/DC /Council Funding		2013
		THABONG: MANGOSUTHU BUTHELEZI ROAD Provision and installation of	14	Old Project Awaiting Funding	448 081	0	448 081	0	CMIP/DC /Council Funding		2013

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
		Street Lighting for main entrance road 1936.4 meters									
		THABONG: PHAKATI ROAD Provision and installation of Street Lighting for main entrance road 1959.05 meters	28	Old Project Awaiting Funding	453 322	0	0	453 322	CMIP/DC /Council Funding		2014
		THABONG: NDAKI ROAD Provision and installation of Street Lighting for main entrance road 7225.81 meters	26	Old Project Awaiting Funding	1 672 060	0	0	1 672 060	CMIP/DC /Council Funding		2014
		THABONG: MOTHUSI ROAD Provision and installation of Street Lighting for main entrance road 2124.26 meters	29,31	Old Project Awaiting Funding	491 552	491 552	0	0	MIG/DC		2012
		THABONG: CONSTANTIA ROAD	30,12,14,31	Old Project Awaiting	1 329 421	1 329 421	0	0	MIG/DC		2013

Objectives	Strategies	Project/Program		Funding	Required budget					Funding Source	Priority	
To ensure a safe living environment in the previous disadvantage areas		Provision and installation of Street Lighting for main entrance road 2124.26 meters										
		HENNENMAN Provision and installation of two(2) high mast lights for Phomolong	2,3	Old Project Awaiting Funding	900 000	450 000	450 000	0		MIG/DC		2013
		VIRGINIA Provisioning and installation of Two(2) high mast lights in Saaiplaas	8	Old Project Awaiting Funding	900 000	450 000	450 000	0		MIG/DC		2013
		VIRGINIA Provision and installation of High mast and streetlights in Virginia	4,8,9	Old Project Awaiting Funding	852 077	0	372 900	479 177		Council funding		2014
		VIRGINIA Provisioning and installation of Two(2) high mast lights Meloding	4,5,6,7,9	Old Project Awaiting Funding	900 000	450 000	450 000	0		MIG/DC		2013
		VIRGINIA Provisioning and	7	Old Project Awaiting	4 500	1 125	1 125	1 125	1 125	MIG/DC		2015

Objectives	Strategies	Project/Program		Funding	Required budget					Funding Source	Priority	
					000	000	000	000	000			
		installation of Ten(10) high mast lights Meloding Albany			000	000	000	000	000			
		ODENDAALSRUS Provision and installation of Tenn(10) high mast lights in Odendaalsrus Ward 35	35	Old Project Awaiting Funding	4 500 000	1 125 000	1 125 000	1 125 000	1 125 000	Council funding		2015
		ODENDAALSRUS Provision and installation of Thirteen(13) high mast lights in Kutlwanong	10,18,20,21,22	Old Project Awaiting Funding	5 850 000	1 462 500	1 462 500	1 462 500	1 462 500	MIG/DC		2015
		ALLANRIDGE Provision and installation of Six(6) high mast lights in Nayakalong	36	Old Project Awaiting Funding	2 700 000	675 000	675 000	675 000	675 000	MIG/DC		2015
		WELKOM Five (5) High mast lights Hani Park, Bronville	11,12	Old Project Awaiting Funding	2 250 000	562 500	562 500	562 500	562 500	MIG/DC		2015
		WELKOM One (1) High	35	Old Project Awaiting	450 000	0	0	450		MIG/DC		2014

Objectives	Strategies	Project/Program		Funding	Required budget				Funding Source	Priority	
								000			
		mast lights Phomolong Ext2						000			
		WELKOM Seven (7) High mast lights Welkom Reitz Park Ward 27	27	Old Project Awaiting Funding	3 150 000	787 500	787 500	787 500	787 500	Council funding	2015
		WELKOM 26 High mast lights Thabong	11,13,1 2,14,15 ,16,17, 25,26,2 9,30,31 ,27	Old Project Awaiting Funding	11 700 000	2 925 000	2 925 000	2 925 000	2 925 000	MIG/DC	2015
		VENTERSBURG Three(3) High Mast Lights in Mmamahabane	1	Old Project Awaiting Funding	1 350 000	337 500	337 500	337 500	337 500	MIG/DC	2015
		VENTERSBURG Upgrading of streetlights	1	Old Project Awaiting Funding	150 403	0	150 403	0		Council funding	2013
		HENNENMAN Upgrading of streetlights in Hennenman Town	3	Old Project Awaiting Funding	164 076	0	164 076	0		Council funding	2013
		ODENDAALSRU S Provision and installation of streetlights	36	Old Project Awaiting Funding	248 600	248 600	0	0		Council funding	2012

Objectives	Strategies	Project/Program			Required budget					Funding Source	Priority	
		Mimosa Way										
		WELKOM Central park lighting	32	Old Project Awaiting Funding	149 160	149 160	0	0		Council funding		2013
		MATJHABNG Upgrading lighting Othello Road	32	Old Project Awaiting Funding	62 150	62 150	0	0		Council funding		2013
					50 800 410	14 153 267	14 136 755	13 510 387	9 000 000			
ELECTRICAL WORKSHOP												
To ensure that electrical installation of Council buildings adhere to the SANS 10142 regulations	Testing and repair of electrical building installations	MATJHABENG Testing and repair all Electrical Installation that is property of the Matjhabeng Municipality in terms to the SANS10142-1 regulations		Old Project Awaiting Funding	870 100	372 900	248 600	248 600		Council funding		2014
To safeguard Council from theft and vandalism of property	To ensure an effective and efficient Electrical	HENNENMAN Provision and installation of security systems at electrical Substations	3	Old Project Awaiting Funding	62 150	62 150	0	0		Council funding		2012

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
	workshop	VENTERSBURG Provision and installation of security systems at electrical Substations	1	Old Project Awaiting Funding	55 935	55 935	0	0	Council funding		2013
		ALLANRIDGE Provision and installation of security systems at electrical Substations	36	Old Project Awaiting Funding	62 150	62 150	0	0	Council funding		2013
		VIRGINIA Provision and installation of security systems at electrical Substations	4,8,9	Old Project Awaiting Funding	126 786	99 440	27 346	0	Council funding		2013
		ODENDAALSRUS Provision and installation of security systems at electrical Substations	35,36	Old Project Awaiting Funding	131 659	83 530	48 129	0	Council funding		2013
		WELKOM Substation security and remote control system	27,32,33,34,35	Old Project Awaiting Funding	10 689 795	3 563 265	3 563 265	3 563 265	Council funding		2014
		HENNENMAN Upgrading of	3	Old Project Awaiting	310 750	62 150	248 600	0	Council funding		2013
Ensure sustainable											

Objectives	Strategies	Project/Program			Required budget				Funding Source	Priority	
infrastructure		substation buildings		Funding							
		VIRGINIA Upgrading of substation buildings	4,8,9	Old Project Awaiting Funding	932 250	186 450	372 900	372 900		Council funding	2014
		ODENDAALSRUS Upgrading Main substation	36	Old Project Awaiting Funding	124 300	124 300	0	0		Council funding	2013
		ALLANRIDGE Upgrading Main substation	36	Old Project Awaiting Funding	1 397 760	1 397 760	0	0		Council funding	2013
		ALLANRIDGE Emergency work to be done on all substation in Allanridge	36	Old Project Awaiting Funding	248 600	248 600	0	0		Council funding	2013
		WELKOM Mini-Substation Replacement	12,32	Old Project Awaiting Funding	1 357 729	452 576	452 576	452 576		Council funding	2014
		WELKOM Revamp main sub structures	32	Old Project Awaiting Funding	186 450	93 225	93 225	0		Council funding	2013
		VENTERSBURG Upgrading of OCB in distribution network	1	Old Project Awaiting Funding	1 760 000	1 200 000	560 000			Council funding	2013

Integrated Human Settlement

The South African Government has moved its focus from simply providing shelter to establishing integrated, sustainable human settlements and providing quality housing. Central to the provision of integrated and sustainable human settlements are the following

Outcome 8 outputs:

- **Output 1** – Upgrading of informal settlements
- **Output 2** – Improving access to basic services
- **Output 3** – Facilitating the provision of Gap Market Units
- **Output 4** – Mobilising well located public land for low- income and affordable housing

In the establishment of integrated human settlements, the Municipality will focus on the following supporting objectives:

(a) Elimination of the housing delivery backlog of units (13 931 backyard shacks and 5 6 95 informal settlements) through the provision of quality housing and the structured upgrading of informal settlements by 2016.

(b) Addressing the fragmented spatial patterns of the past by:

b1. Revising the spatial development framework annually

b2. Prioritising social housing

b3. Acquiring strategic land

(c) Upgrading 17 informal settlements and 17 Greenfield developments by 2016.

(d) Prioritise land alienation for housing development for middle and Higher income market segment

OBJECTIVE	STRATEGY	PROJECT/ PROGRAM	WARD	STANDARD	3-YR BUDGET PROJECTION	FUNDING SOURCE	TARGET Year	PRIORITY	KPI
Addressing Housing Backlog (informed by allocation from Province and Land Readiness from Matjhabeng Municipality	Facilitate the building 2000 BNG Houses per year in Matjhabeng - To ensure that a minimum of 2000 serviced sites for low income earners (BNG) are available. -To ensure that allocation process is evenly distributed to all units	BNG	All	Existing	R300 000	-Provincial Human Settlement	2016	H	Progress reports from PSC
	To ensure delivery of Low to Short term housing development 7000 sites – Leeubosh area	Kutlwanong Leeubosh area (after formalization of the area	22	New Project		-Provincial Human Settlement	2015	M	Quarterly reports
		Identification of all dilapidated Council houses in Matjhabeng Units	Minimum of 100 houses to be serviced through EEDBS	All	Existing Project		-Provincial Human Settlement	2016	

			Minimum of 10 houses per year will be serviced through Emergency Housing Program in Matjhabeng	All	Existing Project		-Provincial Human Settlement	2016	
		To ensure that the development of Racial Integration Project in Ventersburg is sustained.	Minimum of 50 houses to be build through Racial Integration Project	Ventersburg	New Project		-Provincial Human Settlement	2012/13	
		Expedite the process of Land Restitution by engaging Provincial Human Settlement Effectively	-355 identified beneficiaries in Henneman will be serviced. -455 identified beneficiaries at Eldori will be serviced. -5 Incomplete structures in	2, 36, 1,	New Project New Project New Project		-Provincial Human Settlement	2016	

			Mmamahabane must be completed						
	Obtain Accreditation	Capacity Building of Housing Personnel(Training and Re-training for the compliance with the Housing Sector Plan and relevant legislation	MLM be appointed as a Custodian for capturing, verifications & approvals of beneficiaries.	All	New Project		-Provincial Human Settlement & National	2016	
	Release Serviced Land	To ensure delivery of 3000 serviced sites middle / high income areas in every financial year for the whole of Matjhabeng.	-1100 Middle / High income serviced sites will be issued in T16 (Jerusalem Park) -65 sites – Middle to High income area will be developed. Virginia Village Remainder	25, 9	New Project New Project		Housing Institutions, PPP & Human Settlement.		

			Erf 5542 portions of subdivision 3 & 3 of Farm Harmony 222						
		Avail a minimum of 20 sites for , Commercial & Social purposes	Naudeville X2 (318),Rheederpark X1 (34) &,Flamingo Park X2(488) & Flamingo Park (52) , Bronville X9 (90)	32,34,11	Existing Project		-Housing Institutions, PPP	2016	H
	Management of Rental Stock	Purification of rental data for every financial year.	-To verify tenants information by physical visits to all the rental dwellings,	4, 14,15 29,30,31,	Existing Projects	100 000	MLM	2016	
		-Refurbishment of Community Residential Units.(CRU)	-144 units D Hostel Thabong to be renovated - Moeletsi Hostel	30 31	Existing Project Existing Project		-Provincial Human Settlement -Provincial Human	2016 2016	

			<p>Sewer System to be upgraded and maintained.</p> <p>-re-build new hostels that were demolished in 2006 Meloding</p>	4	Existing Project		Settlement	-Provincial Human Settlement	2016	
		--infill and use of surrounding unmaintained area for further additional units of blocks or semi-detached units.	<p>-Long Road erf (8141),</p> <p>Concor Brn (erf 12)</p> <p>& F hostel (8172)</p>	32,11,31	Existing Project		-Provincial Human Settlement		2016	
		To ensure that Buildings that are not specifically used for residential purposes within the CRU be developed and used for social and commercial activities	<p>Unused buildings in A,B,C, Moeletsi, Rathaba and Meloding be developed by interested members of the Community</p>	30,31,4	Existing Project	R200 000	MLM		2014	

			.						
		Identify and transfer of Municipal Economic houses	10 Municipal Economic Houses be transferred to current occupants in Riebeckstad	10,	Existing Project		-MLM	2016	
		Selling of personnel houses	32 personnel houses to be sold	27,32,33,	Existing Project		MLM	2013	
	To manage, monitor and evaluate the implementation of all housing administrative issues (Security of Tenure)	To identify and ensure that all Council houses in Matjhabeng units are transferred to current occupants.	Minimum of 500 houses are being transferred through Enhanced Extended Discount Benefit Scheme (EEDBS)	All	Existing Project		-Provincial Human Settlement	2016	

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good corporate governance underpins all the programmes and projects presented in this IDP. Good governance dictates that the Municipality should conduct its business in an open, transparent and accountable manner. For this to be realised, community participation is essential. The establishment of a caring environment requires emphasis not only on community participation, but also on customer care and responsiveness. With regard to customer care, the Municipality has embarked on a programme to engage customers with regard to their level of satisfaction with municipal services and the development of a new Customer Care Framework. In the current IDP review period, foundational work has to be done in terms of the completion of a comprehensive survey of all types of customers. Soon thereafter, the focus will shift to embedding a robust system of customer relations management, anchored in clear service standards, customer responsiveness, and the monitoring and evaluation of ongoing customer perceptions and feedback. The revival of the Batho Pele Campaign will complement this effort and galvanise the institution in embracing a culture of putting people first.

Information and Communications Technology

ICT plays an important role in supporting service delivery. In this regard, it is vital that the Municipality bridge the so-called digital divide, so that residents will have access to digital technology, affordable high speed internet and voice services. This will enhance the competitiveness of the Municipality. The ICT focus will remain on strengthening the ICT governance framework, including paying attention to protecting the institution's ICT network in the face of growing and sophisticated security threats, extending the reach of ICT services offered by the Municipality to communities to better enhance access to municipal services and, in the process, building on continuing efforts to bridge the digital divide and laying the foundation for a knowledge economy in the city. Other areas of focus are the development of ICT Disaster Recovery Plans and Business Continuity Plans to ensure the uninterrupted supply of services during disasters and operational down-times.

Key supporting objective of this section is to maintain and develop ICT infrastructure which is up-to-date and capable of supporting our service delivery mandate.

Legislative compliance and corporative governance

Local government operates in a legislative environment, which highlights the importance of compliance. In this regard, the Municipality's Legal and Internal Audit Services business units play a central role. In addition to this units, the

Municipality has a functional Audit Committee. The challenges that confront the Municipality require a co-operative approach with other spheres of government, parastatals, institutions of higher learning and other relevant stakeholders. Furthermore, inter-municipal and international linkages provide the Municipality with an opportunity to share knowledge, experiences and best practices.

Public participation

Community participation in planning and decision making is a key priority of the Matjhabeng Local Municipality. This involves among others:

- Creating an enabling environment for public participation in the planning and decision-making processes of the Municipality.
- Promoting Ward Committee involvement in municipal governance

Special Programmes

The Municipality should develop an institutional framework to coordinate the special programmes (Gender, Youth and Disability). In addition, it is the responsibility of all directorates to ensure that special programmes are central to planning, budgeting and implementation of projects and programmes. The empowerment of youth, women and people with disabilities is imperative. This is achieved through a number of initiatives, which include the following:

- Supply Chain Management processes
- Entrepreneurial support and skills development (youth, women and people with disabilities)
- Learnership and Internship Programmes
- Early childhood development
- HIV and AIDS programmes

- Programmes assisting vulnerable groups, e.g. orphans

Youth development

Youth development is one of the key strategic priority areas of the Municipality. Issues of poverty and unemployment affect the youth of our country, and Matjhabeng in particular remain central to our developmental agenda .

Key interventions in this regard include the following:

- Establishment of a Youth Unit in the first quarter of the 2012/13 financial year
- Providing support in hosting a Youth Summit by August 2012
- Review of youth policies to ensure that they promote youth development
- Increasing the number of youth participating in job creation and Development
- Youth economic participation

OBJECTIVE	STRATEGY	PROJECT	WARD	STANDARD	3-YR BUDGET PROJECTION	FUNDING SOURCE	KPI
Implementation, Monitoring and Evaluation	Monitor compliance with the provision of bill of Rights and other legislations	Policy and Strategy formulation for all Five Focal Points		New project	2M	Copex	On – going
Youth and Local Economic Development	Undertake SMME's ,Agricultural, Tourism, Capital projects and Skills Development	Youth Empowerment	All	New Project	15M	Copex	On- going
Provision of the establishment of MLM Youth Development Forum	Create a conducive platform for youth to participate in MLM Youth Development Programmes	Establishment of MLM Youth Development Forum	all	New Project	3M	Copex	On-going
Promote inter-cultural and social cohesion activities	Engagements with Arts and Cultural groups to host an annual arts and culture event	Matjhabeng Arts and Culture Festival		New Project	3M	Copex	On-going
Implementation of AIDS Strategy in MLM	Roll out of National and Provincial AIDS Strategy	Operational Activities of AIDS Council		On –Going	3M	Copex and other Stakeholders	-

Lobbying and advocacy	Mobilize for the plight of the focal points and commorate the national days of those groups(children, disability ,erderly and gender)	National Days Celebrations		On –Going	5M	Opex	
Special Programme	Assist the destitute People within the MLM	Mayoral Social Responsibility		On – Going	3M	Opex	-
Upgrade and maintain ICT infrastructure	Liaise with SITA on implementation of government wide webpage development	Website development, disaster recovery centre		High	2 M	Opex	Functional website and a functioning disaster recovery centre
	Commission an IT audit to determine the requirement	Upgrading of main servers and network infrastructure		High	8 M	Copex	Audit report and installation of main servers
Provision of effective Council admin services		Schedule of council and its committee meetings, Proper institutional records management		Ongoing	High	Opex Opex	Schedule of council meetings 100% Compliance with National Archives standards

KPA								
Building effective municipal communications, marketing and branding strategy								
Outcome: Effective, efficient and responsive communication tools								
Key Focus Area: COMMUNICATIONS, BRANDING AND MARKETING								
					Budgetary projections(R')			
Objective	Strategy	Project	Ward/ BUSINESS UNITS	Standard	budget project ion	Fundin g source	Target	KPI
Building effective municipal communications , marketing and branding strategy	Collate municipal information and build it into an all-accessible 24/7 portal updated on daily basis	Build a comprehensive online depository municipal information	All	New project	2 M	MLM	01 July 2012	Satisfies GCIS conditions & guidelines and have website starting to run the 1 st of July 2011
	Effective involvement of all sectors and public participation drive for adoption	Municipal Communications Policy and Communications Strategy Implementation	All	Complimentary project	500,000	MLM	Beginning of July 2012	All milestone as outlined in the communications implementation plan achieved
	Comprehensive campaign plan for each of the municipal campaigns per departmental programmes	Implementation and management of campaigns	all	New projects	2M	MLM	On-going per departmental quarterly submission	Campaign reach and impact analysis report and results of study undertaken

	Effective management and use of appropriate communication channels	Development of appropriate communicational channels to raise awareness of and support for all layers of government in particular municipal department's campaigns and objectives	All	New project	5M	MLM	100% implementation of the municipal media relations programme including creative and cost effective deployment of a variety of marketing channels	Quality and quantity of media coverage and engagement including samples of communication collateral developed, produced and distributed.
	Internal and external communication plane developed and implemented	Establishment of an internal newsletter to build and sustain a positive image of the municipality and boost employees morale	All	New and on-going	1,M	MLM	4 Annually one per quarter	Information provided on the website; report on public participation programmes; samples of communication material developed and produced
Provision of adequate office and operational infrastructure to the Matjhabeng Local Municipality	Make a determination of office accommodation needs of Political arm of the municipality	Building of new Council Chambers and office block		New	8 M	Copex	2015	New building

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

People-focused municipal transformation and organisational development is central to service delivery, hence the emphasis on the implementation of Batho Pele principles in all municipal structures, systems, procedures, policies and strategies.

The continuous development of the Municipality's human resources is key in this regard. Furthermore, the Municipality needs to constantly review and improve the way in which it delivers services and develops appropriate methods and mechanisms. Important, the Municipality is entrenching itself as a learning organisation, with the emphasis on knowledge management. During the 2010/11 financial year, the Municipality took stock of its current level of service delivery and performance and identified the challenges facing the institution. This culminated in the development of a Municipal Turnaround Strategy, with the following objectives:

- The restoration of confidence in the Matjhabeng Local Municipality as the primary service delivery arm of government that is effectively addressing community concerns.
- The provision universal service delivery to all communities of Matjhabeng.
- Addressing the key socio-economic challenges in Matjhabeng, especially unemployment and poverty.
- Developing a shared agenda for the growth and development of Matjhabeng.
- Understanding and managing institutional risks.
- Ensuring a fraud- and corruption-free Municipality.
- Ensuring good corporate governance and an accountable and performance driven institution, which is focused on service delivery?
- Ensuring that all municipal planning, budgeting and decision-making processes are embedded in public participation and community involvement.
- Restoring the human dignity of the residents of Matjhabeng, especially in the disadvantaged areas/wards.
- Ensuring sound financial management and sustainability.

- Ensuring a joint intergovernmental approach to implementing this Turnaround Strategy.

In the 2012/13 financial year and beyond, the implementation of the Strategy will be prioritized, monitored and reported.

Strategic planning and integration

As reflected in the introductory chapter, the IDP is one of the key strategic tools for integration in the Municipality. This integration and co-ordination should be clearly evident during the implementation of the IDP and during service delivery. Key tools to achieve integration and co-ordination include the Integrated Human Settlements Plan, sustainable community planning methodology, City Development Plan and other plans.

Underpinning all activities of the IDP and other integration and co-ordination tools is a longer-term City-wide Development Vision (2030). The formulation of such a Strategy has commenced and will provide strategic direction for a period of up to 20 years.

One of major programmes in this 3rd Generations of Democratic Local Government is establishment of functional Performance Monitoring, Evaluation and Reporting as well as Knowledge Management to improve and encourage innovation.

Strategic Support Services

Key Focus Area:

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

						Budgetary projections(R')			
Objective	Strategy	Project	Ward	Standard	Priority	Total Budget	Funding source	Target Year	KPI
To develop a people-centred IDP that meets legislative requirements and promote integration	Develop annual IDP review process plan	Annual review of the IDP	All	On going	high	500 000	Opex	2013	Develop and implement an IDP Process Plan
	Development of socioeconomic ward profiles and ward plans for all 60 wards, including an audit of social infrastructure backlogs in disadvantaged areas	Social Study	All	New	High	100 000	Opex	2013	36 profile complete

Performance Monitoring, Evaluation and Reporting as well as Knowledge Management to improve and encourage innovation.	Establishment of Performance Monitoring, Evaluation unit located in the office of the Municipal Manager	Performance Monitoring, Evaluation unit		New	High	20000	Opex	2013	Appointment of personnel
	Innovation and knowledge management	Research, innovation and knowledge management,		New	High	20000	Opex	2013	Appointment of personnel
To monitor and evaluate the implementation of the Integrated Development Plan (IDP) and Budget, in line with municipal goals and five year Local Government Strategic Agenda implementation plan		Development of SDBIP		ongoing	high	N/A	N/A	2013	Timely approval of SDBIP

Key Focus Area:

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Corporate Services

Objective	Strategy	Project// Programmes	Ward	Standard/Baseline	Priority	Total Budget	Funding source	Target Year	KPI
Individual PMS		Develop IPMS policy		nil	High		I/F	2013	Approved policy
Skills Development		Develop WSP		Review current WSP	High	Operational	I/F	2013	Approved annual WSP
Provide Legal Support Services		Provide Legal advice, Contract Management and Minimise litigations		Ongoing	High	R5m	I/F	2013	Legal Opinions and 20% reduction on litigations
Ensure Human Resource Management		Development and implementation of Job Description Policy, Finalisation of organisational structure Improve staff morale		Draft policy in place, Review organisational Structure, LOW	High	Operational R2m	I/F	2013	Approved job Description Policy, Approved Organisational Structure, Team building sessions
Municipal Transformation		Policy reviewal and promulgation of by-laws		Ongoing	High	Operational;	I/F	2013	Approved Policies and

						R500 000.			Promulgated by-laws
Render effective customer care		Customer satisfaction survey and Develop Customer Care policy		nil	High	Operational	I/F	2013	Customer care survey and approved customer care policy
Maintain sound labour relation		Revive LLF		Ongoing	High	Operational	I/F	2013	Number of LLF meetings held.
Compliance with OHS legislation		Comply with OHS regulations and procedures		Ongoing	High	Operational	I/F	2013	Functional OHS committees

Financial Sustainability and Viability

The fact is Matjhabeng Municipality is currently faced with serious challenge of addressing service delivery backlog, it is also faced with financial challenges. Financial woes of Matjhabeng are exacerbated by poor revenue and high levels of debts by clients. MLM has been under-collecting on revenue in the last five financial years. At the same time, the Municipality has a huge debtor's book of more than R1.1bn. Of this debt half-a-billion (R500 million) is older than 30 days. It has been noted that plans for financial sustainability are frustrated by poorly defined and ineffective municipal management; lack of internal controls and systems, and declining financial resources . The lack of effective internal controls has also led to underspending of Grant Funding meant for service delivery.

Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
Improve employee morale	Recognition of outstanding performances	Developing a recognition system which is aligned with the HR policies	All	New Project	0	NA	Ongoing	Number of recognition and rewards issued
	Training and coaching	Perform a skills audit/ evaluation, identification of relevant training, in house coaching, Appointing accredited training providers	All	New Project	150 000	MLM, NT	Ongoing	Number of training and coaching attended
To obtain a clean audit	Implementation and adherence to policies and procedures	Review, develop and implementation of policies and procedure manual for all finance policies and work shopping thereof. Implementation of Audit Query Action Plan	All	New Project	150 000	MLM	2014	Monthly progress report on Audit Query Action Plan & Audit outcome.
To practice sound and sustainable financial management	Increase awareness on finance policies Implementation of	Work shop departments on finance policies to ensure compliance, develop an AFS action plan, Budget	All	Annual Projects	0	NA	Ongoing	Timeous submission of budget, AFS and audit outcome.

Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
	action plans, financial accounting and internal controls as per professional standards, financial management to form part of strategic communication	time table, audit query action plan, review and update financial accounting and internal controls, monthly publicising of financial reports on share drive.						
To plan, prepare and approve a credible municipal budget timeously	Strict adherence to IDP/ budget time table Timely consultation with internal and external stakeholders	Develop budget timetable as per National Treasury requirements. Conduct internal and external stakeholders	All	Annual	0	NA	31 Aug 31 May	Approval of time table and budget by Council.
To practice sound and sustainable financial management	Calculating of financial ratio's on a monthly basis, comparison of baseline and report deviations with recommendations. Compiling monthly age analysis Monthly clearing of suspense accounts Review all budget related policies, Implementation and adherence to budget time table,	Review and establishing of reporting framework in line with legislation	All	Annual project	3 ,6M	MLM	Ongoing	AFS,Audit Report, Budget, Section 71,52,72 reports

Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
	AFS action plan, Audit query action plan.							
Ensure timely procurement of supplies	Departmental needs analysis	Constant interaction with all departments and units, adherence to SCM policy and regulations	All	Annual project	900 000	MLM	Ongoing	Monthly reports, minutes of bid committee meetings
Obtaining value for money	Performance appraisals on all tenders awarded. Payment on actual work performed	Physical verification of work done by requesting departments. Determine adherence to specifications and quality of work done. Payments made on progress reports, with supporting documentation.	All	New project	0	NA	Ongoing	Monthly reports, Audit outcome
To ensure safe keeping of documents.	Storage and safekeeping of supporting documentation Monthly voucher audits	Archiving function	All	Annual Projects	1 M	Opex	Ongoing	Monthly document audit
GRAP Municipal Asset Register	Developing and monthly updating of asset register	Monthly asset verification	All	Annual Project	500 000	Opex	Ongoing	Monthly reports & audit outcome
Timely submission of annual financial statements	Ensure accurate and timely monthly and quarterly reporting	Implementation and adherence to AFS action plan Training of relevant staff on AFS.	All	Annual project	3, 6M	Opex	Ongoing	Monthly reports and AFS
Effective and efficient	Encourage suppliers to submit	Perform monthly reconciliations,	All	Annual	0	NA	Ongoing	Monthly reconciliation, Age

Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
expenditure control	relevant documentation on time	reprioritization of all expenditure in line with MFMA, Perform monthly outstanding order audit						analysis
To increase our revenue earning capacity and collection	To increase the Revenue base of the municipality through the valuation of all properties. Adjustment of all rentals on municipal properties to market related Quarterly unit visits	Performance and updating of Valuation on all municipal properties Revaluation of municipal rental properties Funding of consumer education: 1. Educate indigent in responsible consumption. 2. Educate and encourage consumers to pay for services. Identification and registration of reposed properties into municipality's name. Disposal of assets which	All	New project/ annual project	R500 000	Opex	Ongoing / 31 June 2013	Monthly reports % billing queries Monthly Pay rate

Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
	Perform a cost benefit analysis of all properties repossessed by the municipality	are costly to maintain and derive no value.						
To practice sound and sustainable revenue management	Accurate consumer data base and valuation roll. Daily and monthly debtors balancing, reconciliations	Data purification Implementation of internal controls and key control matrix	All	Annual project	1 M	Opex	31 June 2013 and ongoing	% billing queries Pay rate
Recovery of a portion revenue from bad debt	To identify a reliable and competent debt book buyer	Selling of Debt book	All	New project			31 June 2013	Age analysis Recovery rate
Reducing the risk of non collection of revenue from billing	Ensuring accurate and reliable billing	Debt Factoring	All	New project			31 June 2014	Pay rate
To increase payment levels to 75%	Register all indigent households	Compile a comprehensive register which is updated monthly	All	New project	1 ,5M	Opex	31 June 2013	Pay rate
	Deliver accurate bills timely	Upgrade and maintain an effective financial system	All	New project	2 M	Opex	31 June 2014	Pay rate
	Improve financial enquiry desk	Training of enquiry staff and improve the front offices	All	New project	1, 5M	Opex	31 June 2014	% billing queries
	Strict adherence to Credit Control	Work shopping of credit control policy amongst	All	Annual project	500 000	Opex	31 June 2014	Pay rate

Objective	Strategy	Project	Ward	Standard	3-yr budget projection	Funding source	Target	KPI
	Policy Develop debt collection strategy	credit control and revenue staff Taking legal action against defaulters Operation betaal						
To increase the revenue generated by the FPM	Developing a financial management strategy and a turnaround strategy for transformation	Consultation with stakeholders Renting out of space and equipment to full capacity. Improve access control Limiting losses Create a safe environment Monthly meetings	All	New project	1 ,2M	Copex	2015	Market income

Local Economic Development

Local economic development is a dynamic and sustainable process, which creates wealth and raises living standards. This has a number of implications, including increased entrepreneurial and business activity, as well as the improved material status of citizens through access to resources and basic services. The Municipality's Economic Development Framework seeks to improve the our global competitiveness and simultaneously eradicate poverty. Effectively, this Framework should recognises that Matjhabeng is part of the global economy and also needs to ensure that it creates a safety net for the poor.

FACILITIES MANAGEMENT DIVISION

OBJECTIVE	STRATEGY	PROJECT/PROGRAMME	WARD	STANDARD	4-YR BUDGET PROJECTION	FUNDING SOURCE	PRIORITY L/M/H	TARGET
Optimise efficient and effective utilization of all Municipal Facilities.	Upgrading of all Municipal Facilities.	Upgrading and refurbishment of Welkom Airport	24	Existing	3,000,000	MLM	H	Project to be completed by end of FY 2012/2014
		1.Upgrading of infrastructure for SMME Incubation Hub (Industrial Park SMME Zone Fencing/paving & shelter)	32	Existing	8,000,000	MIG	H	Project to be completed by end of FY 2012/2014
	2.Upgrading of SMMEs facilities (Renovation of old stalls and establishment of new ones in Welkom, Henenman and Virginia)	3,11,24,35						
	Marketing & Branding Municipal Facilities	Municipal Taxi Ranks, SMME Kiosks, Welkom Show ground, Welkom Aerodrome	Matjha beng	New Project	3,000,000	MLM	M	Project to be completed by end of FY 2012/2015

TOURISM								
OBJECTIVE	STRATEGY	PROJECT	WARD	STANDARD	4-YR BUDGET PROJECTION	FUNDING SOURCE	PRIORITY L/M/H	TARGET
Positioning of Matjhabeng as destination of choice	1. Marketing of Tourism Products	1. 1 Tourism Route Development 1.2 Destination Branding 1.3. Develop tourism strategy	All	Existing	2 000 000	MLM	H	2017
	2. Development of Tourism Sites and Products	2.1 Redevelopment of Welkom Showgrounds	All		10 000 000	External Funding	H	2013 to 2018
	3. Development of Heritage Sites	3.1 Upgrading of historical sites	All	New Project	2 161 241	MIG	H	2013 to 2014
	4. Strengthening partnership with relevant stakeholders	4.1 Collaborative initiative 4.2 Cooperation with partner institution e.g. ILO and TEP partnerships			N/A			
	Promoting Agri-Tourism initiatives	Partnering with external stakeholders and funders						

PROJECT MANAGEMENT SECTOR

Objectives	Strategies	Project/Program	Ward no	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
Identify maintain existing and develop new infrastructure/property of Matjhabeng Local Municipality which will add value to the economic development in the region	Establishment of Livestock Pound Facility and availing an auction centre for local farmers	Building of a Livestock Pound	23	New project	R1,9 million	Matjhabeng Municipality	H	2012
	Upgrading of infrastructure for emerging farmers	Commonage infrastructure development (water, toilets and roads)	3,11,24,35		R1 191 026	MIG	L	2013 to 2014

Objectives	Strategies	Project/Program	Ward	Standard Ex/New	4 Year Budget Allocation	Funding Source	Priority H/M/L	Target
AGRICULTURE								
Creation of suitable environment for sustainable agricultural production.	Acquire suitable grazing and arable agricultural land	Promoting land reform programmes (Welkom, Allanridge and Odendaalsrus)	3,11,2 4,35	Existing	N/A	External	H	2014
	Identification and facilitation of agro-processing and value adding projects.	Promoting value adding/agro processing initiatives	4	Existing	1800 000	Operational	M	2017
	Empowering farmers with skills	Facilitate workshops, sourcing allocation of land Identify and provide suitable land for agricultural projects	All	Existing	200 000	Operational	M	2015
TRADE AND INVESTMENT SECTOR								
OBJECTIVE	STRATEGY	PROJECT/ PROGRAM	WARD	STANDARD EX/NEW	4 Year Budget Allocation	Priority H/M/L	FUNDING SOURCE	TARGET
Create an enabling environment for booking trade and investment in Matjhabeng Local Municipality	Conduct research on mechanism for retaining existing investors	Develop the trade and investment strategy	All	New	R15m	H	MLM	2017
	Develop requisite policy and regulatory instruments for attracting	Identify and acquire requisite land parcels for potential investors	All	New	R1.5m	H	MLM	2013

	and retaining investment							
		Develop industrial strategy to include industrial parks in townships		New	300 000	H	MLM	2013
MINERALS AND ENERGY SECTOR								
Stimulate and promote small scale mining within Matjhabeng Local Municipality	To facilitate the planning and the implementation of the Mining Social Plans	Revival of commitments within the social labour plan. 1. Showground 2. Virginia Farm	9,23.	Existing	N/A	MLM	H	2013
	To facilitate the development of identified Small Scale Miners	Capacitating Small Scale miners.	Matjha beng.	Existing	R200 000	MLM	H	2013
	Promote Gold jewelry manufacturing in Matjhabeng. (Virginia jewelry School)	Economic development in mining and job creation	Matjha beng	Existing	N/A.	MLM	M	2013
Develop community infrastructure (Projects) and create a platform for private investment in order to improve quality life in townships.	To stimulate the economic growth of previously disadvantaged townships.	Development of Township Regeneration Strategy (NDPG)	Matjha beng	New Project	R14.5 M (R0,500m for 12/13 FY)	National treasury	H/M	On going

<p>To contribute to the creation of decent employment opportunities for historically disadvantaged population groups in Free State Province.</p>	<ul style="list-style-type: none"> • To nurture a stronger culture of entrepreneurship among the population of the Free State Province. • To create a more conducive policy, legal and regulatory framework (PLRF) for the start-up and operations of SMEs in the Free State Province. • To strengthen the capacity of local organization to provide sector-specific business development services (BDS) geared towards SMEs at community level. • To stimulate BDS uptake among prospective and emerging entrepreneurs and their employees living and working in these communities. 	<p>Free State SME Development Initiative</p>	<p>Matjhabeng</p>		<p>3 year programme, Initial funding in terms of euro's 4'498'000. The budget allocated for two Municipalities (Mangaung & Matjhabeng) and will be linked to a specific activity.</p>	<p>Flanders International Cooperation agency (FICA)</p>	<p>High</p>	<p>2011-2014. Historically Disadvantaged Population in Free State , targeting the following sectors: - Construction - Tourism - Agri Business - Social Services (Waste) - Education (recent)</p>
	<p>Facilitate the establishment, development and support of corporatives in Matjhabeng Area</p>	<p>Adopt corporatives as part of Mayoral Projects</p>		<p>New project</p>	<p>50,000</p>	<p>High</p>	<p>Opex</p>	<p>3 Corporatives per annum</p>

DEVELOPMENT PLANNING

	To monitor and promote economic growth in Matjhabeng	Determine terms of reference Advertise tenders for the appointment of a consultant Adjudicate tenders Appointment of consultant Analysis and report	Growth and Development Strategy for Matjhabeng	Matjhabeng	New	1000000	Operational	H
	To foster and promote the integrated spatial development of Matjhabeng	Development of a legal and policy framework to guide the compilation of the integrated spatial development framework Adjudicate tenders Define terms of reference. Appointment of consultant.	Spatial Development Framework Phase 1, 2 and 3	Matjhabeng	Ex	1000000	Operational	H
	To coordinate harmonious spatial development	Analyze spatial needs for all land uses in Matjhabeng	Development of Strategies for Land Use					

			a) Re- evaluation of the CBD Strategy	32	New	500000	Operational	H
	To ensure the effective establishment of alienable erven in Matjhabeng	Oversee Township establishment applications in various areas of Matjhabeng	Planning and pegging of erven					
			a) Residential (7000 erven) – 10 areas	1,3,4,22,25	Ex	1000000	COGTA	H
			b) Commercial (6 areas 100 erven)	Matjhabeng	Ex	1400000	Operational	H

CHAPTER EIGHT (8)

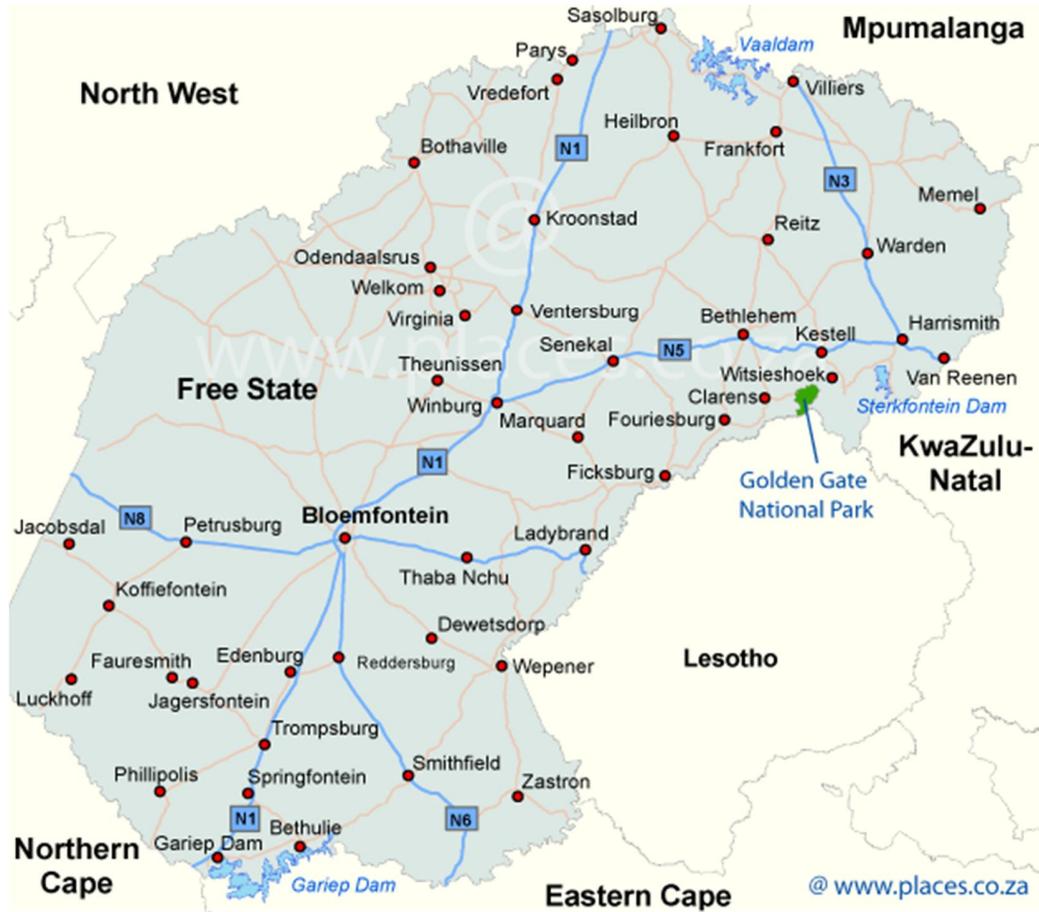
HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

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.





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



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

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:

- [Fezi Dabi](#) 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 Mangaung
- Bethlehem in Thabo Mofutsanyane
- Kroonstad and Sasolburg in Fezile Dabi
- Welkom in Lejweleputswa

(Source: Retrieved from "http://en.wikipedia.org/wiki/Free_State")

1.2 THE LEJWELEPUTSWA DISTRICT

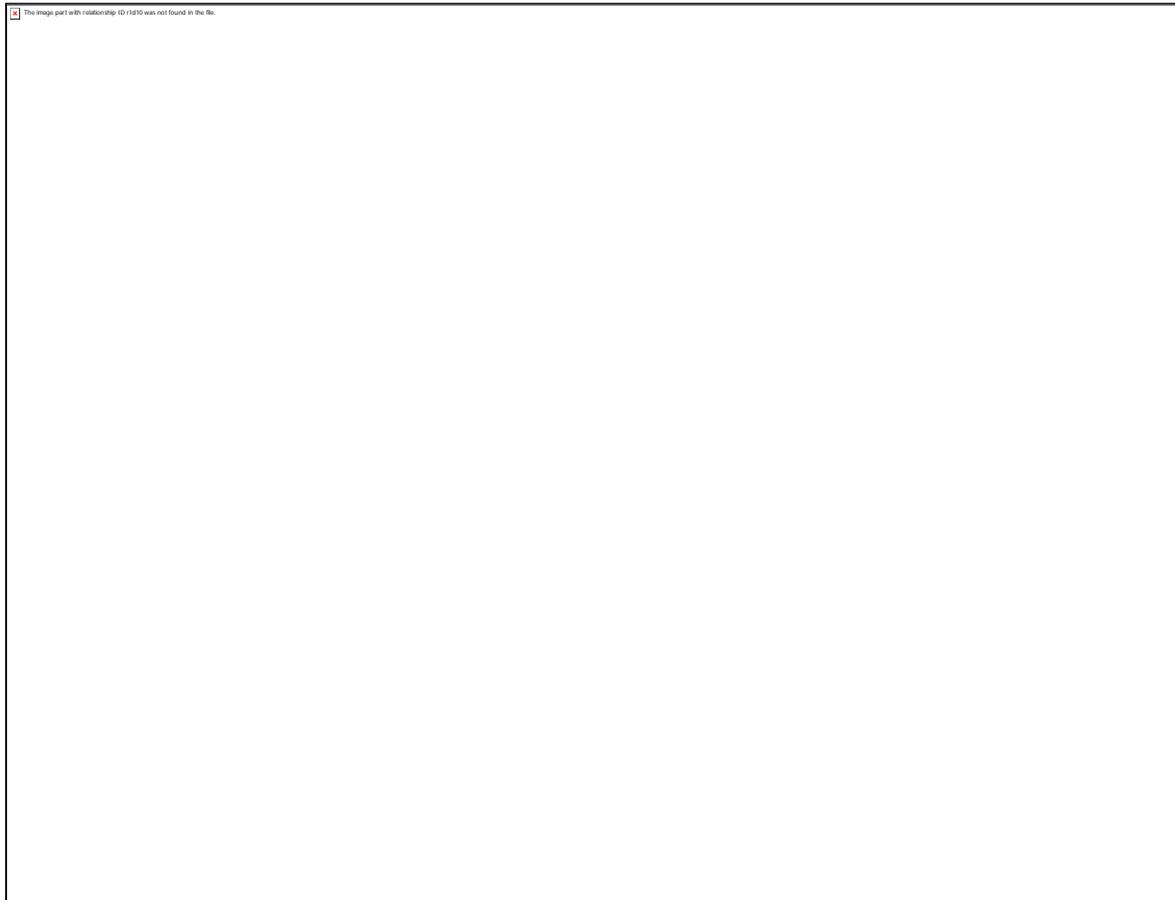
Lejweleputswa District Municipality area of jurisdiction is situated in the north western part of the Free State and borders North West to the north; Northern Free State and Thabo Mofutsanyane to the north east and east; Motheo and Xhariep to the south;

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).

(Source: Leweleputswa District Economic Development Strategy, p10)

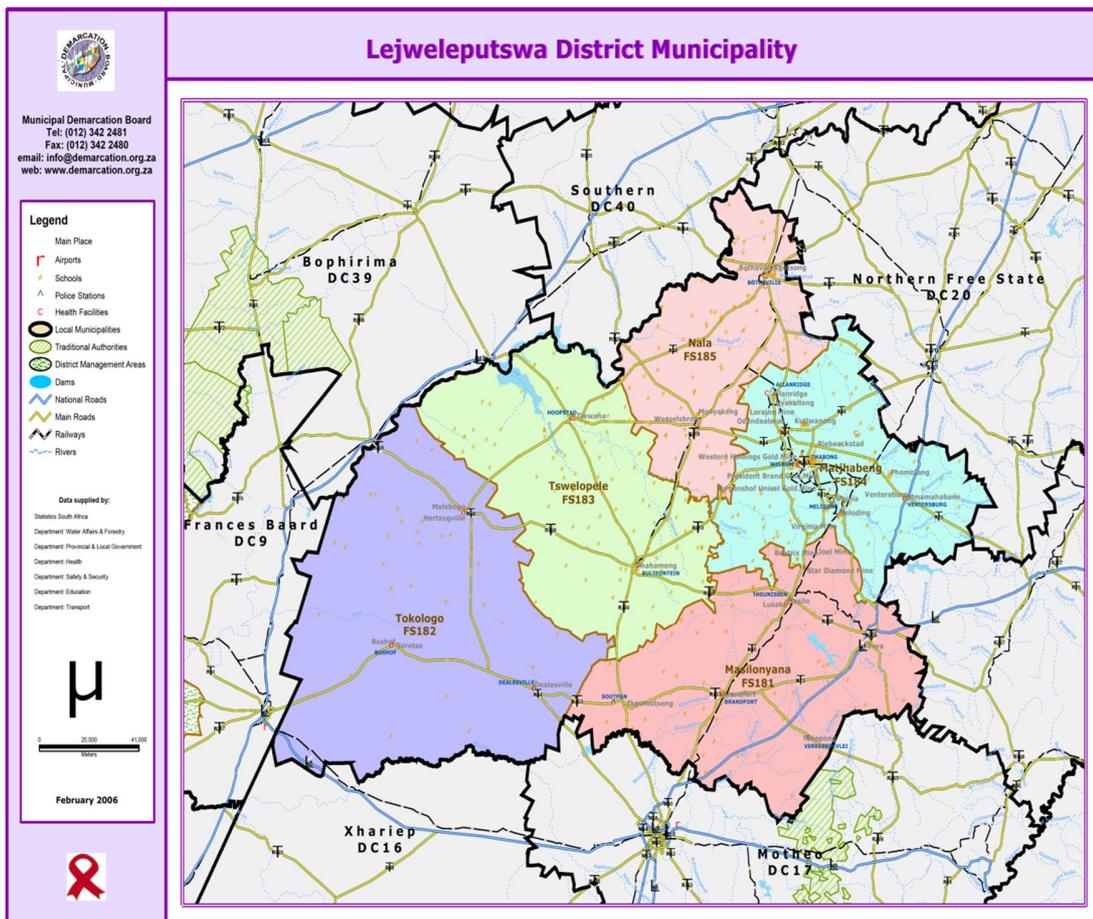
Lejweleputswa is surrounded by:

- Dr Kenneth Kaunda District in North West to the north (DC40)
- Fezile Dabi to the north-east (DC20)
- Thabo Mofutsanyane to the south-east(DC19)
- Mangaung Metropolitan to the south
- Xhariep to the south-west (DC16)
- Frances Baard in Northern Cape to the west(DC9)
- Bophirima in North West to the north-west(DC39)



Coordinates: 27°58'S, 26°44'E

(Source: Draft Leweleputswa GDS 2006, p6)



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

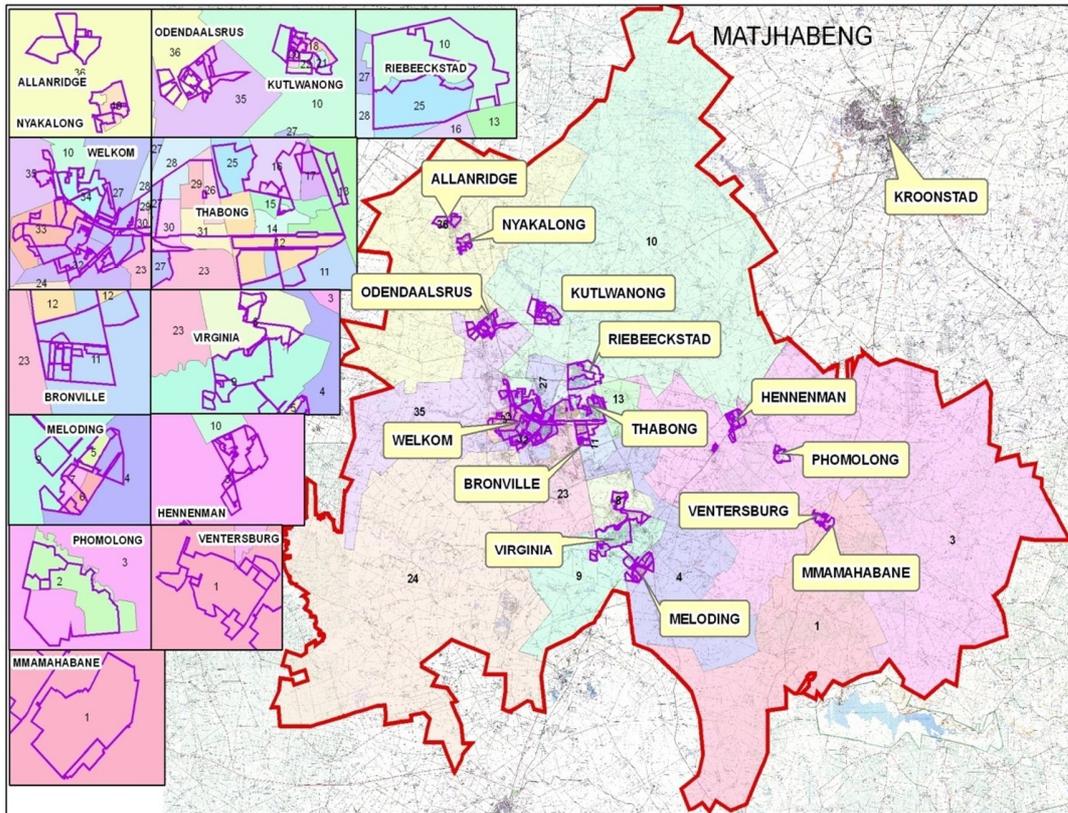
- Masilonyana Local Municipality consisting of the following towns: Theunissen, Brandfort, Winburg, Soutpan and Verkeedevlei
- Matjhabeng Local Municipality consisting of the following towns: Welkom, Virginia, Odendaalsrus, Hennenman, Ventersburg and Allanridge
- Nala Local Municipality consisting of 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-
 - (i) 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

- (ii) 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.

1. SPATIAL DEVELOPMENT STRUCTURE OF MATJHABENG

3.1 Current spatial structure

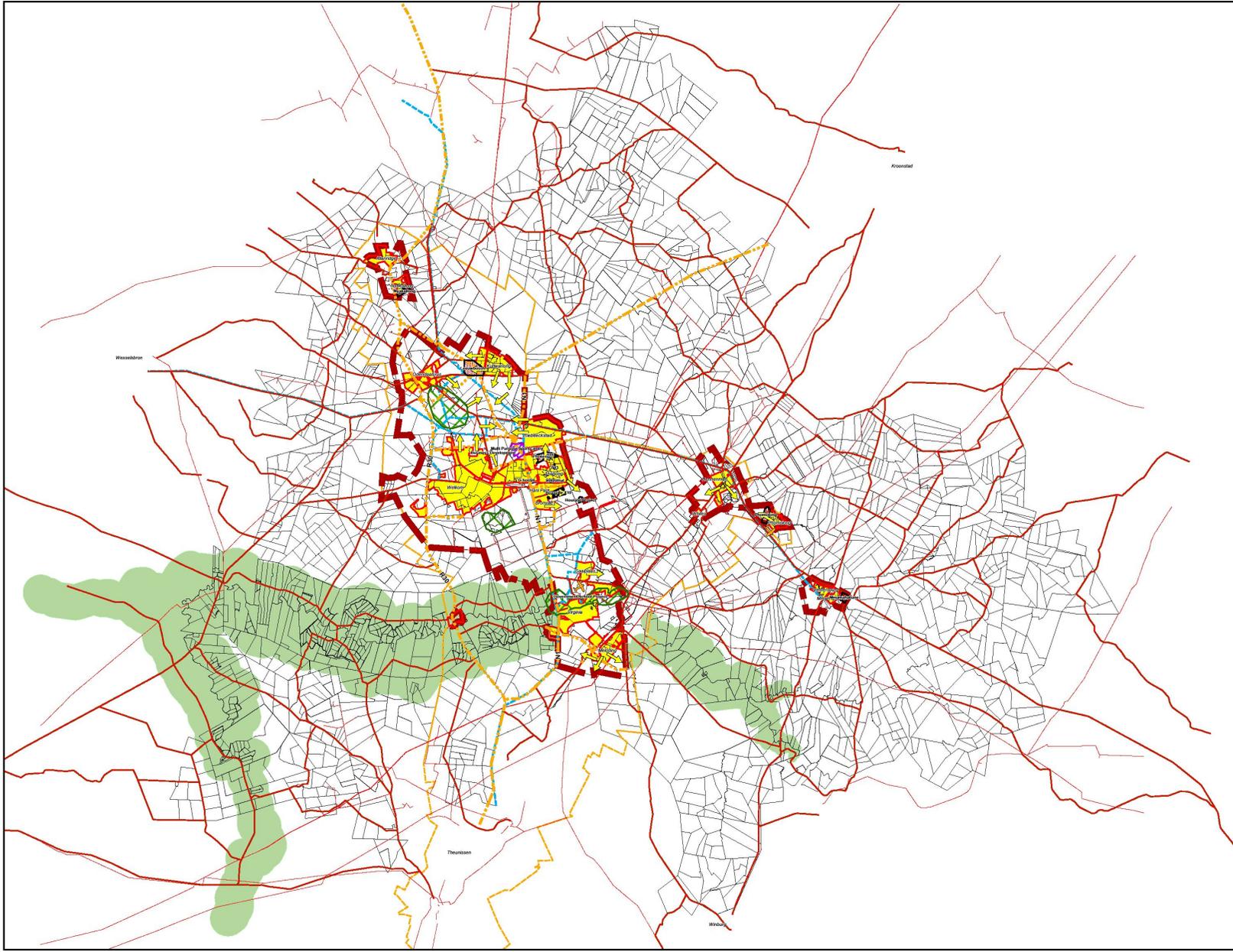
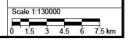
*The current spatial development structure of Matjhabeng is depicted on **the attached Map 1**. In this regard the different land uses and all physical constraints on future development must be noted.*



Matjhabeng Municipality

Map 1

- Legend**
- Current Features**
- PROVINCIAL BOUNDARY
 - DISTRICT BOUNDARY
 - COUNCIL BOUNDARY
 - LOCAL MUNICIPAL BOUNDARY
 - URBAN AREA
 - AIRSTRIP
 - AIRPORT
 - IRRIGATION SCHEME
 - BULK POWER-LINE
 - BULK WATER PIPELINE
- ROADS**
- Nasionale Paasie
 - R Paasie
 - P Paasie
 - S Paasie
 - A Paasie
- Future Development Proposals**
- PROPOSED NEW ROAD
 - DEVELOPMENT CORRIDOR
 - NEIGHBOURHOOD DEVELOPMENT
 - INFRASTRUCTURE DEVELOPMENT
 - TOURISM FOCUS NODE
 - TOURISM CORRIDOR
 - LAND REFORM
 - INDUSTRIAL DEVELOPMENT
 - TRANSFRONTIER PARK
 - PROPOSED LAND-FILL SITE
 - PROPOSED CEMETERY
 - FUTURE URBAN DEVELOPMENT
 - FUTURE BUSINESS DEVELOPMENT
 - IDP Project details



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
CONFIDO HOLDINGS	23								23
SUBTOTAL	6895	180	3	82	10	142	3	130	6345
VENTERSBURG									
VENTERSBURG	658	65		9	5	35	7	5	532

TOWN	TOTAL ERVEN	BUSINESS	CEMETERY	EDUCATIONAL	GOVERNMENT	INDUSTRIAL	INSTITUTIONAL	PARKS	RESIDENTIAL
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

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.

1.3 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/Kutlwanong, 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.

4.3.2.3 Business

(i) 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 [Give Map](#)

- 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.

4.3.2.7 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 and Bronville are 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 NINE (9)

FRAMEWORK FOR THE PERFORMANCE MANAGEMENT SYSTEM

1. Introduction

1.1 Strategic Objectives of a Performance Management System

In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated. This system is intended to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to this is the development of key performance indicators as instruments to assess performance. These indicators help to translate complex socio-economic development challenges into quantifiable and measurable outputs. They are therefore crucial if a proper assessment is to be done of the impact of government in improving the quality of life for all.

The Municipal Planning and Performance Management Regulations stipulates that a municipality's Performance Management System (PMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players.

In line with the said legal requirement this framework is a policy document that will set out the requirements that the Matjhabeng Municipality's PMS will need to fulfill, the principles that informed its development and subsequent implementation, the preferred performance model of the Municipality, the process by which the system will work, the delegation of responsibilities for different roles in the process and a plan for the implementation of the system.

1.2 The Legislative framework for performance management

The legislative and policy framework for PMS includes the Constitution, The Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations, The White Paper on Local Government and Batho Pele principles. The main regulatory mechanism for PMS is Chapter 6 of the MSA and the related Municipal Planning and Performance Management Regulations.

The major PMS policy instruments is the 1998 White Paper on Local Government supported by the Batho Pele principles, which policies was given legal stature through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000). The said Act requires all municipalities to:

- Develop a performance management system
- Set targets and monitor and review the performance of the Municipality based on indicators linked to their Integrated Development Plan (IDP)
- Table and publish an annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).

- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the Minister responsible for local government
- Conduct, on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

These are some of the main elements and requirements of the legislative requirements for the development and implementation of a performance management system for municipalities. For the ease of reference and for the benefit of a comprehensive Matjhabeng Municipality Performance Management System Framework, more detailed legislative and policy guidelines and requirements are included in the framework.

1.2.2 The White Paper on Local Government (1998)

The White Paper on Local Government (1998) suggested that local government should introduce the idea of *performance management systems*. The White Paper noted that,

"Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query; others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).

1.2.3 Batho Pele (1998)

Similarly, the White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service:

Consultation:

Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.

Service standards:

Citizens should know what standard of service to expect.

Access:

All citizens should have equal access to the services to which they are entitled.

Courtesy:

Citizens should be treated with courtesy and consideration

Information:

Citizens should be given full and accurate information about the public services they are entitled to receive.

Openness and transparency:

Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.

Redress:

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.

Value-for-money:

Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

"Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture. For example, local businesses or non-governmental organisations may assist with funding a helpline, providing information about specific services, identifying service gaps or conducting a customer survey" - The White Paper on Local Government (1998).

1.2.4 The Municipal Systems Act (2000)

The principle requirements of the Municipal Systems Act have already been highlighted. To provide further insights into the requirements of the Act, the different sections of Chapter 6 (**Annexure A**) of the MSA will be summarized:

- ☑ **Section 38:** *Requires municipalities to establish a Performance Management System, promote a performance management culture and administer its affairs in an economical, effective, efficient and accountable manner.*
- ☑ **Section 39:** *Gives Executive Mayor the responsibility for managing the development of a Performance Management System, as well as powers of delegation of responsibilities and the responsibility of submitting the PMS to Council.*
- ☑ **Section 40:** *Places responsibility on the municipality for the monitoring and review of its PMS.*
- ☑ **Section 41:** *Outlines the core components to be included in the PMS of the municipality, and refers to KPI's, targets, measurement mechanisms, steps for improvement and the reporting processes.*
- ☑ **Section 42:** *Requires the municipality to establish mechanisms and procedures for community involvement in the process, in terms of Chapter 4 of the MSA.*
- ☑ **Section 43:** *Allows the minister to establish general KPI's which must be included in the KPI's of municipalities, to the extent that these general KPI's are relevant to the municipality.*
- ☑ **Section 44:** *Requires the municipality to notify stakeholders internally and the general public of its KPI's and targets.*
- ☑ **Section 45:** *Requires the municipality to conduct an internal audit of its performance as well as an audit by the auditor general.*
- ☑ **Section 46:** *Requires the municipality to prepare an annual performance report.*
- ☑ **Section 47:** *Requires MEC to compile an annual performance report for the municipalities within the province*
- ☑ **Section 48:** *The Minister has to compile an annual report and submit it to parliament, in terms of the performance of the municipalities in relation to general KPI's*
- ☑ **Section 49:** *Allows the Minister to make regulations or issue guidelines for the purpose of Chapter 6 of the MSA*

1.2.5 Municipal Planning and Performance Management Regulations (2001)

The Minister responsible for local government published the Municipal Planning and Performance Management Regulations (2001) in terms of the Municipal Systems Act (Section 49) setting out in detail the requirements for a municipal PMS. The Regulations also contain the general indicators prescribed by the Minister responsible for local government

1.2.6 Municipal Finance Management Act (2004)

It is also important to note that the Municipal Finance Management Act (MFMA) contains various important provisions related to municipal performance management. It requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with service delivery targets and performance indicators. Whilst considering and approving the annual budget the Municipality must also set measurable performance targets for each revenue source and vote. The Municipality must lastly compile an annual report, which must include a performance report compiled in terms of the Systems Act. In terms of a circular issued by National Treasury provision is also made for the compilation on an annual basis of departmental SDBIPs.

2. Performance management and measures at various levels

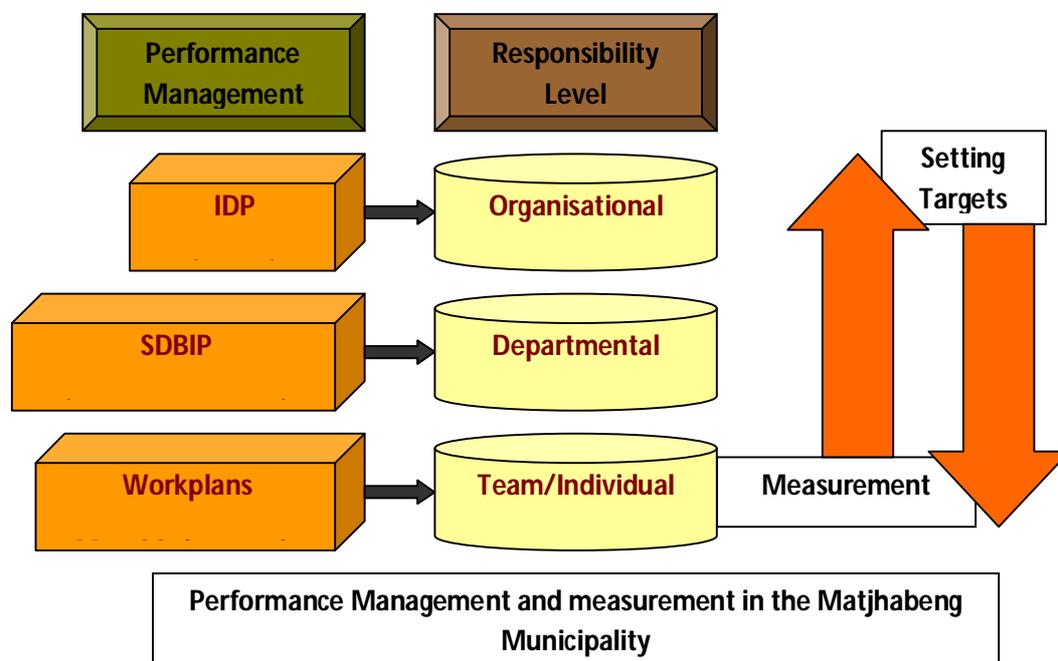
Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in the municipality including strategic (sometimes also referred to as municipal, organisational or corporate) level, operational (also referred to as services, departmental or section/team) level and lastly, individual level.

At strategic level the five-year IDP of the municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The Matjhabeng Municipality will supplement the required SDBIP with Operational Plans. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. A SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The measures set for the Matjhabeng Municipality at strategic level is captured in a strategic (municipal/organisational/corporate) scorecard structured in terms of the preferred performance management model of the Municipality. The measures at operational level are to be captured in the SDBIP of the Municipality and the SDBIPs of the various Departments in the Municipality.

By cascading performance measures from strategic to operational level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels relate to one another which is a requirement of the Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

The following diagram indicates the performance management at various levels:



3. Objectives of the Performance Management System

As indicated above the Municipality’s PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The objectives for any municipal performance management system is guided and regulated by the relevant legislation and policy guidelines. The Planning and Performance Management Regulations informs the objectives to a great extent. The PMS for the Matjhabeng Municipality includes the following objectives that the system should fulfill:

Meeting IDP Objectives

To ensure that the priorities as contained within the IDP are achieved, by measuring the success of meeting these

Effective Community Participation

The Performance Management System is to ensure that effective community participation is achieved throughout the process.

Financial Accountability

The system should assist in improving the financial accountability of the key office bearers and officials.

Facilitate increased accountability

The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

Facilitate learning and improvement

The PMS should facilitate learning in order to enable the Municipality to improve delivery.

Provide early warning signals

It is important that the system ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary.

Facilitate decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The functions listed above are not exhaustive, but summarise the intended benefits of the system. These intended functions should be used to evaluate and review the performance management system on a regular basis (see chapter 9).

4. Principles governing Matjhabeng Municipality PMS

The principles that should govern the Matjhabeng Municipal PMS are developed to ensure that the PMS is relevant, especially in attaining its objectives and legislative requirements. The said principles are the following:

- ✓ effective utilization of financial and human resources
- ✓ simplicity so as to facilitate implementation given any current capacity constraints,
- ✓ politically acceptable to all political role players,
- ✓ administratively managed in terms of its day-to-day implementation,
- ✓ implementable within any current resource constraints,
- ✓ transparency and accountability both in terms of developing and implementing the system,
- ✓ efficient and sustainable in terms of the ongoing implementation and use of the system,
- ✓ public participation in terms of granting citizens their constitutional right to participate in the process,
- ✓ integration of the PMS with the other management processes within the Municipality,
- ✓ objectivity based on credible information and lastly,
- ✓ reliability of the information provided on the progress in achieving the objectives as set out in its IDP.

5. Preferred performance management model

A performance management model can be defined as the grouping together of performance indicators, sometimes based other type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such a model provides a common framework for what aspects of performance is going to be measured and managed. It further ensures that a balanced set of measures are employed that **are**

not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

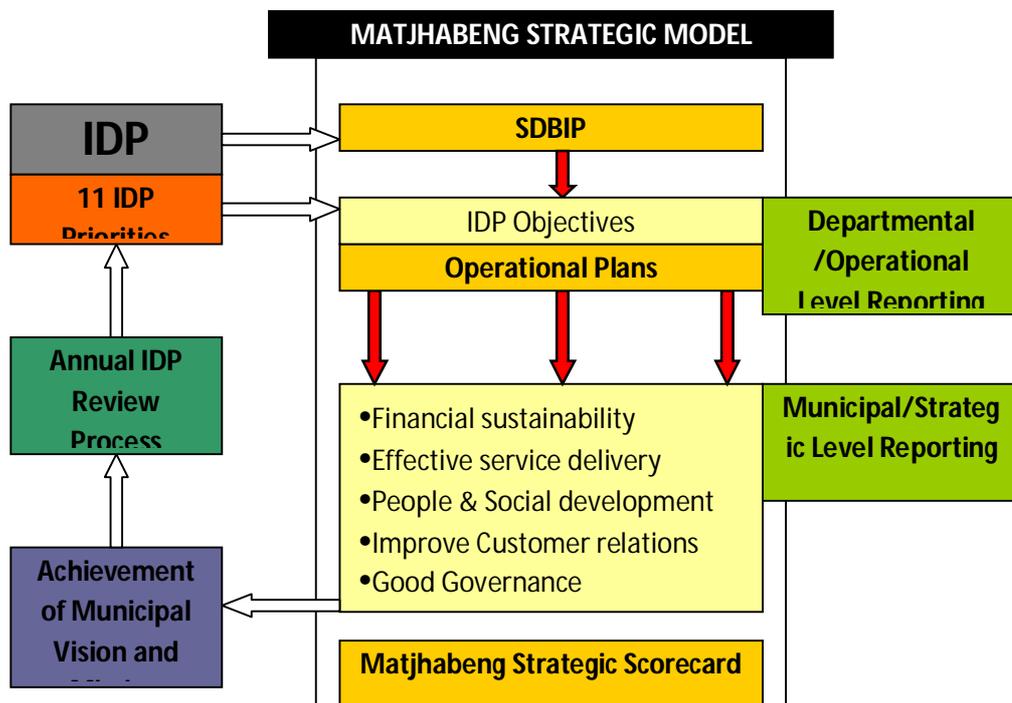
A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. The Matjhabeng Municipality has however chosen the Balanced Scorecard. In terms of the said model all indicators are grouped together into Perspectives within the Strategic Scorecard. These perspectives have its roots in the Balanced Scorecard Model and have been adapted to best suit the performance model of the municipality. The Strategic Scorecard has its main focus on the performance of the Municipality as an organization according to the following perspectives:

- Financial sustainability
- Effective service delivery
- People and social development
- Improve customer relations
- Good governance

The municipality has Operational Plans in place which are drawn up annually and gives direction to the operations for the respective departments of the municipality. The operational plans are linked to the SDBIP and also to the IDP objectives. The operational plans consist of Key Performance Areas with its Key Performance indicators which are linked to the IDP objectives.

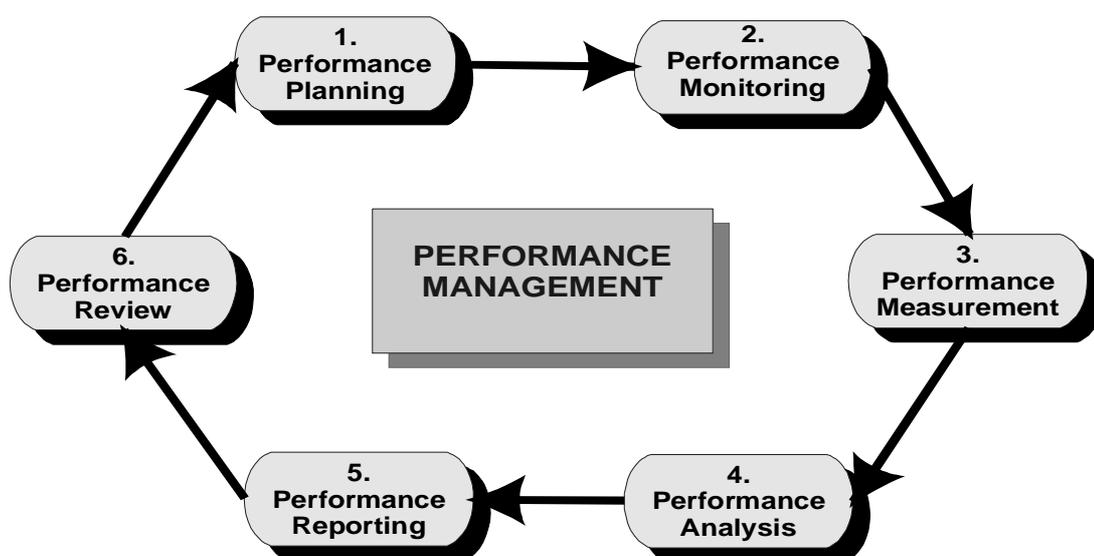
The Operational Plans will inform the Strategic Scorecard and the Individual MSA Section 56 Employees' performance agreements are also structured in terms of the perspectives of the Strategic Scorecard. This allows for appropriate linkage between the strategic or organizational PMS and individual PMS within the municipality.

The following diagram serves as a schematic representation of the Matjhabeng Strategic Model.



6. The process of managing performance

The annual process of managing performance at strategic (municipal, organisational or corporate) level in the Municipality involves the steps as set out in the diagram below:



The following table spells out in more detail the role of all relevant roleplayers in each of the above steps:

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Citizens and Communities	<ul style="list-style-type: none"> • Be consulted on needs • Develop the long term vision for the area • Influence the identification of priorities • Influence the choice of indicators and setting of targets 		<ul style="list-style-type: none"> • Be given the opportunity to review municipal performance and suggest new indicators and targets

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Council	<ul style="list-style-type: none"> Facilitate the development of a long-term vision. (MSA Chapter 5) Develop strategies to achieve vision (MSA Chapter 5) Identify priorities (MSA Chapter 5) Adopt indicators and set targets (Planning and Performance Management Regulations (PPMR)) 		<ul style="list-style-type: none"> Review municipal performance bi-annually
Executive Mayoral Committee and the IDP Steering Committee	<ul style="list-style-type: none"> Play the leading role in giving strategic direction and developing strategies and policies for the organisation Manage the development of an IDP (MSA Chapter 5) Approve and adopt indicators and set targets (MSA Chapter 6) Communicate the plan to other stakeholders (MSA Chapter 5) 		<ul style="list-style-type: none"> Conduct the major reviews of municipal performance, determining where goals had or had not been met, what the causal reasons were and to adopt response strategies
Municipal Manager + HODs	<p>Assist the Executive Mayoral Committee in</p> <ul style="list-style-type: none"> providing strategic direction and developing strategies and policies for the organisation Manage the development of the IDP (MSA Chapter 5) Ensure that the plan is integrated Identify and propose indicators and targets (MSA Chapter 6) Communicate the plan to other stakeholders (MSA Chapter 5; PPMR) 	<ul style="list-style-type: none"> Regularly monitor the implementation of the IDP, identifying risks early Ensure that regular monitoring (measurement, analysis and reporting) is happening in the organisation Intervene in performance problems on a daily operational basis (PPMR) 	<ul style="list-style-type: none"> Conduct regular reviews of performance (MSA Chapter 5) Ensure that performance reviews at the political level are organised Ensure the availability of information Propose response strategies to the Mayoral Committee

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Directorate/ Departmental Managers	<ul style="list-style-type: none"> Develop service plans for integration with other sectors within the strategy of the organization (MFMA) 	<ul style="list-style-type: none"> Measure performance according to agreed indicators, analyse and report regularly .Manage implementation and intervene where necessary Inform decision-makers of risks to service delivery timeously 	<ul style="list-style-type: none"> Conduct reviews of service performance against plan before other reviews

The balance of this chapter looks at each of the steps in more detail and how they will unfold in the process of managing performance in the Municipality. Although the steps and what follow relates mainly to performance management at strategic level, the principles and approaches as espoused could also be applied to performance management at operational level.

6.1 Performance Planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has under-performed.

The performance Planning step is further specified and rolled out in more detail in terms of the Service Delivery and Budget Implementation Plan, being a requirement of the Municipal Finance Management Act. The third level of planning for performance refers to the Operational Plans at Departmental level, as indicated within the Matjhabeng Strategic Model.

6.2 Performance monitoring

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator as set out in the strategic scorecard (or a service delivery target contained in an annual SDBIP) continuously monitors current performance against targets set. These targets will be developed as part of the Operational Plans and is to be linked to the KPI's that are set within these Plans. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of the Matjhabeng Municipality the Strategic Scorecard of the Municipality is reported on a quarterly basis to the Executive Mayor. Performance monitoring requires that in between the said formal cycle of performance measurement appropriate action be taken should it become evident that a specific performance target is not going to be met. It is therefore proposed that at least on a monthly basis Managers track performance trends against targets for those indicators that lie within the area of accountability of their respective Departments as a means to early on identify performance related problems and take appropriate remedial action.

Each Manager delegate to the direct line manager, the responsibility to monitor the performance for his/her sector. Such line managers are, after all, best placed given their understanding of their sector to monitor on a regular basis whether targets are being met currently or will be met in future, what the contributing factors are to the level of performance and what interim remedial action needs to be undertaken. This will also serve to better link organizational performance with individual/employee performance.

6.3 Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. Given the fact that initially at least the Municipality will have to rely on a manual process to manage its performance provision has been made in the Strategic Scorecard for the name of an official responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result against the target for the period concerned on the strategic scorecard and report the result to his/her Manager making use of the said scorecard after completing the next step (see performance analysis below). It should be noted at this stage that for each of the scorecards of the Municipality two formats exist namely a planning and reporting format. The planning format is used to plan and capture the performance targets for each indicator whilst the reporting format is used to capture actual performance against targets and to report to the Executive Mayoral Committee.

6.4 Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

In practice the aforementioned entails that the Manager responsible for each indicator will have to, after capturing the performance data against targets on his/her respective Operational Scorecards strategic, analyse the underlying reasons why a target has/has not been met and capture a summary of his/her findings on the Operational Scorecard. The Manager will thereafter have to compile a draft recommendation in terms of the corrective action proposed in instances where a target has not been achieved and also capture this on the strategic scorecard. Provision has been made on the reporting format of the strategic scorecard to capture both the "reason for deviance" (in other words the results of the analysis undertaken) and the "corrective measures" proposed.

The Strategic Scorecard will then be compiled with the inputs from the respective managers by extracting the information from their Operational Scorecards and importing and translating it into the five perspectives contained within the Matjhabeng Strategic Scorecard. The Strategic Scorecard as completed must then be submitted to a formal meeting of the senior management team for further analysis and consideration of the draft recommendations as captured by the relevant

Managers. This level of analysis should examine performance across the organisation in terms of all its priorities with the aim to reveal and capture whether any broader organisational factors are limiting the ability to meet any performance targets in addition to those aspects already captured by the relevant Manager.

The analysis of the Strategic Scorecard by senior management should also ensure that quality performance reports are submitted to Councillors and that adequate response strategies are proposed in cases of poor performance. Only once senior management has considered the Strategic Scorecard, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the Strategic Scorecard be submitted to the Executive Mayoral Committee for consideration and review.

6.5 Performance reporting and review

6.4.1 In-year performance reporting and review

The submission of the Strategic Scorecard to the Executive Mayor for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance, and subsequently the IDP, and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the Strategic Scorecard be submitted to the Executive Mayoral Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September - quarter 1 of the financial year), January (for the period October to the end of December - quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4).

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process where the leadership of an organisation, after the performance of the organisation have been measured and reported to it, reviews the results and decided on appropriate action. The Executive Mayor in reviewing the Strategic Scorecard submitted to it on a quarterly basis will have to ensure that targets committed to in the Scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must to be adopted as formal resolutions of Council, minuted and actioned accordingly.

6.4.2 Annual performance reporting and review

On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

- All municipalities for each financial year compile an annual report
- The annual report be tabled within seven months after the end of the financial year
- The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon
- The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report
- The oversight report as adopted be made public
- The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province
- The annual report as tabled and the Council's oversight report are submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the Municipality. It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of the Municipality in the review of municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax and email.
- Public hearings could be held in a variety of locations to obtain input of the annual report.
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments.
- Hosting a number of public meetings and roadshows at which the annual report could be discussed and input invited.
- Producing a special issue of the municipal newsletter in which the annual report is highlighted and the public invited to comment.
- Posting the annual report on the council website and inviting input

The public review process should be concluded by a formal review of the annual report by the IDP Representative Forum of the Municipality.

Lastly it should be mentioned that the performance report of a municipality is only one element of the annual report and to ensure that the outcome thereof timeously inform the next cycle of performance planning in terms of an IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of a financial year as possible but ideally not later than two months after financial-year end.

6.4.3 Summary of various performance reporting requirements

The following table, derived from both the legislative framework for performance management and this PMS framework, summarises for ease of reference and understanding the various reporting deadlines as it applies to the Municipality:

Report	Frequency	Submitted for consideration and/or review to	Remarks
1. Departmental SDBIPs	Continuous	Manager of Department	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Executive Mayor/Mayor (in consultation with Exco)	See sections 71 and 54 of the MFMA
3. Departmental scorecards	Monthly	Mayoral Committee	Only if developed separately from Departmental SDBIPs
4. Strategic (municipal/organisational/corporate) Scorecard	Quarterly	Mayoral Committee	This PMS framework (see section 7.5.1 above)
5. SDBIP mid-year budget and performance assessment	Annually during January of each year	Executive Mayor/Mayor (in consultation with Exco)	See sections 72 and 54 of the MFMA
6. Performance report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report (see 7 below)
7. Annual report	Annually	Council	See chapter 12 of the MFMA

7. The auditing of performance measures

7.1 The role of internal audit in terms of performance management

The MFMA requires that the Municipality must establish an internal audit section which service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the said internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance management Regulations stipulates that internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- (i) The **functionality** of the municipality's performance management system.
- (ii) Whether the municipality's performance management system **complies** with the Act.
- (iii) The extent to which the municipality's performance measurements are **reliable** in measuring the performance of municipalities by making use of indicators.

Each of the aforementioned aspects will now be looked at briefly.

Functionality

To function could be defined as a proper or expected activity or duty or to perform or operate as expected. This could also be applied to the operation of any system such a PMS. The internal audit section must therefore on a regular basis audit whether the PMS of the Municipality is functioning as developed and described in this framework.

Compliance

To comply can be defined as to act in the way that someone else has commanded or wished. In this respect it is clear that the legislature wishes to ensure that the Municipality's PMS complies strictly with the requirements of the Systems Act, Regulations and the MFMA. This compliance check would require that the Municipality's internal audit unit, at least on an annual basis, verifies that the Municipality's PMS complies with the said legal requirements.

Reliability

To rely could be defined as to trust or depend (upon) with confidence. Reliability in the context of PMS refers to the extent to which any performance measures reported upon could be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or even worse, purposeful misrepresentation. Undertaking a reliability audit will entail the continuous verification of performance measures and targets reported upon. This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness.

The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

7.2 Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- review the quarterly reports submitted to it by the internal audit unit
- review the municipality's PMS and make recommendations in this regard to the Council of the Municipality
- at least twice during a financial year submit an audit report to the municipal Council

In order to fulfil their function a performance audit committee may, according to the MFMA and the Regulations,

- communicate directly with the council, municipal manager or the internal; and external auditors of the municipality concerned;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

The Municipality has already established an Audit Committee and it is set in terms of the MFMA, Regulations and this framework.

7.3 Performance Investigations

The Audit Committee should also be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information

- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

While the internal audit section may be used to conduct these investigations, it is preferable that external service providers, preferably academic institutions, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Council for each such investigation.

8. Matjhabeng Local Municipality's Strategic Scorecard

Summary and Background

The Matjhabeng has four sets of priority areas contained in three different documents each representing either priority issues/strategic objectives. These are:

- The IDP Strategic Focus Areas
- IDP Municipal Priority Issues
- Mayor's Strategic Planning Lekgotla Issues
- Seven National Key Performance Indicators for municipalities

For the purpose of developing the Matjhabeng Balanced Scorecard the above were consolidated in a manner that would address the following strategic objectives:

Service Delivery and Infrastructure

- Water Services
- Electricity
- Solid Waste Management
- Environmental Management
- Roads
- Housing
- Spatial Planning
- Community Facilities

Local Economic Development

- Economic Growth
- Poverty Alleviation
- Job Creation

Municipal Financial Viability

- Financial Viability
- Grant Expenditure management

Municipal Transformation and Institutional Development

- Organizational Design

- Employment Equity
- Skills Development
- Integrated Development Planning
- Performance Management System

Good Governance

- Public Participation, Accountability and Transparency
- Ward System
- Corporate Governance
- Co-operative governance

The Balanced Scorecard Approach To Performance Management

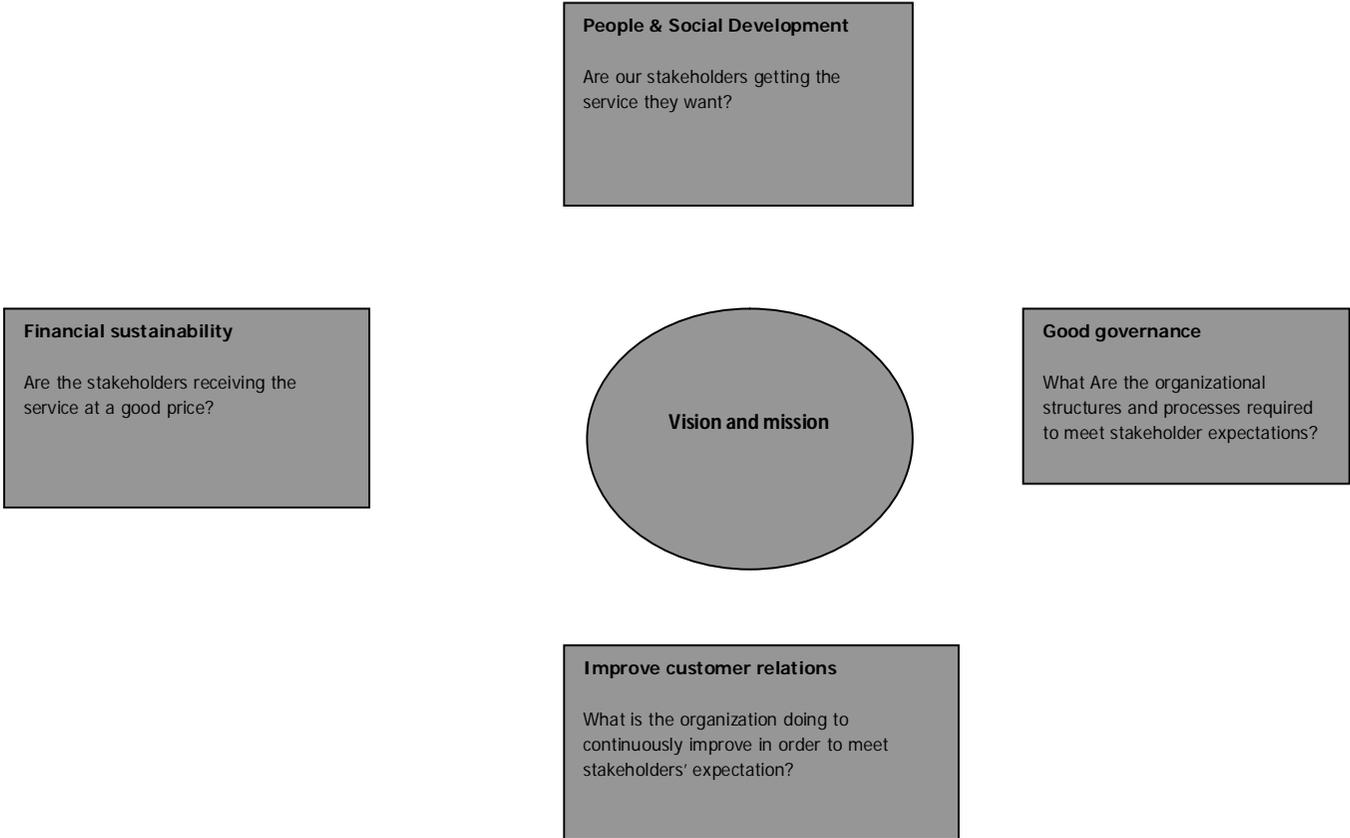
The Strategic Scorecard for Matjhabeng Local Municipality is derived from Matjhabeng's approved Performance Management Framework. The following approach was used in developing the Strategic Scorecard for Matjhabeng Local Municipality:

- The four elements/perspectives of Strategic Scorecard were interpreted and their relevance to Matjhabeng LM was established
- Priority areas as found in different strategic documents were identified
- Strategic objectives were matched against the four Balanced Scorecard elements to establish alignment
- Key Performance Indicators as well as Annual and Quarterly Targets were set.

The National Key Performance Indicators for Municipalities form part of this Balanced Scorecard for Matjhabeng Local Municipality.

NB THE STRATEGIC SCORECARD BELOW PROVIDES THE FRAMEWORK FOR MANAGING PERFORMANCE IN MATJHABENG LOCAL MUNICIPALITY. THE ACTUAL KPA AND KPI WILL BE FINALISED AFTER THE COMPLETION OF THE REVIEWED ODP

STRATEGIC PERSPECTIVES AND HOW THEY ADDRESS VISION AND MISSION



STRA

GIC SCORE SCORECARD PERSPECTIVES VS FIVE KEY PERFORMANCE AREAS

Municipal		Service Delivery & Infrastructure	Local Economic Development	Municipal Financial Viability	Municipal Transformation & Institutional.	Good Governance
Strategic objectives	People and social development	-Welfare Services & Soc. Plan, Climate study -Environmental Mng -Upgrade & maint	- Job creation - Business Dev. & investment promotion (Sector based)	- Revenue protection - Correct billing - Data cleansing	-Policy analysis & review - By-law enforcement - Policy development & implementation	-By-law enforcement, Traffic Policing, Fire fighting Security) - Compliance to prescripts
	Financial sustainability	-Customer relation(CRM) - Service points - Incentive schemes	- Access to finance & information - Partnership with development & funding agencies	- Grant expenditure & Mngnt - Revenue protection - Cost billing	-Sound financial management & compliance - Financial Recovery Plan	-Compliance auditing - Performance Auditing - ICFD
	Good governance	-Maintenance of vehicles, Plant & Equipment - IGR - SDBIP monitoring	- LED Strategy - Alignment with FSGDS - Set up LED component	- Financial Recovery Plan - Credit Control & Debt Mngnt - Data cleansing	- Effective governance - Welfare serv social plan (EAP) - PMS	- Compliance auditing - Performance Auditing - Performance rewards
	Improve customer	-IGR - Public participation (IDP) - Spatial development	- Skills development - M.I.C.E - SME incubation	-Consumer education - CRM - Targeted financial training	- Org design - Training and Education - Employment equity	- Skills development - Performance rewards - Promotions

BALANCED SCORECARD PERSPECTIVES VERSUS STRATEGIC OBJECTIVES

PEOPLE AND SOCIAL DEVELOPMENT

Service Delivery and Infrastructure

Strategic Objectives	Key Performance Indicator	Annual Target	Weight	Actual Performance	Performance score
Welfare Services & Social Plan	% Compliance to Welfare and Social Plan		10		
Climate study	% Of customer satisfaction survey tool to determine customer satisfaction levels developed and implemented		10		
Upgrade & maintain infrastructure ,Bulk Services.(Electricity ,Water, Waste, Sewer	% Compliance to upgrade and maintenance plan		20		
Housing processes	Provision of Housing – provision of stands and upgrading of existing structures		60		

Local Economic Development

Strategic Objectives	Key Performance Indicator	Annual Target	Weight	Actual Performance	Performance score
Job creation	- Number of private sector partnership established to exploit job creation -Creation of 800 jobs through the facilitation of strategic projects		20 20		
Business Development & investment promotion (Sector based)	Number of sub strategies completed within the LED Strategy		10		
Poverty eradication	Number of projects to empower and develop communities to eradicate poverty		10		
Spatial Development	Revision of integrated development framework to guide Matjhabeng		40		

	regeneration				
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Municipal Financial Viability

Strategic Objectives	Key Performance Indicator	Annual Target	Weight	Actual Performance	Performance score
Revenue protection	% Increase in revenue		50		
Correct billing	% Decrease in incorrect bills		20		
Data cleansing	Completion of data cleansing of the financial system		10		
Financial recovery Plan	Develop strategy/policy in line with National KPI's and NT fiscal review process		10		
Consumer education	%Increase in revenue as a result of consumer education		5		
Political will	Number of Policy finance related policy directives		5		

Municipal Transformation & Institutional Development

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance Score
Policy analysis & review	Number of policies analyzed and reviewed		30		
By-law enforcement	Number of law enforcement notices		40		
Policy development & implementation	Number of policies developed Number of policies implemented		10		
Inter departmental SLA's	No. of Service Level Agreements completed between Directorates		10		
Climate study	% Of survey tool developed & implemented		10		

Good Governance

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance Score
By-law enforcement	Number of by-law operations to decrease by-law transgressions in Matjhabeng		10		
Traffic Policing.	- Number of by-law and roadside management transgressions entered into prosecution system.		20		
Emergency Services	- Number of cases on court roll successfully prosecuted		10		
Security	- % Implementation of Emergency Services & Disaster Management Plan		10		
	% law enforcement documentation finalized within the legal time frame				
	% Decrease on municipal				

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance Score
	property theft				
Compliance to prescripts	Completion of compliance audits		20		
Development & compliance to systems & procedure	Number of systems procedures developed		10		

FINANCIAL SUSTAINABILITY

Service Delivery and Infrastructure

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Customer relation(CRM)	Completion and implementation of generic customer relations management policy norms & standards & procedures		30		
Service points	Number of service points established		50		
Incentives schemes consumers	Incentive Scheme developed		20		

Local Economic Development

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Access to finance & information	Number of people financed & informed through Municipal assistance		50		
Partnership with development & funding agencies	Number of partnerships with development & funding agencies		50		

Municipal Financial Viability

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
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Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Grant expenditure & Management	% Of Capital grants spent to achieve set outcomes		30		
Revenue protection	-% Of unaccounted for water -% Of unaccounted electricity		10 10		
Correct billing	% Reduction in incorrect bills		10		
Financial recovery Plan	% Contribution to unqualified annual audit report		20		
Data cleansing	% Implementation of Developed Data Cleansing Programme		20		

Municipal Transformation & Institutional Development

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Sound financial management & compliance	Development of compliance checklist		20		
Financial Recovery Plan	% Contribution to unqualified annual audit report		20		
PMS implementation	% Rollout of performance management system for the first 4 reporting level		40		
Role clarification	Completion of Functional Organizational Structure		20		

Good Governance

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance Score
Compliance auditing	% Compliance to legislation		50		
Performance Auditing	% Compliance to PMS legislation and regulations		20		
IGFR	% Completion and implementation of a strategy and plan of action for municipal		10		

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance Score
	intergovernmental fiscal relations				
MFMA implementation & monitoring	% Compliance		20		

GOOD GOVERNANCE

Service Delivery and Infrastructure

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Maintenance of vehicles, Plant & Equipment	Number of vehicles, plant and equipment maintained		50		
IGR	% Completion and implementation of IGR Strategy and plan of action		30		
SDBIP monitoring	Number of monitoring meetings		20		

Local Economic Development

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
LED Strategy	Number of strategies completed within the integrated economic development strategy		50		
Alignment with FSGDS	% Alignment of MLM Infrastructural IDP with FSGDS		10		
Set up LED component	Completion and population of LED organogram		10		
Strengthening SCM	- Alignment of BEE and Affirmative procurement policies to national (DTI/EE Act) - Number of contractors appointed in terms of		15		
			15		

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
	emerging contractor development programme				

Municipal Financial Viability

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Financial Recovery Plan	Number of employees formally informed about Financial Recovery plan		10		
Credit Control & Debt Management	Number of competent staff members employed at Credit Control and Debt Management		30		
Data cleansing	% decrease in incorrect data		10		
Service points	Number of service points established		20		
Incentive for collections	Completion and implementation Incentive scheme for collection		20		
Customer relations (CRM)	Completion and implementation of generic customer relations management policy norms & standards & procedures		10		

Municipal Transformation & Institutional Development

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Effective governance	% Compliance to Legislation as well as Council rules & regulations		30		
Welfare services social plan (EAP)	% Compliance to Welfare and Social Plan with regard to EAP		10		
PMS	% Rollout of performance management system for the first 4 reporting level		30		
Policy Dev. & Implement.	Number of policies developed		10		

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
	Number of policies implemented				
Skills Development	% Compliance to targets in Matjhabeng and Directorates' skills development plan		20		

Good Governance

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Compliance auditing	Number of compliance audits performed		30		
Performance Auditing	Number of PMS audits performed		30		
Performance rewards	Number of staff members rewarded for good performance		30		
Updating of website	Number of updates on MLM website		10		

IMPROVE CUSTOMER RELATIONS

Service Delivery and Infrastructure

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
IGR	% Completion and implementation of IGR Strategy and plan of action		10		
Public participation (IDP)	Number of IDP public participation meetings on infrastructural issues		50		
Spatial development	Developed spatial development framework		30		
Ward committees training	Number of workshops held for ward committees around infrastructural issues		10		

Local Economic Development

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Skills development	Number of people trained in comprehensive business planning		50		
M.I.C.E	Number of LED M.I.C.E held		20		
SMME incubation	Number of SMME's put into incubation programme		50		

Municipal Financial Viability

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Consumer education	Number of consumers trained in LED initiatives		50		
CRM	Completion and implementation of generic customer relations management policy norms & standards & procedures		20		
Targeted financial management training	Number of financial training workshops		20		
Political support	Number of policies & directives issued		10		

Municipal Transformation and Institutional Development

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Organizational design	% Completion of the Organizational Development Programme		40		
Training and Education	% Managers trained through Leadership Development Programme		40		
Employment equity	% Compliance to targets set in the Matjhabeng LM and Directorates' EE Plan		10		
Climate study	% Of survey tool developed &		10		

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
	implemented				

Good Governance

Strategic Objectives	Key Performance indicator	Annual Target	Weight	Actual Performance	Performance score
Skills development	Completion of executive leadership development programme for senior management		30		
Performance rewards	Number of staff members rewarded for good performance		30		
Promotions	Completion & implementation of Promotion Policy		10		
Updating of website	Number of updates on MLM website		10		
Multi- skilling	Development & implementation of multi-skilling programme		10		

SEVEN NATIONAL KEY PERFORMANCE INDICATORS

Key Performance Indicator	Annual Target	Actual Target	Weight	Performance score
The percentage of households with access to basic level of water, electricity and waste removal	100% Water 70% Electricity 100% Waste removal	10 10 10		
The percentage of households earning less than R1100 per month with access to free basic services	90% by June 2007	10		
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the	100%	30		

Key Performance Indicator	Annual Target	Actual Target	Weight	Performance score
Municipal's IDP				
The number of jobs created through the Municipality's local economic development initiatives including capital projects	800	5		
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	5		
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	20%	5		
<u>Debt recovery</u> = (Total Operating revenue received – Operating Grants)/ <u>Debt service payments due in the financial year</u> . (i.e. interest + redemption). <u>Outstanding service debtors to revenue</u> = Total outstanding debtors to revenue / Annual revenue actually received for services. <u>Cost coverage</u> = All available cash at a particular time + investments/ <u>monthly fixed operating expenditure</u>		5 5 5		