



# **INTEGRATED DEVELOPMENT PLAN**

## **IDP REVIEW 2010-2011**

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# CHAPTER 1

## EXECUTIVE SUMMARY

- **Mafube Local Municipality** consists of four (4) towns (Frankfort//Namahadi, Villiers/Qalabotjha, Cornelia/Ntswanatsatsi and Tweeling/Mafahlaneng), as well as a rural area consisting mainly of commercial agriculture. Villiers, Tweeling and Cornelia are located in an area of agricultural significance and mainly provide restricted services in this regard to the surrounding rural communities and primarily accommodate farm workers migrating to these towns.
- **Frankfort/Namahadi** remains the growth point in Mafube and plays a major role in terms of a regional service provider and industrial and commercial development and it is situated 55 km east of Heilbron and approximately 120 km south east of Sasolburg and it is a small town typically developed and serving the predominantly agricultural community.
- **Greater Tweeling/Mafahlaneng** is located approximately 150 km east of Sasolburg and 350 km north-east of Bloemfontein and is situated adjacent to the Frankfurt/Reitz primary road. Other larger centre such as Vereeniging and Vanderbijlpark are all within 160 km from Tweeling. Primary agricultural activities include sheep and cattle farming, maize and sunflower seed production.
- **Villiers/Qalabotjha** town area is situated on the banks of the Vaal River, adjacent to the N3 National Road between Gauteng and Durban. In relation to other major centres, the town is located 120 km from Johannesburg, 80 km from Vereeniging and 117 km from Sasolburg and is predominantly agricultural oriented where products such as maize, sunflower, wheat, grain, sorghum, meat and dairy products are produced.
- The **Greater Cornelia/Ntswanatsatsi** is situated 40 km east of Frankfort, 160 km east of Sasolburg and 32 km south east of Villiers. The town is situated adjacent to the R103 Secondary Road between Warden and Villiers. Cornelia typically developed as a small town serving the predominant surrounding agricultural community.

**Constitution of the Republic of South Africa**, In terms of the Constitution, the White Paper and the legislation flowing from it, municipalities are required to structure, manage their administration, budget and plan to give priority to the basic needs of the community, to promote the social and economic development of the community and to participate in national and provincial development programmes.

**Section 152 of the Constitution mandates local government to**, Provide democratic and accountable government for local communities, ensure the provision of services to communities in a sustainable manner, promote a safe and healthy environment, encourage the involvement of communities and community organisations in the matter of local government.

**Service Delivery (Batho Pele) Principles**, affirms the imperative of implementing a performance management system as enunciated by Section 152 of the Constitution. The White Paper on Transformation of Service Delivery articulates that public sector, including the local government sphere, should be governed by the following ethos: consultation, quality service standards, accessibility, courtesy, openness and transparency, redress and value for money.

**The Municipal System Act (Act No. 32 of 2000) regulates integrates development planning. The following sections are of specific importance:**

**Section 25 (1): The municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:**

- (i) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (ii) Aligns the resources and capacity of the municipality with the implementation of the plan;
- (iii) Forms the policy framework and general basis on which annual budgets must be based;
- (iv) Complies with the provisions of Chapter 5; and is compatible with national and provincial development plans and planning requirements binding on the municipality in term of legislation.

**Section 26: An integrated development plan must reflect:**

- (a) The municipal council's vision for long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

- (b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- © The Council's development priorities and objectives for its elected term, including its local economic development aims and its transformation needs;
- (d) The Council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of legislation;
- (e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- (f) The Council's operational strategies;
- (g) A financial plan, which must include a budget projection for at least the next three years; and
- (h) The key performance indicators and performance targets determined in terms of Section 41.

**Section 27 (1): Each District Municipality, with a prescribe period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.**

**Section 28: The municipal council within a prescribed period after the start of its elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan**

**Section 35 (1): An integrated development adopted by the Council of a municipality;**

- (a) It is the principal strategic planning instrument that guides and informs all planning and development and all decisions with regard to planning, management and development, in the municipality.
- (b) Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan national or provincial legislation, in which case such legislation prevails; and

- © Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

**Section 36: A municipality must give effect to its integrated development plan and conduct its affairs in a manner that is consistent with its integrated development plan. The role of the Mayor, in terms of Section 30 of the Municipal Systems Act, the Executive Committee must:**

- (a) Manage the drafting of the municipality's integrated development plan;
- (b) Assign responsibilities in this regard to the municipal manager; and
- © Submit the draft plan to the municipal council for adoption by the Council.

**Municipal Finance Management Act (Act No. 56 of 2003)**, provides far-reaching mandatory provisions that relate to financial management and performance management. The Act has a primary focus on the statutory linkages between the IDP, budget planning, and financial performance.

**Section 2 of the Act stipulates the object is to secure sound and sustainable management of the financial affairs of the local government institutions to which this act applies by establishing norms and standards for:-**

- Ensuring transparency, accountability and appropriate lines of responsibility in the financial affairs of those institutions.
- The management of their revenues, expenditures, assets and liabilities and the handling of their financial dealings,
- Budgetary and financial planning processes and the coordination of those with those of the other spheres of government.
- Borrowing
- The handling of financial problems in municipalities
- Other financial matters.

Mafube Local Municipality is involved in the budget reform processes; the intention is to ensure compliance to the provisions of the Municipal Finance Management Act. It is an imperative that the IDP Review and Budget process are integrated. The municipality instituted a budget reform process that will ensure that the resource allocations are the outcome of a policy driven process rather than a technical discretion de-linked from the need to accelerate service delivery.

**The main strategic outcomes of the budget are to ensure:**

- Modernising financial management and improving accountability.
- The introduction of three year budgets.
- Deepening and improving the budget preparation process, by involving the political leadership and community.
- Ensuring that the IDP and Budget are linked, and that the IDP takes account of budgetary resources, and contain proper capital and operational plans.
- Improving the in-year implementation of the budget.
- Improving the audit and performance reporting after the financial year has ended.

**IDP PROCESS PLAN**

**Roles and Responsibilities of the various stakeholders**

- The IDP Process Plan is the preparatory work that needs to be done prior to the commencement of the planning process. The programme is necessary to ensure proper management of the planning process.
- The IDP process involves both internal and external stakeholders. A breakdown is given in the following tables of the different roles and responsibilities associated with the IDP process. Mention is also made of the mechanisms in place or those that need to be put into place to ensure participation of these stakeholders in the IDP Process.

STAKEHOLDER	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
Political Leaders and Decision-makers	Local Council	<p><b>As the ultimate political decision-making body of the municipality, the Executive Committee will:</b></p> <ul style="list-style-type: none"> <li>• Decide on the Process Plan as recommended by the IDP Steering Committee;</li> <li>• Consider and adopt the Process Plan;</li> <li>• Consider, adopt and approve the IDP</li> <li>• Take responsibility for overseeing the overall management, co-ordination and monitoring of the process and the drafting of the IDP. Although this responsibility will be delegated to the IDP Steering Committee and Municipal Manager / IDP Manager, the mayoral committee/council will oversee the work of the IDP Steering Committee and Municipal Manager;</li> <li>• Agree on the MEC's recommendation to the IDP;</li> <li>• Approve the appointment of persons to be in charge of the different roles, activities and responsibilities of the process and drafting of the IDP; and</li> <li>• Implement the IDP upon approval.</li> </ul>



STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
Political Representatives of Municipality	Members of Executive Committee	<ul style="list-style-type: none"> <li>• The Mayor or Municipal Manager or the Councillor Responsible for IDP will chair public meetings.</li> </ul>
Political Leaders representing Mafube Local Municipality	Councillors	<ul style="list-style-type: none"> <li>• Councillors are the major link between the municipal government and the residents.</li> </ul> <p><b>As such, their roles are to:</b></p> <ul style="list-style-type: none"> <li>• Liase through a Ward Committee with the community;</li> <li>• Be responsible for organizing public consultation and participation;</li> <li>• Bring the needs of communities to the table together with any suggestions made by them;</li> <li>• Link the planning process to their constituencies and / or wards;</li> <li>• Meet with their respective local municipalities on issues pertaining to their wards;</li> <li>• Give feedback to the communities in terms of the IDP process;</li> <li>• Monitor the IDP Process;</li> <li>• Serve on the IDP Representative Forum; and</li> <li>• Ensure that the annual business plans and municipal budget are linked to and based on the IDP.</li> </ul>
Political, Administrative and Technical Advisors	IDP Steering Committee	<p>The IDP Steering Committee is responsible for the overall management and Co-ordination of the process and needs to report to Council. As such their roles are to:</p> <ul style="list-style-type: none"> <li>• Drive the IDP process;</li> <li>• Formulate the Process Plan;</li> <li>• Arrange workshops with different participants;</li> <li>• Manage the process;</li> <li>• Report to Council on the IDP Process; and</li> <li>• Make recommendations to Council in terms of the IDP Process.</li> </ul>

STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
Administrative Manager of the IDP process	IDP Manager	<ul style="list-style-type: none"> <li>• Responsible for the overall administrative Management of IDP Process;</li> <li>• Delegates responsibilities to the IDP Manager;</li> <li>• Ensures proper documentation on events and of the IDP Process;</li> <li>• Responsible for the distribution of information;</li> <li>• Makes the necessary arrangements for meetings and workshops of the IDP Process;</li> <li>• Conducts the training on IDP for councillors, officials and the public where necessary;</li> <li>• Delegates responsibilities and liaises with the Transport Manager in terms of Transport arrangements; and</li> <li>• Reports to Municipal Manager</li> </ul>
Heads of the Departments (Directors) and Other Senior Officials	IDP Steering Committee & IDP Project Task Teams	<p>As the persons in charge of implementation of IDPs, the technical/sectoral officers have to be fully involved in the planning process. The HOD's and officials will:</p> <ul style="list-style-type: none"> <li>• Provide relevant technical, sectoral and financial information for analysis to determine priority issues;</li> <li>• Contribute technical expertise in the consideration and finalisation of strategies and identification of projects;</li> <li>• Provide departmental operational and capital budgetary information;</li> <li>• Be responsible for the preparation of project proposals, the integration of projects and sector programmes;</li> <li>• Be responsible for preparing amendments to the draft IDP for submission to the Executive Committee for approval and the MEC for Local Government for alignment; and</li> <li>• Be responsible for the implementation of the IDP Process.</li> </ul>

<b>INTERNAL STAKEHOLDERS</b>		
<b>STAKEHOLDERS</b>	<b>INSTITUTIONAL MECHANISM</b>	<b>ROLES AND RESPONSIBILITIES</b>
<b>Focused political, administrative and technical advice</b>	IDP Project Task Teams	<p>The IDP Project Task Teams will:</p> <ul style="list-style-type: none"> <li>• Define projects and purpose budgets;</li> <li>• Prepare more detailed project proposals with cost estimates;</li> <li>• Ensure the integration of projects with sector programmes and other requirements;</li> <li>• Be involved with the implementation phase of the projects to identify potential sources of funding;</li> <li>• Involve funders in the project planning process when required.</li> </ul>

EXTERNAL STAKEHOLDERS		
Residents, communities, stakeholders	IDP Representative Forum	<ul style="list-style-type: none"> <li>• The IDP Representative Forum consists of representatives from the community and interest groups within the local municipalities' areas. The IDP representatives from the community and interest groups within the local municipal areas. The IDP Representative Forum's roles and responsibilities are as follows:</li> <li>• Represents the interest of the community or specific vulnerable groups;</li> <li>• Gives feedback to the community on each stage of the process thus informing interest groups, communities and organizations on relevant planning activities and their outcomes; follows up on relevant planning activities;</li> <li>• Analyses issues, determines priorities, negotiates and reaches consensus;</li> <li>• Participates in the designing of project proposals and / assesses them;</li> <li>• Discusses and comments on the draft IDP; and</li> <li>• Monitors performance in implementation of the IDP.</li> </ul>

## IDP AND BUDGET PROCESS TIMEFRAMES

	<b>ACTION/ OUTPUT</b>	<b>DELIVERABLE</b>	<b>RESPONSIBLE</b>	<b>ACTION DATE</b>
1	Development of process plan on the basis of the district framework plan	<b>IDP process plan</b>	<b>IDP MANAGER/MUNI CIPAL MANAGER</b>	<b>1<sup>st</sup> Quarter</b>
2	Workshop on the IDP process plan to senior officials and politicians			
2	Local status and analysis			
3	Steering Committee establishment and workshop			
4	Deliverable 1:			
5	Identification of Strategies and Projects	<b>Strategic Analysis Prioritization Report</b>	IDP Manager/MM	<b>2<sup>nd</sup> Quarter</b> This includes the commencement of budget processes as well
			IDP Manager/MM	
7	Estimate available resources and provide guidance for budgeting	<b>Resources available</b>	CFO	
8	Integration of Sector Plans		IDP Manager	
9	Submit budget instructions to relevant persons		CFO	
10	Submit 2008/2009 budget framework to all relevant persons		CFO	
11	Workshop with Steering Committee objectives, strategies and projects		IDP Manager	
12	Deliverable 2:	<b>Draft strategies and projects</b>	IDP M	
13	Prepare summary of available funds. from internal, e.g. CDF and External funding, e.g. FM grant		CFO	
14	Submission of detailed estimates by MM, HOD's and Political Offices to CFO.		MM, HOD's & Political Offices	

15	Assess financial feasibility of proposed projects based on existing & potential funds		CFO	3 <sup>rd</sup> Quarter Submission of 1 <sup>st</sup> Draft of the IDP and
16	Meet with relevant Officials (1 <sup>st</sup> DRAFT IDP & budget meeting)	First draft	CFO/MM	
17	Meet with relevant Officials (2 <sup>nd</sup> Draft budget meeting )	Second draft	CFO	
18	Meet with relevant Officials (3 <sup>rd</sup> Draft budget meeting)	Third draft	CFO	
19	Council/budget forum		Speaker/Mayor, Representatives of various political parties in the local municipality	
20	Submission of Final Draft	Submission of 1 <sup>st</sup> draft to council and ultimately to province	IDP Manager	
21	Consider draft budget by Portfolio Committee		CFO	
22	Consider draft budget Mayoral Committee		CFO	
23	Table MTEF Budget before Council meeting		CFO	
24	Publicize tabled budget within 5 days after tabling on website and media		Manager Corporate Services	
25	Submit copy of budget to National & Provincial Treasury		CFO	
26	Budget participation process starts. Comments, additions and proposals by stakeholders	Public participation	CFO & Political Offices	
27	Finalize budget, prepare & submit report for inclusion in Council agenda	Finalized budget	CFO & Budget Control Officer	
28	Council finalize 2010/2011 budget	Finalized budget	CFO	
29	Submit budget for 2010/2011 for approval by Council		CFO	
30	Prepare budget in the required format and submit to both Provincial and National Treasury		CFO & Budget Control Officer	Submission of budget to provincial Treasury. Submission of the final IDP to Local and Housing Department.

31	Submit draft SDBIP to Speaker/Mayor within 28 days after approval of budget	<b>SDBIP</b>	MM, HODs & Political Offices	Submission of SDBIP within 28 after approval of budget and performance agreements 14 days after submission of the SDBIP to the Mayor.
32	Set up expenditure, revenue and asset management system, incorporating budget		CFO	

# CHAPTER 2

## SITUATION ANALYSIS

### 2.1 INFRASTRUCTURE ANALYSIS

- The Local Government Municipal Systems Act, 32 of 2000 (MSA) strive to guide all municipalities on how to conduct their affairs. It expresses itself, amongst others, on responsibilities of various political incumbents, role of council and conduct of councillors and officials, the Integrated Development Planning compilation process, community and stakeholder participation and the budgetary process.
- The importance of the IDP is accentuated in Part 4, Section 35 which provides that an IDP is the principle strategic planning instrument an binds the municipality in the exercise of executive authority. Section 36 further states that “it is the responsibility of the municipality to give effect to its IDP and conduct its affairs consistent there with.”
- It has to be noted the IDP is not only a statutory mandate but there are numerous benefits that can be derived by a municipality formulating an IDP, principal among these include; assisting in the eradication of the legacy of the past, making the concept of Developmental Local Government work and fostering co-operative governance between the three spheres of government.
- The December 2000 elections heralded the introduction of a new era in South Africans governance with the introduction of amalgamated local municipalities replacing the Transitional Local Governments and District Municipalities replacing the District Councils. The introduction of the new municipalities resulted in the total restructuring of all resources and systems. To deal with their challenge all municipalities were required to compile Integrated Development Plans in terms of the Municipal systems Act (Act 32 of 2000).
- **Infrastructure backlogs and challenges,** The main challenges in terms of the **infrastructure and services development** for the municipality lies in addressing the imbalances which exist amongst the various communities, eradicating the backlog that exist and maintaining the current infrastructure. Equitable development is essential to ensure that all towns that fall within MLM are developed,



rural areas such as Cornelia and Tweeling who are particularly poor are developed because they lag far behind the urban centre, especially in terms of levels of sanitation.

- **Shortage of housing:** The municipality has a large **shortage of housing** and it is important that it play a leading role in prioritizing, planning and coordinating funding applications. The **road networking** in the municipality is well developed but the road conditions are deteriorating at rapid rate, very little maintenance is taking place.
- **Primary roads:** The maintenance of all **primary roads** is an urgent priority for the next five years. It will be important to maintain and upgrade all main routes to facilitate the flow of traffic through the municipality and to support the local economic development thrusts. **Tertiary road system:** Similarly, there is a need to maintain the **tertiary road system** as it forms a lifeline for rural communities in terms of health, education and emergency services.
- **Bulk electrical network:** The **bulk electrical network** is well established, Eskom provides services to all mines and towns in the municipality and there is sufficient infrastructure to service the whole area.
- **Water infrastructure:** The **water infrastructure** comprises the reservoir and pipelines and these supply the municipal area. All towns in the municipality are dependent on the ground water extraction and most of the rural areas have been provided with water (an estimated 80% of farm communities have clean, running water).
- **Provision of sanitation:** The **provision of sanitation** services in the municipality fall well below RDP standards, as far as the urban areas are concerned, 50,2% of residential stands are without waterborne sanitation facilities and services. Most towns in the municipality are experiencing difficulties in the management of their **waste disposal** sites and struggle to meet the requirements for such sites as set out by the Department of Water Affairs (DWAF). There is a requirement for a wide strategy and framework for effective waste disposal including the possibility of **dumping site** and the disposal of **toxic waste**.
- **Cemeteries:** The general management of **cemeteries** is a problem and in most cases there is a lack of care and maintenance, the issue of capacity planning for the future is a concern, especially in light of the municipality's high incidence of HIV/AIDS infection.

- **HIV/AIDS infection (Health)** : The rate of **HIV/AIDS infection (Health)** in the area is very high due to migrant people from the farms and high employment rate, mobile clinics are operating in the rural areas and in some instance communities are experiencing problems with accessibility because of the distances they have to travel and also because of the low frequency of visits. Clinic and hospitals are overcrowded and emergency services are not readily available and their turnaround responses to emergency calls are slow. Availability of medicines at clinics is a further problem caused by lack of control and poor distribution systems and the chief environmental factors impacting on the demand for primary health care in the municipality are poor sanitation, health risks from waste dumps, pollution and lack of safe water.
- **Welfare:** With regard to **welfare issues**, there is a lack of resources and facilities for counselling in the municipality to deal with problems like alcohol and substance abuse, family violence, child abuse, mental disorders, teenage pregnancy, etc. The Aged (Senior Citizens) are experiencing difficulty in accessing pension payments due to the shortage and inaccessibility of pay points.
- **Sporting and recreational facilities:** There is a general lack of **sporting and recreational facilities** in the municipality and this is contributing to the social problems experienced in most communities. A high level of illiteracy exists in the municipality especially in the rural areas; efforts to address this situation are hampered by lack of facilities and other resources.
- **Education provision:** Lack of **education provision** in the rural areas is leading to the migration of such families to urban centre, increasing the existing pressures on the urban centres. The municipality lacks technical and agricultural training facilities.
- **Crime:** The current levels of **crime** in the municipality are high and are not limited to specific geographical areas of population groups and there has been an increase in violence against women and children. Some of the contributing factors were the high rate of unemployment, the migration of people from rural to urban areas, ineffective neighbourhood watch schemes and community policing for a, lack of visible policing, lack of access to telecommunications, lack of accessibility for communities to police stations. Facilities are needed such as mobile police stations, extra police vehicle and accessible communication systems to bring about an improvement in crime prevention and an increase in the response to emergency events.

## 2.2 SOCIO-ECONOMIC PROFILE

District	Population, 2001		Area		GDP contribution (%) in the Free State, 2004
	Number	% share of District	Ha	% share of District	
Fezile Dabi	460315	100.0	2 127 178	100.0	32.2
Mafube	57639	12.5	457 890	21.5	4.0

**A comparison in respect of population size (2001), area (2006), and economic contribution (2004) between Mafube and Fezile Dabi Source: FS GDS, 2006**

Area wise Mafube covers 21.5% of the district area. In respect of population Mafube has 12.5% of the district population, but contributes only 4% of the economic output of the District. At the sub area level, Mafube consists of four towns (Frankfort, Villiers, Cornelia and Tweeling), as well as a rural area consisting mainly of commercial agriculture.

Municipality	1996	2001	Annual growth/decline 1996 – 2001 (%)	Estimated population 2008 (medium)	Estimated population 2008 (low)	Estimated population 2008 (high)
Frankfort / Namahadi	20024	21316	1.3	24924	23489	27176
Villiers / Qalabotjha	10795	18229	11.0	21315	20088	23240
Tweeling / Mafahlaneng	3993	5362	6.1	6270	5909	6836
Cornelia / Ntshwanatsatsi	2396	3378	7.1	3950	3722	4307
Mafube rural	16164	9365	-10.3	7967	8728	7339
TOTAL	53372	57650	1.6	64425	61936	68897

**Population growth and decline in Mafube, 1996, 2001 and 2008 Source: Statistics South Africa, 1996 and 2001)**

- All urban areas grew at considerable rates for the period under consideration. Yet, there was a considerable decline in the rural population of 10.3% per annum over the past 5- year period. This can, amongst others, be attributed to the liberalisation of agriculture in South Africa. It should also be seen in association with the decline of agriculture in Mafube.

- The highest annual population growth rate was in Villiers with an annual growth rate of 11%. Tweeling and Cornelia also experienced relatively high levels of population growth

## 2.2 ECONOMIC PROFILE

Through **ASGISA, National Government has set an annual growth target of 4,5%** for the economy from 2005 to 2009. This target cannot be achieved however, if Local Governments do not stimulate economic growth within their areas of jurisdiction. This sub-section provides an analysis of Mafube macro-economic environment. The economy can be divided into three main categories, namely primary, secondary and tertiary sectors.

This section provides an overview of the economic profile of Mafube. The analysis starts off with a broad comparison of economic change in the Free State and Fezile Dabi while at the same time emphasising the situation in Mafube (see Table below).

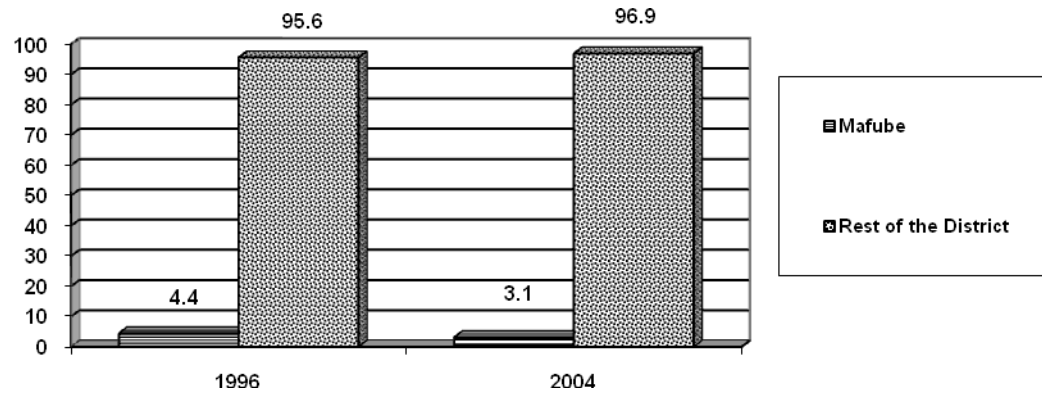
Area	Annual Growth Rate (1996 – 2004)
Mafube	0.5%
Fezile Dabi	2.1%
Free State	0.7%
South Africa	2.8%

Annual economic growth rate in Mafube, Fezile Dabi and the Free State, 1996 – 2008 Source: Free State Growth and Development Strategy, 2006; Quantec Database, 2007.

**The economy in Mafube increased by 0.5% per annum between 1996 and 2004. This was significantly less than the annual economic growth rate of 2.1% per annum for the district, 0.7% per annum for the Free State and 2.8% per annum in South Africa for the same period.**

### TOTAL ECONOMY AS SHARE OF THE DISTRICT ECONOMY

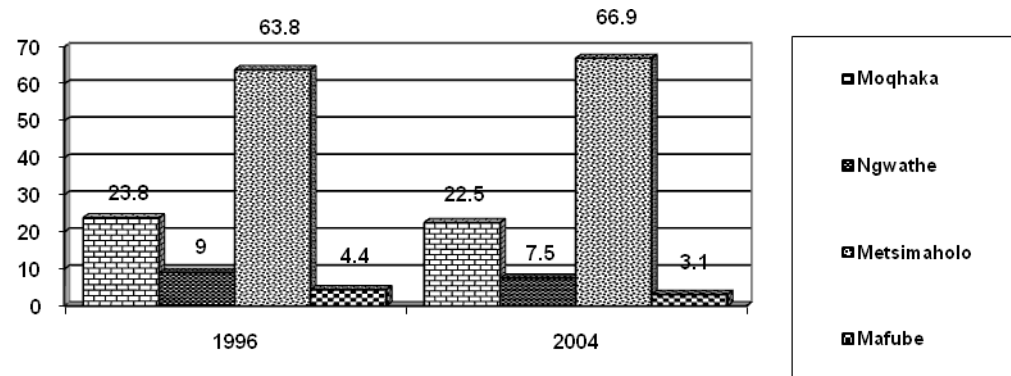
This low growth relative to that of the district has resulted in a decreased share, for Mafube of the district economy see this Figure below.



Percentage share of Mafube of the district economy (GDP), 1996 and 2004 (Source: Quantec Database, 2007), It is evident from Figure above that the proportional contribution of Mafube decreased between 1996 and 2004. In 1996, Mafube contributed to 4.4% of the Free State economy. This decreased to 3.1% in 2004.

## PERCENTAGE OF ECONOMIC CONTRIBUTIONS

Having considered the relative contribution of Mafube to the district economy, the focus is redirected in this section to the relative contributions made to the economy by the respective municipal areas in Fezile Dabi see Figure below and the relative sectoral contributions in Mafube, Fezile Dabi and the Free State.



The relative economic contribution for the four municipalities in Fezile Dabi, 1996 and 2004  
Source: Quantec Database, 2004)

Economic Sector	Mafube		Fezile Dabi		Free State	
	1996	2004	1996	2004	1996	2004
Agriculture	22.2	13.9	6.2	3.5	6.5	4.3
Mining	0.5	0.7	5.4	4.4	13.5	8.0
Manufacturing	24.5	24.0	45.8	51.7	21.0	25.0
Construction	4.3	4.5	4.3	2.5	4.0	3.0
Water	1.0	0.7	4.5	3.7	3.4	2.8
Transport	3.3	7.0	5.2	6.6	7.7	10.9
Trade	7.7	9.0	7.6	7.5	12.2	13.7
Finance	12.1	12.1	7.0	6.8	11.3	11.2
Community Services	24.4	28.1	13.9	13.5	20.5	20.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

**Proportional contribution of the economic sectors in Mafube, Fezile Dabi and the Free State Source: Quantec database**

- (i) The dominant position of Metsimaholo in respect of the economy of the District should be noted. Overall, about 67% of the district's economic output is generated in Metsimaholo. Metsimaholo is followed by Moqhaka where 22.1% of the economy of the District is produced.
- (ii) It also should be noted that the relative contributions from Metsimaholo have increased since 1996. At the same time, the relative contributions from the other three municipalities decreased between 1996 and 2004. These decreases in respect of the relative contributions of these municipalities should mainly be seen against the dominant role of the chemical industry in Metsimaholo.
- (iii) The following should be noted in respect of the sectoral contributions:**
- The relative contribution of agriculture has decreased rapidly, and then more significantly in Mafube than in the district or the Free State. While one should caution against assessing this sector on the information of single years, the declining importance of agriculture in the economies should nevertheless be acknowledged.

- A second important comparison in the above data is the relative importance of manufacturing in Mafube. Nearly one quarter of the economy in Mafube is dependent on manufacturing – mainly linked to the agricultural economy in and around Frankfort.
- Yet, the share of the manufacturing economy in Mafube is still significantly smaller than the share in the district – where the petro-chemical industry dominates in Metsimaholo. Sectors in which remarkable proportional gains are reported are trade, transport and community services.

**2.3 Description of the core functions of the municipality, based on its legislative mandate. The municipality performs the following core functions:**

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



Category B functions	Category C functions	Provincial & National Competencies
<b>A</b>	<b>B</b>	<b>C</b>
Street lighting Traffic and parking Licensing of dogs Local amenities		

**All of the above functions are dispersed within the existing structure of the Mafube Local Municipality.** The functions indicated under column B are functions which are legislatively allocated to a district municipality, but which may be adjusted in terms of the Municipal Systems Act. The functions indicated under column C are functions which are national and provincial competencies.

# CHAPTER 3

## DEVELOPMENT STRATEGIES

### 3.1 VISION

**“A viable, developed and sustainable municipality”**

### 3.2 MISSION

**“To provide effective, transparent government and ensure efficient, affordable and sustainable service delivery, promote integrated development and economic growth”.**

### 3.3 OUR MANDATE

**As in section 152 of the constitution:**

- To provide democratic and accountable governance for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- Encourage the involvement of communities and community organization in the matters of local government.

### 3.4 CORE VALUES

- **TRANSPERANCY:** We practice good corporate governance, openness and strive to understand the needs of our community at all times.
- **COMMITMENT:** We are dedicated to the services we render to the community. We are committed to realise the objective of local government in South Africa.
- **ACCOUNTABILITY:** We respect and value our people and ensure that we are accountable and responsible on all aspects of our work.
- **NTEGRITY:** We perform our work diligently with integrity and courage to ensure that our communities are able to trust and believe in us.
- **DEMOCRACY:** We encourage the adherence to the constitution of the country, by allowing everybody to exercise their rights.

### 3.5 STRATEGIC KEY PRIORITIES

The following **key strategic priorities** were identified during the planning process, that is;

- Municipality has adopted the following key strategic priorities to guide them in order to fast track the implementation of service delivery and eradication of poverty and these priorities were raised by the communities during the IDP consultative process, that is, The Act further says, that the municipality is supposed to determine **development objectives** for the elected term of the council (including its local economic development aims and its internal transformation needs); and develop **strategies** which are to be aligned with national or provincial sector plans and planning requirements.
- The objectives and strategies were formulated or framed in such a way that they reflect cross-cutting development issues such as spatial restructuring, gender equity, poverty alleviation, local economic development and ecological sustainability, these has enabled the District to developed projects and programmes that have an impact on the lives ordinary people.

### **3.5.1 INFRASTRUCTURE DEVELOPMENT**

The municipality has committed itself to ensure that the infrastructural backlog is addressed and communities are provided with clean water, on of bucket system is eradicated, Streets and Stormwater drainage are upgraded, all houses are electrified, disposal waste is managed effectively to avoid health hazards, cemeteries are provided, cleaned and fenced.

**(i) Land development and housing,**

Municipality has committed itself to coordinate the process of housing delivery and development, through provision of land for economic activities, commercial, residential development and ensure that land reform is sustainable.

**(ii) Local governance,**

The municipality will ensure effective functioning of all municipal offices and the make sure that all personnel is integrated in the system with one conditions of employment and will integrate all municipal assets to great one asset register and operational systems, policies, procedures and By-Laws and implement any legislation affecting local governance.

**(iii) Economic growth and job creation and**

The municipality will strive to promote economic development through reducing the unemployment rate through employing the following factors of production effectively, that is land, labour, entrepreneurship, promotion of tourism, local economic development, smmes, involvement of youth, women, disable people, promoting of small scale and commercial farming, and facilitation of business centres, industries and partner with other strategic partners.

**(iv) Public Safety**

Municipality will ensure that its property, asset and community are protected through working hand in hand with the South African Police Services, making sure that all public places there is security encourage satellite police stations and corruption is eliminated.

**(v) Social and Community Development**

The municipality committed itself to comply with regulations in terms of the Environment Conversation Act and making its environment pleasant and healthy for its community and the future residents area, provide and facilitate sufficient care for the aged, frail and disabled, pay points pensions, provision of adequate health care, education facilities, promotion of arts and culture, youth women and children and prepared them to be part of economic mainstream”

**3.6 PERFORMANCE AREAS (KPA) ADDRESSED BY MAFUBE LOCAL MUNICIPALITY IDP IN LINE WITH FSPGDS**

No.	MUNICIPAL KEY PRIORITIES	STRATEGIC OBJECTIVES
1	<b>BASIC SERVICE DELIVERY (INFRASTRUCTURAL DEVELOPMENT)</b>	<ul style="list-style-type: none"><li>• Develop an integrated service delivery plan and upgrade existing infrastructure</li></ul>
2	<b>SOCIAL AND COMMUNITY DEVELOPMENT</b>	<ul style="list-style-type: none"><li>• To facilitate the improvement of social services in the municipality</li><li>• To improve housing development in the municipality by 2012</li></ul> To facilitate the improvement of Primary Health Care in the municipality by 2012
3	<b>ECONOMIC DEVELOPMENT, EMPLOYMENT CREATION AND INVESTMENT</b>	<ul style="list-style-type: none"><li>• To create conducive economic environment by 2014</li></ul>
4	<b>GOOD GOVERNANCE</b>	<ul style="list-style-type: none"><li>• To have an effective restructured municipal administration by 2012</li><li>• To improve capacity of all municipal officials including Councillors</li></ul>
5	<b>JUSTICE, CRIME PREVENTION AND SECURITY</b>	<ul style="list-style-type: none"><li>• To reduce levels of prevalent crime in the municipality by 70% by 2012</li></ul>

### **3.7 ALIGNMENT OF THE MUNICIPAL IDP WITH FREE STATE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGIES AND NSDP.**

One of the major challenges that has dogged government in its quest to improve the quality of life and life chances of all South Africans and eradicate the dualistic nature of the South African economy, has been the effective integration, coordination and alignment of the actions of its three constituting spheres.

It is a key priority of government to make as a whole work together in achieving common objectives and outcomes particularly with respect to economic growth and job creation and addressing the needs of the poor. Improving the performance of focused implementation and better integration and alignment across all spheres is crucial to putting South Africa on a new and higher growth and development path.

The IDPs, PGDSs and MTSF (Medium Term Strategic Framework) in the context of the NSDP form the core of the government intergovernmental planning system. Hence a shared approach to planning and alignment of the PGDS and IDP and the NSDP is central to a coordinated and integrated approach and the overall approach and the overall desire to improve the impact of government programmes.

#### **BASE ON THE SOCIAL AND ECONOMIC CHALLENGES OF THE PROVINCE, THE Free State PROVINCE HAS IDENTIFIED THE FOLLOWING AS PRIMARY DEVELOPMENT OBJECTIVES IN THE PGDS:**

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

**TO GIVE EFFECT TO THESE DEVELOPMENTAL OBJECTIVES, THE PROVINCE HAS IDENTIFIED THE 11 AREAS THAT NEED TO BE ADDRESSED BY 2014:**

- To achieve an annual economic growth rate at least equal to the national average economic growth rate
- To reduce unemployment from 38,9% to 20%
- To reduce the number of household living in poverty by 5% peer annum
- To improve the functional literacy rate from 69,2% per 1000 life births.
- To reduce infant mortality rate for children under five years to 65 per 1000 life births.
- To reduce the obstetrical maternal mortality rate from 65,5% to 20,06 per 100 000 women in the reproductive age group.
- To stabilize the prevalence rate of HIV and AIDS and reverse the spread thereof.
- To provide shelter for all the people of the province.
- To provide free basic services to all households.
- To reduce crime rate by at least 7% per annum
- To provide adequate infrastructure for economic growth and development.

**3.8 ACCELERATED AND SHARED GROWTH INITIATED FOR SOUTH AFRICA (ASGISA).**

AsgiSA originated from a commitment made by the ANC in its 2004 election manifesto to halve unemployment and poverty by 2014. Accomplishing this depends on achieving 6% growth per year by 2010. By 2004, economic growth had exceeded the average 3% growth per year of the first 10 years of democracy.

Yet the challenge remained to increase and sustain growth at levels sufficient to meet social targets. Following discussions between the ANC, its allies, and a range of domestic and international stakeholders, government developed a focused set of initiatives to accelerate shared growth.

A broad strategy paper was prepared under Minister of Finance Trevor Manuel's leadership, after which President Thabo Mbeki asked the Deputy President and a team of Cabinet ministers and provincial premiers to develop AsgiSA. AsgiSA identified six 'binding constraints' – mitigating against achieving desired growth rates.

Removing these constraints would promote economic momentum. Analysis showed that the commodity sector was reasonably strong while the non-tradable sector including retail, services, and construction, among others was expanding rapidly as employment and disposable incomes rose.

Tradable products other than commodities manufacturing and tradable services were relatively weak, making the balance of payments vulnerable to a commodity price decline. Decreased demand for commodities could increase the trade deficit, potentially forcing a sharp reversal in the economy.

Without a stronger non-commodity tradable sector and more diversified exports, South Africa would remain fragile and susceptible to the vagaries of international commodity prices. The challenge was to use strong demand for South Africa's natural resources to build foundations for sustainable growth and bring the economically marginalised third of the population in the mainstream economy.

**Key constraints were:**

- the relative volatility of the currency
- the cost, efficiency and capacity of the national logistics system
- shortages of suitably skilled labour, and the spatial distortions of apartheid affecting low-skilled labour costs
- barriers to entry, limits to competition and limited new investment opportunities



- the regulatory environment and the burden on small and medium enterprises (SMEs)
- deficiencies in state organisation, capacity and leadership.

**Action was required in the following categories:**

- Macro economy
- Infrastructure
- Sector and industrial strategies
- Skills and education
- The Second Economy
- Public administration.

Against the backdrop of many ambitious targets, current economic trends indicate that South Africa will meet the AsgiSA objective for 2004 – 2009 of average growth of 4,5% or more per year. Employment creation has also been strong since 2004. However, in other areas, particularly industrial, sector and Second Economy strategies, and efforts to improve state capacity, much is still needed before AsgiSA can claim success.

While government is optimistic about meeting some key targets for the first period of AsgiSA (2004 – 2009), the 2010 – 2014 targets are challenging. South Africa's ability to reach 6% average annual growth relies on removing bottlenecks to growth. Significant macroeconomic gains already made must be consolidated to provide a stable base for growth. Infrastructural services must improve considerably, and those responsible for education and skills delivery must focus on producing more skilled people, and more rapidly.

Economic sector development strategies need to be well-executed, promoting increased and diversified exports. Efforts to include the marginalized poor, especially the youth, in the broad economy must become more effective, while services in all three spheres of government need to continue to improve. Government's slow response to some key challenges and opportunities remains a concern. AsgiSA was initiated specifically to tackle the above objectives.

It has already achieved a common understanding of opportunities and priorities, resulting in higher levels of public and private sector investment. However, sustainable economic growth and job creation depends on successful investment, and as such, AsgiSA is focused on ensuring this is appropriately targeted and efficient. **The IDP of the Mafube LM must ensure that it conform to AsgiSA key principles and targets.**

One of the challenges is communicating AsgiSA's objectives and achievements. Not all South Africans understand AsgiSA and its intentions. The initiative has been reasonably well publicised within government, the African National Congress' (ANC's) alliance partners, trade unions, and local and international businesses. Although there is broad public awareness, the majority of the population cannot access detailed information about AsgiSA regularly.

As a result, enhancing AsgiSA's communication programme will be a priority in 2008/2009. Accelerating and sharing growth is essential to improve the lives of all, especially the poor. In spite of considerable progress, poverty and unemployment remain unacceptably high.

The best solution is to increase the rate of job creation. Additionally, the economic benefits of having a higher number of South Africans employed can be redistributed as better social services and other social transfers. AsgiSA is an essential pillar of our democracy. Together we must ensure we all walk a sustainable path to poverty alleviation and social upliftment.

Overall, there is no doubt that AsgiSA has had a considerable impact. It is clear that government should continue to drive the AsgiSA programme, and all the AsgiSA partners – including trade unions, businesses, NGOs and foreign governments – should be encouraged to continue and enlarge their commitments and contributions to AsgiSA. AsgiSA is helping change the South African mindset. It is opening up possibilities for success in the fight against poverty and unemployment that seemed impossible only a few years ago. Government organisations, private companies and State Owned Enterprises have all reviewed their plans and scaled them up in the light of the new vision of accelerated and shared growth, revealed with AsgiSA's help. Earlier policies and initiatives built a firm platform for shared growth.

Real progress began to be achieved in accelerating the rate of growth and job creation, and the fight against poverty in the early part of the current millennium. While Second Economy programmes need considerable further development, existing ventures involving public works, small business development and community service have created opportunities for faster massification projects and programmes in the coming years. The first economic challenge after 1994 was to stabilize the economy and build a foundation for growth and development.

As employment began to rise in 2003, and evidence suggested that poverty rates started declining, the focus shifted. The new challenge is to sustain higher rates of growth and ensure that growth is shared, and to lay the groundwork for another increase in the rate of growth at the end of this decade, if not earlier. The prospects of achieving all the objectives look brighter daily, and AsgiSA will continue to illuminate the way forward.

# CHAPTER 4

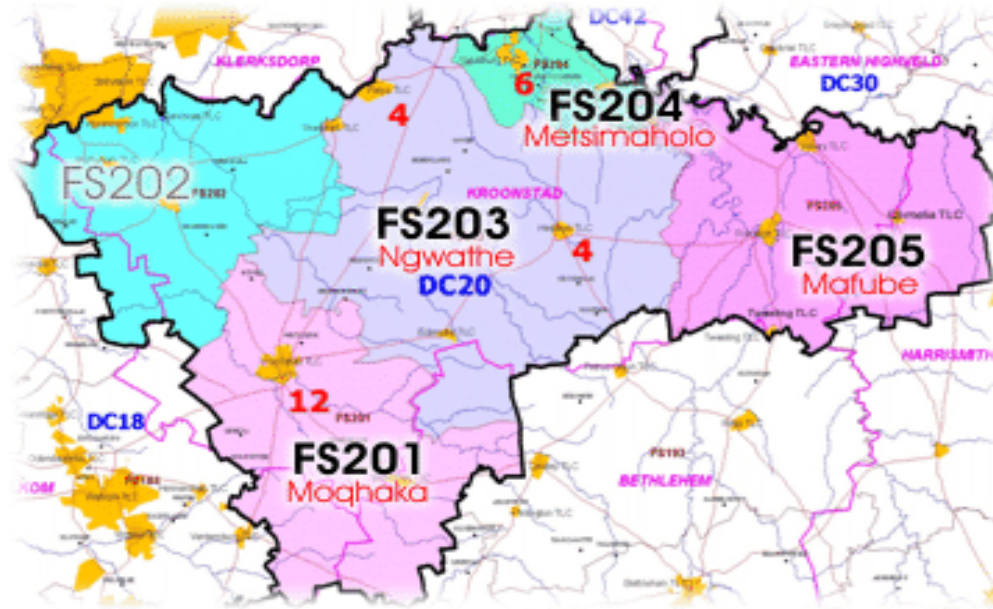
## HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

### 4.1 SPATIAL OVERVIEW

Mafube Local Municipality is situated in the north eastern part of the Fezile Dabi District Municipality region. The former Frankfort, Tweeling, Villiers and Cornelia Transitional Local Councils and sections of the former Vaal Dam and Riemland Transitional Rural Councils are included in the Mafube Region. The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector. Regarding the population distribution, the area is largely urbanized (83% urban and 17% rural).

This migration from rural to urban areas poses serious challenges to the municipality in terms of the allocation of residential sites and increases the level of demand in terms of sites. The waiting list increases every year and thus poses serious challenges in terms of the number of subsidies that municipality receives annually from the provincial department of Corporate government, Traditional Affairs and Human Settlement.

The high level of poverty in the municipality is also a cause for concern which leaves the municipality as a hope for job creation to the community. Whereas the municipality has an obligation to create a conducive environment for job creation, it also needs partnership of private investors to invest and create job opportunities for the community of Mafube.



**Map Fezile Dabi District (Source: Situation Analysis Report – Fezile Dabi District Municipality 2007)**

The Vaal River and Vaal Dam form the northern boundary of the area, which also serves as the boundary between the Free State and Gauteng Province. The Vaal Dam, often referred to as the Highveld’s Inland Sea, together with the Vaal River are the most prominent topographical features in the region. This vast expanse of water covers some 300 square kilometres. It serves as Gauteng’s principal source of potable water and is a popular water sports and water related adventure venue. The Wilge and Liebenbergsvlei Rivers also drain from south to the Vaal Dam in the north.

Future directions for residential extension, predominantly in the high density low cost residential areas, were identified for all urban areas and indicated on the Spatial Framework. These proposed directions for extension of the involved urban areas were discussed in detail and generally relates to the principles of land use development as pertained in the Development Facilitation Act and the National Environmental Management Act.

#### **4.1.1 Frankfort/ Namahadi**

Frankfort has as strong service character and prominent commercial and industrial component and remains the main town and growth point of the region. Due to the dominant role Frankfort plays in terms of a regional service provider and industrial and commercial development in the Mafube Region, the focus of urbanisation will probably be on this centre, which remains the growth point.

The Frankfort town area is situated 55km east of Heilbron and approximately 120km south east of Sasolburg. The R34 provincial road from Kroonstad to the Natal Province extends adjacent to the town. The Wilge River stretches adjacent to the town from south to the Vaal Dam in the north. Frankfort, although mainly an agricultural related town, does provide certain industrial growth potential. The industrial growth potential is mainly agricultural orientated. A dairy industry of regional importance is located in the town.

Frankfort is a typically developed small town, serving the predominant surrounding agricultural community. During 1996, an Urban Structure Plan framework for development in particularly addressing the development of Namahadi and the development of an industrial area was compiled. An industrial area developed notably dormant. All residential extension followed modern town planning principles with a proper road hierarchy and purposeful distribution of facilities

#### **4.1.2 Villiers/ Galabotjha, Tweeling/ Mafahlaneng, Cornelia Ntswanatsatsi**

Villiers, Tweeling and Cornelia are located in an area of agricultural significance and mainly provide restricted services in this regard to the surrounding rural communities. Villiers, Tweeling and Cornelia primarily accommodate farm workers migrating to these towns. Substantial future growth of these towns is not foreseen but, Tweeling, Cornelia and Villiers will continue to serve as small towns with limited economic growth potential focussing on tourism and providing a service to the agricultural community.

#### **4.1.3 Tweeling /Mafahlaneng**

The Greater Tweeling is located approximately 150km east of Sasolburg and 350km north-east of Bloemfontein and is situated adjacent to the Frankfort/Reitz Primary road. Other larger centres such as Vereeniging and Vanderbijlpark are all within 160km from Tweeling. Primary agricultural activities include sheep and cattle farming, maize and sunflower seed production.

Since its establishment during 1938, Tweeling also typically developed as a small town serving the surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents existed. During

1983, a non-statutory Guide Plan was compiled for the area. The document provided a framework for development and specifically addressed the development of Mafahlaneng and the re-establishment of a new dumping site.

The past few years hardly saw any new development within Tweeling. Mafahlaneng experienced a high growth rate and all the phases of residential extension that followed were done according to modern town planning principles.

#### **4.1.4 Villiers/ Galabotjha**

The Villiers town area is situated on the banks of the Vaal River, adjacent to the N3 National Road between Gauteng and Durban. In relation to other major centres, the town is located 120km from Johannesburg, 80km from Vereeniging and 117km from Sasolburg. Villiers is predominantly agricultural orientated where products such as maize, sunflower, wheat, grain, sorghum, meat and dairy products are produced. Villiers functions as the main concentration point for products in the district from where it is directly exported. The grain silos in Villiers, together with other grain silos in the district have a storage capacity of 273 000 tons.

Villiers was established in 1881 and slowly developed as a service centre that currently provides a wide range of services to the surrounding agricultural community. Due to the location of the town adjacent the Vaal River, it subsequently developed a recreational character. The latter is evident since a prominent holiday resort was developed adjacent the Vaal River. The Qalabotjha residential area experienced dramatic growth the past 10 years. Although no strategic planning documents were compiled for the town, all the phases of residential extension that followed were done according to modern town planning principles which ensured the desirable extension and development of the urban area.

The tourism related nature of specifically Villiers adjacent the Vaal River should be enhanced focusing on low density residential development on the riparian areas and “recreation and tourist” attractions as identified in the Vaal River Complex Regional Structure Plan.

#### **4.1.5 Cornelia/ Ntswanatsatsi**

The Greater Cornelia is situated in the former Vrede District (in the former Eastern Free State District Council area) and has been included in the area of jurisdiction of the Fezile Dabi District Municipality with the recent amalgamation to establish the new Local Municipalities. The town is situated 40km east of Frankfort, 160km east of Sasolburg and 32km south east of Villiers. The town is situated adjacent the R103 secondary road between Warden and Villiers. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural area. Substantial future growth of the town is not foreseen.

Cornelia typically developed as a small town serving the predominant surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents were compiled for the Cornelia / Ntswanatsatsi

urban area. Development and extension of the urban area were, however, also done according to modern town planning principles providing a proper road hierarchy and the purposeful distribution of facilities.

#### **4.1.6 Spatial Factors impacting on economic development**

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

- **Road Infrastructure:** An effective primary road network exists in the study area. The secondary road network provides effective access to the above primary road network.
- **Available Water Source:** Water resources of national strategic importance are located within the district.
- **Agricultural Sector:** The agricultural sector of certain areas in the district is extremely prominent and contributes largely to the GGP of the Fezile Dabi District, which emphasise the agricultural significance of this district. The latter results to industrial development that is agricultural orientated.
- **Tourism Potential:** The Municipal area has a significant weekend related tourism potential that could, in future, contribute to the GGP of the district and should be further exploited.
- **Competition:** The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to a possible loss in employment.
- **Pollution:** Impact of pollution on the Vaal River through high-density development.

#### **4.2 Land Use Management**

The Local Municipality has endeavoured a formal legislative process, in terms of the Free Sate Township Ordinance, in order to prepare an integrated land use management system. The Draft Mafube Land Use Management Scheme is being prepared as a consequence of the process.

#### **4.2.1 SPATIAL TRENDS AND APPLICATION OF SPATIAL DEVELOPMENT CONCEPTS**

The aim of the Spatial Development Framework (SDF) is to provide general direction guiding decision-making and action over a multi-year period aiming at the creation of integrated and habitable cities, towns and residential areas. The strategic framework for appropriate land-use management, thereby:

- informs decisions of development tribunals, housing departments and relevant development committees; and
- creates a framework of investment confidence that facilitates both public and private sector investment.

To determine future land use changes per property is not possible. The normal needs of property owners and developers to subdivide, consolidate and to rezone properties as a result of a specific development need can therefore not be indicated on the SDF. The SDF does not restrict future developments relating to existing properties in the developed areas where it implies subdivision, consolidation and rezoning.

The Spatial Development Framework is a legally binding component of the IDP. It is specific and precise in cases where it wants to enforce or to prevent certain types of land use. It will not be prescriptive with regard to the way each and every piece of land shall be used.

#### **4.2.2 Objective of the Spatial Development Framework**

The SDF wants to ultimately:

- ensure existing developments adhere to minimum legislative requirements.
- Ensure that future development adheres to all applicable legislation which are environmentally sensitive according to Environment Impact Assessment (EIA) procedures.
- Ensure that no development or land use change should be endeavoured upon before applicable approvals are obtained from the Provincial Government by virtue of the relevant legislation.
- enhance the economic base of the region through the optimal utilisation of agricultural land.
- Subject all developments and activities in the rural area to applicable legislation and approvals.
- ensure effective environmental education and community awareness.
- Supports an integrated and unified land use management system and urgently required to ensure effective land use control and management for the entire Mafube Municipal area.

#### **4.2.3 CURRENT AND FUTURE DEVELOPMENT PERSPECTIVE**



The current and future development perspective as translated in the SDF 2007 for Mafube is briefly summarized per town area touching on spatial issues relating to:

- A Residential (Housing)
- B Central Business District (CBD)
- C Industries
- D Environmental and land use management
- E Cemeteries
- F Commonage and small scale farming
- G Land fill sites
- H Major Roads and Access Roads
- I Integration, Densification and Development Corridors & Activity Nodes

#### **Mafube Rural area**

- a. Agricultural Land
- b. Environmental Related Land Uses
- c. Recreation and Tourism
- d. Regional Infrastructure
- e. Future Urban & Regional Road Requirements : Mafube Region

B. Central Business District (CBD) Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
<b>Current</b>	<p><b>Frankfort:</b></p> <p>Frankfort has a well-defined CBD, which currently experiences limited growth. The CBD developed along the main road as a typical development corridor.</p> <p><b>Namahadi:</b></p> <p>Namahadi does not have a well-defined CBD although a business node is situated at the entrance adjacent the main access from Frankfort urban area. Business development in Namahadi principally consists of a network of neighbourhood shops along collector roads that are dispersed throughout the area.</p>	<p><b>Villiers:</b></p> <p>Villiers has a well-defined CBD consisting of approximately 22 businesses, which currently experiences limited growth. The CBD typically developed around the two town squares in the main street and along the main street as a development corridor.</p> <p><b>Qalabotjha:</b></p> <p>Qalabotjha does not have a well-defined CBD although business nodes are situated at the entrance adjacent the main access from Villiers urban area and adjacent the main collector road. Business development in Qalabotjha principally consists of a network of neighbourhood shops along collector roads that are dispersed throughout the area</p>	<p><b>Cornelia:</b></p> <p>Although not extensive in extent, Cornelia has a well-defined CBD that developed adjacent the main roads. The CBD currently experiences limited growth. Future business development opportunities exist within the existing CBD.</p> <p><b>Ntswanatsatsi:</b></p> <p>No business centre or node exists in Ntswanatsatsi. Several neighbourhood shops are dispersed throughout the area.</p>	<p><b>Tweeling:</b></p> <p>There is no prominent provincial road stretching through the existing Tweeling CBD. Two secondary roads, of lesser importance, from Heilbron (S1430) and Frankfort (S1410), link to the CBD. The CBD is thus isolated from any significant roads, which largely contributes to its latent growth. The majority of businesses are located along the aforementioned roads. Tweeling comprises a diminutive CBD with limited growth potential.</p> <p><b>Mafahlaneng:</b></p> <p>Mafahlaneng does not comprise a proper CBD and businesses are generally located along major collector roads. Ample provision is made for business sites within the Greater Tweeling although all sites are not developed. No additional</p>

				sites for business development seem necessary.
<b>Future</b>	<p><b>Frankfort:</b></p> <p>Due to the limited growth potential of the Frankfort CBD, no specific direction for development is indicated. Development should, however, take place within the current CBD, which has an established ribbon like form.</p> <p>An area to the east of the Philani Clinic (3000 m<sup>2</sup>) has been earmarked for business development.</p>	<p><b>Villiers:</b></p> <p>Due to the limited growth potential of the CBD, the proposed extension of the CBD along the main street as activity corridor will be adequate in the long term. A section of the access road between Villiers and Qalabotjha (De Beer Street) has also been identified for a long term development corridor. The intersection of the access road to Villiers (A1) with the Frankfort /</p>	<p><b>Cornelia:</b></p> <p>Due to the limited growth potential of the CBD, no specific direction for development is indicated. Development should, however, take place within the current CBD.</p> <p><b>Ntswanatsatsi</b></p> <p>Due to the close proximity of the CBD in Cornelia, no need has been identified for a business node in</p>	<p><b>Tweeling:</b></p> <p>Due to the limited growth potential of the CBD no specific direction for development is indicated although development should occur within the existing CBD.</p> <p><b>Mafahlaneng:</b></p> <p>Two business nodes are identified in Mafahlaneng, one along the existing collector roads in the vicinity</p>

	Due to the considerable distance of the new development phases on the farms Aberdeen and Ayr (R1) from existing business developments and the Frankfort CBD, establishment of a prominent business node in these areas, should be considered..	Standerton road, has been identified to for the development of a fuel service station / truck stop. A similar opportunity further exists at the Villiers/Warden/Standerton intersection. <b>Normal rezoning guidelines of the DPWRT applies.</b>	Ntswanatsatsi	of the taxi terminus, and another node was also provided during the establishment of the Chris Hani extension.
<b>C. Industries Framework</b>	<b>Frankfort / Namahadi urban area</b>	<b>Villiers / Galabotjha urban area</b>	<b>Cornelia / Ntswanatsatsi urban area</b>	<b>Tweeling / Mafahlaneng urban area</b>
<b>Current</b>	<p>A well-developed industrial area is situated to the east of the railway line adjacent the Frankfort urban areas. Limited growth is experienced in the industrial area as approximately 30 sites are available.</p> <p>An area adjacent the railway line has been identified for light, service industries, in view of the fact that limited development already occurred there.</p>	<p>A well-developed light industrial area is situated to the east and south east of Villiers adjacent the railway line (I1). Limited growth is, however, experienced in the industrial area as several sites are available.</p> <p><b>Railway:</b></p> <p>A railway line extends through the town area and is currently in operation. The railway station in Villiers has been closed</p>	<p>No formal industrial area or sites are provided in Cornelia due to the fact that there is no large scale industrial development at present. A few light industries are established in the CBD. No light industrial sites exist in Ntswanatsatsi.</p>	<p>A well-defined industrial area is located to the north east of Tweeling along the railway line to Frankfort and Reitz. The pertinent dormant nature of the current industrial area (I1), comprising of no infrastructures, implies that the area is ideal for re-planning. It is highly unlikely that any industrial development will occur in the area.</p> <p><b>Railways:</b></p> <p>The railway line</p>

				<p>predominantly caters for agricultural related cargo but is at present under-utilised. The industrial area is located directly adjacent the railway line. The station is not utilised and is deteriorating as a result of vandalism and a lack of maintenance.</p>
<p><b>Future</b></p>	<p>The existing industrial area has sufficient space for the short to medium term need.</p> <p>Long term extension of the industrial area (I1) is proposed to the north thereof, although extensive rehabilitation will be necessary in certain areas.</p> <p>A substantial portion of the existing industrial area will be engulfed by a proposed Ethanol Plant.</p> <p>Existing light, service industries. This area should not particularly be seen as “industrial” but more service industry and commercial related. In this regard, it is not considered to be</p>	<p>The existing industrial area has sufficient space for the short to medium term need.</p> <p>Long term extension of the industrial area exists to the north and east thereof.</p> <p><b>A need has been identified for the operation of the railway station for specifically freight transportation.</b></p>	<p>An area to the south-west of Cornelia, adjacent the urban area’s most prominent access road, is proposed for light industrial.</p>	<p>Although the capacity of the existing industrial area is more than adequate, infrastructure is deficient and development did not occur since its establishment. Re-planning of the existing industrial area (I1) should be considered in this respect.</p> <p>Is thus proposed as the only available land for longer term residential development, which, will adhere to the principles of compact cities, and integration.</p> <p>!The area is proposed to serve as a light industrial area since industrial activities are already</p>

	detrimental to the adjacent residential areas.			established here.
<b>D. Environmental Related Land Uses Framework</b>	<b>Frankfort / Namahadi urban area</b>	<b>Villiers / Galabotjha urban area</b>	<b>Cornelia / Ntswanatsatsi urban area</b>	<b>Tweeling / Mafahlaneng urban area</b>
<b>Current</b>	<p><b>Frankfort has a well-developed sport facility utilised for a variety of sport events as well as a golf course. – not accessible to larger town area</b></p> <p><b>Wilge Park is a well-developed sport ground.</b></p> <p><b>Public open spaces in Frankfort are developed for recreation purposes, but are not maintained regularly.</b></p> <p>A caravan park exists and could be further developed. The Frankfort River Resort is a well developed resort situated on the banks of the</p>	<p><b>Urban Open Space : Sport and Recreation:</b></p> <p>Villiers has a well developed sport facility that is situated to the north of Villiers and offers a variety of sport events including rugby, badminton, swimming, tennis, athletics, bowls, squash and putt-putt.</p>	<p>Urban Open Space : Sport and Recreation:</p> <p>Limited sport facilities exist in Cornelia.</p> <p>No properly developed sport facilities exist in Ntswanatsatsi. A serious need exists for a well developed multi purpose sport facility in Ntswanatsatsi. Various parks are provided in Ntswanatsatsi for recreation purposes, but are undeveloped.</p>	<p>Urban Open Space : Sport and Recreation:</p> <p>Adequate provision is made for sport facilities in the Greater Tweeling. Upgrading and maintenance of the infrastructure remain problematical. All residential extensions since 1990 made sufficient provision for open areas but are not effectively developed for sport and recreational purposes.</p> <p>A fairly large area, formerly used as show grounds and for limited light industrial activities is situated to the west of the existing main entrance to Mafahlaneng.</p>

	<p>Wilge River. Water Park although ideally located adjacent the Wilge River, is in an exceedingly derelict condition and future utilisation thereof will necessitate substantial upgrading.</p> <p>Namahadi only have two open areas utilised as soccer practise grounds. Namahadi, at present, comprises of one developed park, Kgatholona Park</p>			
<b>Future</b>	<p>The development of the existing sport terrain in Namahadi is required as a neighbourhood sport facility.</p> <p>Portions of the Wilge Park open space could purposefully be utilized for business purposes. Development of the area should, however, be endorsed by the surrounding public</p>	<p>The Villiers Holiday Resort (privately owned) offers great potential to be further developed as a major recreation area.</p> <p><b>A possibility exists for the establishment of a speedboat harbour adjacent the Vaal River at Villiers.</b></p>	<p>Appropriate parks in Ntswanatsatsi need to be identified, that can purposefully be developed for sport and recreation purposes.</p> <p>Development of a centrally situated well equipped multi purpose sport facility on the existing sport terrain is proposed.</p> <p>An open area has been identified in Ntswanatsatsi, that can purposefully be utilised for recreational purposes.</p>	<p>The open space system currently revolves around marshes draining through the town. Further development of the area adjacent access road A136 for recreational purposes is proposed. The site has already been surveyed for future development purposes.</p> <p>Development of the sport terrain in Mafahlaneng as a neighbourhood sport facility. Adequate provision was made for open spaces in Mafahlaneng according to modern town planning principles and standards, but</p>

				are not developed. Specific sites should be identified for effective landscaping and development to serve as functional open spaces for recreation purposes. The vadalised show grounds currently used as an informal sport terrain. Is ideally located to be developed into a formal sport terrain
<b>D. Environmental Related Land Uses (cont)</b>	<b>Frankfort / Namahadi urban area</b>	<b>Villiers / Galabotjha urban area</b>	<b>Cornelia / Ntswanatsatsi urban area</b>	<b>Tweling / Mafahlaneng urban area</b>
<b>Current</b>	<p>Conservation Areas:</p> <p><b>The areas surrounding the Wilge River is an open areas with particular conservation importance. Prevention measures to reduce pollution of the water are needed. Vlei areas and tributaries, draining to the Wilge River through the urban area, have significant conservation value.</b></p>	<p><b>Conservation Areas:</b></p> <p>The areas adjacent the Vaal River have particular conservation importance in view of the tourism potential of the area and the Vaal River as a sensitive ecological system. Prevention measures to reduce pollution of the water source should be considered.</p> <p><b>Other Natural Recourses:</b></p> <p>Coal deposits are present in the area, but are not considered for exploitation</p>	<p>Conservation Areas:</p> <p><b>Various natural drainage watercourses or vleis drain through the area. These vlei areas through the urban area have significant conservation value. Development proposals for these areas should be preceded by Environmental Impact Assessment (EIA) Procedures.</b></p>	<p><b>Conservation Areas:</b></p> <p>No formal conservation areas exist within the Tweling urban area.</p> <p><b>Other Natural Recourses:</b></p> <p>Except for the water resources of the Libenbergsvlei River, no other natural resource is present in the area. Limited gravel exploitation occurs.</p>



	<p><b>Development proposals for these areas should be preceded by Environmental Impact Assessment (EIA) Procedures.</b></p> <p><b>Other Natural Recourses:</b> Gravel exploited for road construction purposes, is the only natural resources exploited in the area. An old sand winning site has been rehabilitated. Sand winning and pumping activities have been suspended by the Council adjacent the Wilge River. The existing gravel borrowing pit is located at the present landfill site and should be rehabilitated and a new site identified.</p>	at present.	<p><b>Other Natural Recourses:</b></p> <p>Apart from existing gravel exploitation activities, there are no natural resources exploited in the area.</p>	
<b>Future</b>	Namahadi has only one developed park, Kgatholona	The Vaal River is the most prominent natural resource	The existing natural drainage watercourses, of which	The Liebenbergsvlei River is the most prominent natural

	<p>Park. Recreational development in Namahadi should be prioritised. A properly developed neighbourhood sport facility is needed.</p> <p>Adequate provision was made for open spaces in Namahadi it isn't developed. Specific sites should be identified for effective landscaping and development. The Wilge River as the most prominent natural resource needs to be protected. Various marshes, of which Gordon Spruit is exceedingly significant, drain through the urban area towards the Wilge River and are proposed to form part of a formal "open space system". Applicable permits for further gravel exploitation and rehabilitation of the quarries will be required. A new site, should be identified &amp; appropriate permits obtained.</p>	<p>and needs to be protected to minimise water pollution and in view of the tourism potential of the area. Development of riparian areas will be subject to Environmental Impact Assessment procedures and should take cognizance of the flood line.</p> <p><b>Gravel exploitation currently occurs in conjunction with the existing landfill site. The excavated area is continuously rehabilitated as a result of daily refuse dumping operations</b></p>	<p>Scoon Spruit are the most prominent natural resources and need to be protected to minimize pollution thereof. The areas surrounding these marshes are proposed to form part of the open space system to ensure the protection thereof and to prevent development in close proximity thereto and undesirable development below the flood line. A permit needs to be obtained from DME and DWAF to legalize the landfill site. The site serves a dual purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations. Existing gravel borrow pits. A permit needs to be obtained from DME to legalize the existing gravel borrowing pits.</p>	<p>resource and needs to be protected to prevent pollution. No formal conservation areas are proposed within the town boundaries.</p> <p>The site serves a dual purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations. Gravel resources have, however, been exhausted and a new gravel quarry should urgently be identified.</p>
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<b>E. Cemeteries Framework</b>	<b>Frankfort / Namahadi urban area</b>	<b>Villiers / Galabotjha urban area</b>	<b>Cornelia / Ntswanatsatsi urban area</b>	<b>Tweeling / Mafahlaneng urban area</b>
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<p><b>Current</b></p>	<p>The cemetery in Frankfort has sufficient capacity for the short term and could be extended for the long term.</p> <p>The existing cemetery in Namahadi has capacity for the short term. Maintenance of the cemeteries is not done regularly and is considered important.</p>	<p>The Villiers cemetery and Qalabotjha cemetery are inadequate and almost completely occupied. Both cemeteries can be extended for the long term need. Maintenance of the cemeteries is not done regularly and is considered important.</p>	<p>The Cornelia cemetery has adequate capacity for the short term and can be extended for the long term.</p> <p>The cemetery in Ntswanatsatsi (Nkosana Cemetery) is almost completely occupied. Maintenance of the cemeteries is not done regularly and is considered important.</p>	<p>Although provision was made for a cemetery site within the previous residential extension of Mafahlaneng, the site is completely occupied.</p> <p>The existing Tweeling cemetery is of adequate capacity with ample extension possibilities.</p>
<p><b>Future</b></p>	<p>Extension of the existing cemetery in Frankfort is proposed for the medium to long term need.</p> <p>A new cemetery site has been identified in Namahadi for the medium to long term. Continuous maintenance of all cemeteries is imperative</p>	<p>Extension of the existing cemetery in Villiers is required.</p> <p>Extension of the existing cemetery at Qalabotjha is required.</p> <p><b>Continuous maintenance of the cemeteries is imperative.</b></p>	<p>Extension of the existing Nkosana Cemetery is proposed further north-east.</p> <p>Continuous maintenance of the cemeteries is imperative.</p>	<p>The existing Tweeling cemetery is proposed to be extended up to the current main access road (A136) to the larger Tweeling urban area.</p> <p>A new cemetery site has been established to the west of Mafahlaneng. The site was identified primarily in view of geotechnical investigations done for that purpose. The site should be adequate for long term use.</p>

F. Commonage & Small Scale Farming Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current	<p><b>Large portions of the existing townlands are undeveloped and presently utilized for commonage purposes to the east of Namahadi and south east of the industrial area</b></p> <p>Various smallholdings are situated adjacent the Wilge River to the west of Frankfort. The development of these small holdings is not economically viable and subsequently not well developed.</p>	<p>No agricultural smallholdings are situated adjacent the Villiers urban area.</p> <p><b>A number of inhabitants of Qalabotjha are seriously in need of commonage land for the purposes of specifically grazing. No funds have been obtained by the Council from the Department of Land Affairs for the acquisition of commonage land. The farm Prospect 278 of 186 ha adjacent the Greater Villiers has been identified to be acquired for the inhabitants of Qalabotjha as</b></p>	<p><b>No agricultural smallholdings are situated adjacent the urban area.</b></p> <p>A number of inhabitants of Ntswanatsatsi are seriously in need of commonage land for the purposes of specifically grazing. No funds have been obtained by the Council from the Department of Land Affairs for the acquisition of commonage land.</p>	<p><b>Small Holdings:</b> No agricultural smallholdings are situated adjacent the Tweeling urban area.</p> <p><b>Commonage:</b> A number of inhabitants in Mafahlaneng are in need of land for the purposes of small scale farming and grazing. Portions of the existing townlands are being utilised for grazing at present. Additional land should be obtained for commonage purposes.</p>

		<b>commonage.</b>		
<b>Future</b>	<p>The farms Ayr 75 and Aberdeen 530 were recently purchased for commonage purposes although portions thereof (R1) will be utilized for urban extension of the Namahadi neighbourhoods.</p> <p>Sustainable and co-ordinated commonage projects should be developed to ensure the productive utilisation of commonage land in a manner responsible towards the environment.</p>	<b>A need has been identified to obtain the farm Prospect 278 of 186 ha as commonage</b>	<p>Land for commonage should be identified in order to obtain funds from the Department of Land Affairs to this effect.</p> <p>A possibility of land to be considered for commonage exists to the east (Bloemhof 1318) and south west (Grootvley 136) of the urban area.</p>	<p>The farm Aasvogelkrans 105 to the north of Mafahlaneng is identified for the purpose of future small scale farming and commonage development, although it is at present, privately owned.</p>

G. Land fill site Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
<b>Current</b>	<p>The quarry to the east of Namahadi has previously been utilized as a landfill site and has since been rehabilitated (D1). Surrounding areas are, however, still being used for gravel quarrying.</p> <p>The existing landfill site (D2) is of adequate capacity.</p>	<p>The previous landfill site was not suitable for future utilisation due to the fact that the site is located on an abandoned dolerite borrow pit in which surface water ponds. A new landfill site (D1) has been established. This new landfill site is not yet legalized by means of suitable permits</p>	<p>The present landfill site is of inadequate capacity and a new legal landfill site should be identified and established. Effective rehabilitation of the existing landfill site is required. The existing landfill site is not legalised by means of a permit from the DWAF</p>	<p>The present landfill site (D1) is of adequate capacity for the short term. Definite hazards do, however, exist regarding the present site since it is not fenced in. The existing landfill site is not legalised by means of a permit from the Department of Water Affairs and Forestry (DWAF).</p>
<b>Future</b>	<p>Although the previous landfill site has been rehabilitated properly, gravel quarrying continues to take place in the area.</p> <p>As indicated gavel quarrying should be seized and proper borrow pits identified, especially in view of the envisaged Ethanol Plant that is foreseen to be established in the specific area.</p> <p>The existing landfill site is of adequate capacity but should be legalised by means of a</p>	<p>A permit needs to be obtained from the Department of Minerals and Energy to legalize the landfill site. The site serves a dual purpose and gravel is also exploited at the site. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations.</p>	<p>A permit needs to be obtained from DME and DWAF to legalize the landfill site. The site serves a dual purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dump</p>	<p>A permit needs to be obtained from DWAF to legalize the landfill site. The site serves a dual purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations.</p> <p>Gravel resources have been exhausted and a new gravel quarry should urgently be identified.</p> <p>The site should continually be used as land fill site until it is</p>

	<p>permit from the Department of Water Affairs and Forestry (DWAF) and the Department of Minerals en Energy (DME).</p>			<p>completely filled up and rehabilitated.</p> <p>Although capacity of the existing site is considered to be adequate, an alternative site should be identified for the long term, since there is no extension possibility of the existing site.</p>
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H. Major roads & access roads Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
<b>Current</b>	<p>Major Roads:</p> <p><b>The R34 road between Heilbron and Vrede extends adjacent the Frankfort town area to the east. The R26 (south) to Tweeling as well as the R26 (north) to Villiers and Oranjeville intersect with the R34 at Frankfort.</b></p> <p>Access Roads:</p> <p><b>There are two direct accesses (A1 &amp; A2) to Frankfort from the main road network. Only one access exists to Namahadi from Frankfort (A3) that needs to be widened and</b></p>	<p><b>Major Roads:</b></p> <p>The N3 national road from Harrismith to Heidelberg extends through the area. Road R26 from Frankfort and R103 from Cornelia intersect with the N3 at Villiers.</p> <p><b>Access Roads:</b></p> <p>There is a direct access (A1) to Villiers from the Frankfort / Standerton road. The Heidelberg road also provides a direct access to Villiers (A2). Qalabotjha also obtain an access from the Frankfort / Standerton road (A4). A direct access also exists between Villiers and Qalabotjha (A3).</p> <p><b>Public Transport and Collector Roads</b></p> <p>All the main streets (6km) in Villiers and Qalabotjha are</p>	<p><b>Major Roads:</b></p> <p>The R103 main road between Warden and Villiers extends adjacent to the town area to the south. A tertiary road to Vrede and Standerton directly links with the urban area.</p> <p><b>Access Roads:</b></p> <p><b>There are two direct accesses (A1 &amp; A2) to Cornelia from the Villiers / Warden main road. The above-mentioned tertiary road to Vrede and Standerton, provides direct access to Cornelia (A3). The only access presently to Ntswanatsatsi is via Cornelia (A4).</b></p>	<p><b>Major Roads:</b></p> <p>The only major road serving the study area is the S1430 link road between Tweeling and Heilbron.</p> <p><b>Access Roads:</b></p> <p>Access Road A136 provides access from the R26 to Tweeling. The gravel Road S1430 provides access to the Greater Tweeling from Heilbron and the surrounding rural areas.</p> <p>Access between Tweeling and Mafahlaneng is complicated by the existing railway line, which pose a physical barrier. Road S1410 presently provides the main access between Tweeling and Mafahlaneng.</p> <p><b>Public Transport and Collector Roads</b></p> <p>Hardly any tarred roads exist in Mafahlaneng. The remainder of streets is in a</p>



	<p><b>upgraded.</b></p> <p><b>A new access road (A10) was recently build to link Mamello (Frankfort Extension 23) with the existing urban area. A legal railway crossing was also established</b></p> <p><b>Commuting Nodes</b></p> <p>All the taxi ranks in Frankfort (one) and Namhadi (two) are, at present, informal and the urban are does not comprise of any formal public transport nodes. A critical need exists to formalise these ranks and, in the event of doing so, establish proper public transport infrastructure.</p> <p>T2: Although the rank was informal and occupied street reserves, it has of late been abandoned and is no longer in use</p>	<p>tarred and the remainder of streets in Villiers is graveled. Only 5km of streets in Qalabotjha are graveled while the remaining 20km of streets are unsurfaced</p> <p><b>Commuting Nodes</b></p> <p><b>A taxi rank is situated in Villiers (T1) and two in Qalabotjha (T2 and T3). The taxi ranks in Qalabotjha are not properly developed and ought to be upgraded.</b></p>	<p>The main road in Cornelia is tarred and all other streets, graveled. The streets in Ntswanatsatsi are graveled or unsurfaced and are thus in a fairly substandard condition. An urgent need exists to upgrade existing gravel roads and to gravel unsurfaced roads.</p> <p>A5: An additional access to Ntswanatsatsi should be considered with future residential extension south. Additional access from the main road network to Ntswanatsatsi will be required from the Standerton road with future extensions to ensure improved access to Ntswanatsatsi.</p> <p><b>Commuting Nodes</b></p> <p>One taxi rank is situated in the urban area (T1) and is developed by means of a surfaced area, sheltered waiting areas and ablution facilities.</p>	<p>fairly to very poor condition. An urgent need exists to upgrade main and collector roads in the Mafahlaneng area. Due to the fact that the largest portion of the community utilises public transport, the timely upgrading of main and collector roads is imperative. The poor condition of the gravel roads creates serious storm water problems. Tarring or graveling of all public transport routes and effective maintenance of existing routes is imperative</p> <p><b>Commuting Nodes</b></p> <p>There are two taxi ranks located in the Greater Tweeling. One taxi rank is located in Tweeling (T1) on a small portion of a municipal erf and the prominent rank in Mafahlaneng (T2).</p>
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<b>H. Major roads &amp; access roads Framework (cont)</b>	<b>Frankfort / Namahadi urban area</b>	<b>Villiers / Galabotjha urban area</b>	<b>Cornelia / Ntswanatsatsi urban area</b>	<b>Tweeling / Mafahlaneng urban area</b>
<b>Future</b>	<p><b>Major roads:</b></p> <p>The concerned major road network provides adequate and direct access to the respective residential areas and the industrial area. No future major roads are therefore proposed</p> <p><b>Access roads:</b></p> <ul style="list-style-type: none"> <li>▪ A4: An additional access is proposed between Frankfort and Namahadi.</li> <li>▪ A5: An access between the road from Oranjeville and Namahadi is proposed to improve access to Namahadi from the main road network.</li> <li>▪ A6 &amp; A7: The most recent extension of Namahadi (Frankfort Extension 23) is isolated from the existing Namahadi and accesses</li> </ul>	<p><b>Major and access Roads:</b></p> <p>The concerned major road network provides adequate and direct access to the respective residential areas and the industrial area. No future major roads or access roads are therefore proposed.</p> <p><b>Public Transport and Collector Roads</b></p> <ul style="list-style-type: none"> <li>▪ Tarring or graveling of all public transport routes and effective maintenance of existing routes is imperative.</li> <li>▪ The above should be executed according to the Project List as part of the IDP.</li> </ul> <p><b>Commuting Nodes</b></p>	<p><b>Major Roads:</b></p> <ul style="list-style-type: none"> <li>▪ The concerned major road network provides adequate and direct access to the respective residential areas. No future major roads are therefore proposed.</li> </ul> <p><b>Access Roads:</b></p> <p>Tarring or graveling of all public transport routes and effective maintenance of existing routes is imperative</p> <p><b>Commuting Nodes</b></p> <ul style="list-style-type: none"> <li>▪ T1: The existing taxi terminus is properly developed and can be extended for the long term need.</li> </ul>	<p><b>Major and access Roads:</b></p> <ul style="list-style-type: none"> <li>▪ No additional future major roads are proposed. Continuous maintenance and upgrading of the two major roads serving the town is, however, proposed referring to Road S1430 from Heilbron and Road R26 between Frankfort and Reitz to the east of the town.</li> <li>▪ Roads A136 (between Tweeling and Road R26), S1410 (between Tweeling and Mafahlaneng) and the road linking Tweeling with Mafahlaneng at access point A3 are identified as the major access roads serving the town.</li> </ul>

	<p>are proposed between the residential areas.</p> <ul style="list-style-type: none"> <li>▪ A8: The southern part of Namahadi (old Namahadi town area) and the future extensions thereto to the north are linked by means of only one road. An additional access between the areas is required.</li> <li>▪ A9: An access is also proposed between the industrial area and Frankfort Extension 23. An informal access in this regard already exists which is the primary access to the latter extension.</li> <li>▪ A11: An access for heavy vehicles was required by the Directorate of Roadsplanning during the provision of a new community facility at the main entrance to Frankfort.</li> <li>▪ A12: Additional access to the Oranjeville Road will become evident should long term residential developments continue</li> </ul>	<ul style="list-style-type: none"> <li>▪ T2 &amp; T3: The existing taxi ranks in Qalabotjha need to be properly developed regarding sheltered waiting areas, ablution facilities etc.</li> </ul>		<ul style="list-style-type: none"> <li>▪ These roads are important for future development and integration of the Greater Tweeling.</li> <li>▪ A4 &amp; A5: Serve as important future access points on Road S1430 linking the latest residential extension of Mafahlaneng with the existing residential area.</li> <li>▪ A2: Serves currently as the major access point between Mafahlaneng and Tweeling. Access to Mafahlaneng via A2 is adequate for the short term. Future residential development at R2 will, however, demand additional access at A3.</li> <li>▪ A3: Will provide access between Mafahlaneng and Tweeling for future residential extensions at R2. A3 will serve as an important access from Mafahlaneng to work opportunities if</li> </ul>
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	<p>to occur further north-west of the existing urban areas.</p> <p><b>Public Transport and Collector Roads</b></p> <p>The streets in Namahadi are primarily gravel or unsurfaced and are thus in a very dilapidated condition. An urgent need exists to upgrade main and collector roads in Namahadi and to maintain existing tar roads in Frankfort. Tarring or graveling of all public transport routes and effective maintenance of existing routes is imperative</p> <p><b>Commuting Nodes</b></p> <ul style="list-style-type: none"> <li>▪ T1: Taxis are, at present, making use of a privately owned property in Frankfort for the purposes of a rank. Since the arrangement is temporarily, an adequate taxi rank will have to be established in Frankfort</li> </ul>			<p>development of the industrial area does occur.</p> <p>Due to cost implications, a bridge crossing of the railway line at A3 should not be considered, but rather a level crossing.</p> <p><b>Commuting Nodes</b></p> <ul style="list-style-type: none"> <li>▪ T2: The existing taxi terminus in Mafahlaneng should be properly developed regarding ablution facilities, sheltered waiting areas etc.</li> </ul>
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	<p>in the near future.</p> <ul style="list-style-type: none"> <li>▪ T3: The site was recently donated to the Provincial Department of Public Works and originally indented to serve as formal taxi rank for Namahadi.</li> <li>▪ A need exists for two additional taxi ranks/pick up points; one in Mamello (Frankfort Extension 23) and the other in the newly planned residential areas (R1).</li> </ul>			
<b>I. Integration, Densification and Development Corridors &amp; Activity Nodes Framework</b>	<b>Frankfort / Namahadi urban area</b>	<b>Villiers / Galabotjha urban area</b>	<b>Cornelia / Ntswanatsatsi urban area</b>	<b>Tweeling / Mafahlaneng urban area</b>
<b>Integration, Densification &amp; Development Corridors:</b>	<p>The proposed future residential development will discourage urban sprawl. An effective and functional urban structure will be ensured.</p> <p>The proposed urban fringe will subsequently ensure integration and will</p>	<ul style="list-style-type: none"> <li>▪ Integration of the larger urban area is envisaged for the medium term. Land values should, however, be protected through responsible integration of low, medium and high cost housing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Integration will primarily take place by means of the envisaged future residential development (R1, R2, and R3).</li> <li>▪ The proposed future residential development will discourage urban</li> </ul>	<ul style="list-style-type: none"> <li>▪ Integration of the larger urban area is complicated by the railway line which acts as a physical barrier.</li> <li>▪ Integration will primarily occur by means of the existing access roads between Mafahlaneng</li> </ul>

	<p>discourage urban sprawl. The main road through the current CBD will continue to develop as a development corridor. Development should thus ideally be focussed within this corridor. Growth, however, seems slow implicating the development of the corridor as a long-term prospect</p>	<ul style="list-style-type: none"> <li>▪ Integration will primarily take place by means of the envisaged future residential development (R1).</li> <li>▪ The proposed future residential development will discourage urban sprawl. An effective and functional urban structure will be ensured.</li> <li>▪ The proposed urban fringe will subsequently ensure integration and will discourage urban sprawl.</li> <li>▪ Future development of the CBD will occur along the main street (B1) as an activity corridor.</li> <li>▪ A section of the access road between Villiers and Qalabotjha (De Beer Street) has also been identified for development as a long term development corridor (B3).</li> </ul>	<p>sprawl. An effective and functional urban structure will be ensured.</p> <p>Future business development is proposed to take place within the existing CBD and along the main road and no specific development corridors have been identified</p>	<p>and Tweeling. The residential development of the area R1 and R2 should also contribute to integration.</p> <ul style="list-style-type: none"> <li>▪ A large % of sites in Tweeling are presently undeveloped. The concerned vacant sites of between 1 500m<sup>2</sup> and 2 000m<sup>2</sup> can purposefully be densified for the purposes of medium income housing.</li> <li>▪ The proposed residential development at R1 and R2 will discourage urban sprawl. An effective and functional urban structure will be ensured.</li> <li>▪ Due to the fact that development of the Tweeling CBD is latent at present, no specific direction for future business development is proposed and subsequently no development corridors are obvious</li> </ul>
<b>Activity Nodes:</b>	<p>An existing activity node is situated at the entrance to Namahadi.</p>	<ul style="list-style-type: none"> <li>▪ An existing business node is situated at the entrance to Qalabotjha</li> </ul>	<ul style="list-style-type: none"> <li>▪ Due to the close proximity of the CBD in Cornelia, no need has</li> </ul>	<p>Two business nodes are identified in Mafahlaneng,</p>

	<p>An area to the east of the Philani Clinic (3000 m<sup>2</sup>) has been earmarked for business development. Due to the considerable distance of the new development phases on the farms Aberdeen and Ayr (R1) from existing business developments and the Frankfort CBD, establishment of a prominent business node in these areas, should be considered.</p>	<p>adjacent the main access from Villiers urban area and another one adjacent the main collector road in Qalabotjha.</p> <ul style="list-style-type: none"> <li>▪ No future activity nodes have been identified.</li> </ul>	<p>been identified for a business node in Ntswanatsatsi.</p>	<p>one along the existing collector roads in the vicinity of the taxi terminus, and another node was also provided during the establishment of the Chris Hani extension</p>
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<b>I. Integration, Densification and Development Corridors &amp; Activity Nodes Framework (Cont)</b>	<b>Frankfort / Namahadi urban area</b>	<b>Villiers / Galabotjha urban area</b>	<b>Cornelia / Ntswanatsatsi urban area</b>	<b>Tweeling / Mafahlaneng urban area</b>
<b>Urban Fringe:</b>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle</p>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle for identifying an</p>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle for identifying an</p>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle for identifying an</p>

	<p>for identifying an urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The urban fringe of the larger town area is identified to the north of Namahadi and determined to the east by the Villiers road.</p>	<p>urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The existing edge of Qalabotjha to the north and east has been identified as the urban fringe</p>	<p>urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The urban fringe has been determined by the existing vlei to the north-west as a natural physical barrier and has further been identified to the north of Ntswanatsatsi</p>	<p>urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The urban fringe is determined by the former area of jurisdiction to the north west and west of the larger urban area.</p>
<p><b>Agricultural Land Identified for Urban Development or Small Holdings</b></p>	<p>Although the urban fringe has been determined as described above, a farm adjacent Namahadi has also been identified to form part of the town area. The farm Aberdeen 530 has been identified for future residential extension and should thus be excluded as agricultural land</p>		<p>Although the urban fringe has been determined as described above, a farm adjacent Cornelia has also been identified to form part of the town area. Subdivision 1 of the farm Liefgekozen 668 has been identified for future residential extension and should thus be excluded as agricultural land.</p>	



## MAFUBE RURAL AREA: Agricultural Land

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK												
<p><b>Land Use:</b></p> <p>The region accommodates predominantly agricultural related activities. Only a restricted percentage of the region is unavailable for agriculture purposes (5%). A fairly significant portion of the region is currently under cultivation, which is attributed to the average rainfall in the area and the general availability of water for irrigation purposes (see Table 20).</p> <p><b>Agricultural Activities:</b></p> <p>Virtually, the larger part of the region that is suitable for cultivation is being utilised (48%) and only 1% could still be developed for that purpose. Stock farming (46%) is mainly extensive, focussing on grazing and dairy farming. It can generally be determined that the region is developed to its optimum with regard to agriculture and future development of this sector is thus not foreseen.</p> <p>Areas utilised for cultivation are predominantly cultivated with maize, sunflower and sorghum. Wheat is also cultivated, but to a much lesser extent. It is not possible to give an accurate indication of the percentage of each of these cultivation's being produced since it varies each year depending on market demands and meteorological conditions.</p> <p><b>Subdivisions : Tourist and Recreational related:</b></p> <p>A number of subdivision of agricultural land especially adjacent the Vaal River, to provide for tourism and recreational purpose, occur the past few years. Subdivisions refer to riparian properties with a required minimum waterfront of 100m providing in a need for the specific land use. Developments of this nature, so called Leisure Residential Development, seem to be extremely successful and enhance the economical base of the rural area and add value to development of agricultural properties and could be defined as follows:</p>	<p>Only 1% of the study area is not optimally utilized for cultivation or grazing that provides future potential for agricultural purposes.</p> <ul style="list-style-type: none"> <li>▪ Future agricultural growth can primarily be created by value-added supplementary agricultural practices (hydroponics, tunnels, etc).</li> <li>▪ Small-scale farming is relatively latent and potential exists to provide in agricultural smallholdings for certain urban areas.</li> <li>▪ Current restrictions on the alteration of natural veldt into cultivated fields should be adhered to.</li> </ul> <p>Table 20 Average Application of Agricultural Land : Fezile Dabi Region (Source: Department of Agriculture)</p> <table border="1" data-bbox="1041 742 1865 938"> <thead> <tr> <th>Utilisation</th> <th>% Utilisation</th> </tr> </thead> <tbody> <tr> <td>Area unavailable for Agriculture</td> <td>5</td> </tr> <tr> <td>Area present under cultivation</td> <td>48</td> </tr> <tr> <td>Area available for cultivation</td> <td>1</td> </tr> <tr> <td>Area present under grazing</td> <td>46</td> </tr> <tr> <td><b>TOTAL AREA</b></td> <td><b>100</b></td> </tr> </tbody> </table> <p>Subdivision of agricultural land will be considered for formal development of holiday resorts (non permanent residing) and <i>Leisure Residential Developments</i> according to the Free Sate Province, Department of Local Government and Housing, Spatial Planning Directorate's <i>Development of Rural and Peri-Urban Areas</i> Guidelines (October 2006). No development will, however, be allowed on high potential agriculture land.</p> <p>The principle is, however, accepted to allow for subdivision of agricultural land, where the land is situated directly adjacent the formal townlands of urban areas with the exclusive aim to be utilised as smallholdings or small farms. The following is further applicable for properties situated in the Vaal River Complex Regional Structure Plan, 1996 (Guide Plan, 1982):</p>	Utilisation	% Utilisation	Area unavailable for Agriculture	5	Area present under cultivation	48	Area available for cultivation	1	Area present under grazing	46	<b>TOTAL AREA</b>	<b>100</b>
Utilisation	% Utilisation												
Area unavailable for Agriculture	5												
Area present under cultivation	48												
Area available for cultivation	1												
Area present under grazing	46												
<b>TOTAL AREA</b>	<b>100</b>												

<p>LEISURE RESIDENTIAL DWELLINGS – means dwelling houses developed under sectional title or share block scheme mostly in (but not limited to) peri-urban and rural settings of environmental significance, nature conservation area or with vistas on or with access to settings of environmental significance, with or without access to leisure, recreational and sports facilities and features such as golf-courses, hiking trails, river fronts and the like.</p>	<ul style="list-style-type: none"> <li>▪ The conditions of the Structure Plan, 1996 (Guide Plan, 1982) are nevertheless applicable.</li> <li>▪ The proposals of the “<i>Vaal Dam Zoning Plan</i>” prepared by DWAF are nevertheless applicable.</li> </ul>
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b. Environmental Related Land Uses

The continuous subdivision of properties, especially adjacent the Vaal Dam, is of concern to the Free State Provincial Government. The Provincial Government has, of late, approved an approximate 16 farms (adding up to a total of 400 subdivisions) to be subdivided. Although the Regional Structure Plan allows for subdivision, concerns were raised by a number of provincial authorities on both sides of the dam regarding, amongst other, service provision, ground water pollution, access roads and refuse removal.

The intensive use and re-use of water from the Vaal, Liebenbergsvlei and Wilge River systems and its related tributaries, led to deterioration in water quality of the Vaal Dam. Water quality management is therefore seen as one of the major water resource priorities for this system. One of the first steps to properly manage water quality in such a system is to set instream water quality objectives in order to assess all impacts and discharges (point and diffuse sources) into the system.

The inflows of the Vaal and Wilge Rivers into the Vaal Dam are considered to be sensitive especially regarding the specific ecosystems in association therewith and development proposals in these areas should preferably be of medium density with a limited impact on the riparian area and subsequent impact on the water source.

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK
<p><b>Natural Resources:</b></p> <p>Natural resources principally relate to productive soils of agricultural significance. The tourism and agricultural sectors are directly dependent on the sustainable use and management of these natural resources. The most serious threats to soil resources are erosion, compaction, acidification, salination and infestation by weeds and pathogens. Other natural resources relating to mining are restricted to sand winning activities along the Vaal River.</p> <p><b>Conservation:</b></p> <p>As previously indicated, environmentally sensitive areas mostly include riparian properties adjacent to the major rivers and the Vaal Dam with specific mentioning of the inflows of the Vaal and Wilge Rivers.</p> <p>Sections of the recently established <i>Franklin Creek Conservancy</i> (Between Heilbron and Frankfort on the R43 road) are situated in the region.</p> <p>Riparian Land:</p> <p>Another unique plant community appears in the form of riparian bush of “Gallery Bush”, found on riverbanks of the rivers and tributaries crossing through the region and is extremely distinctive in the Free State and North West Provinces.</p> <p>Riparian bush consists of indigenous trees and dense undergrowth, although alien vegetation such as poplar groves and bluegum trees also occur. The vegetation stabilises riparian areas and serves as protection against erosion and also yields shelter to birds and animals. Examples of indigenous trees found are white stinkwood (<i>Celtis Africana</i>), wild olive (<i>Olea Africana</i>), buffalo thorn (<i>Zisiphus macronata</i>), sweet thorn (<i>Acasia Karoo</i>) and the bush willow (<i>Salix capensis</i>).</p>	<ul style="list-style-type: none"> <li>▪ Any development along the riparian and ecologically sensitive areas in the study area for recreational or tourist accommodation purposes should, however, be monitored and preceded by a permit application in terms of the Physical Planning Act (Act 88 of 1967). The latter is only applicable for those excluded from the Regional Structure Plan.</li> <li>▪ No activities should be allowed in these areas specified in terms of the Environmental Impact Assessment (EIA) Regulations in terms of Sections 24(5) of the National Environmental Management Act, 1998 (Act No. 107 of 1998), unless relevant authorization is issued.</li> <li>▪ No mining activities should be allowed, unless relevant mining permits are issued in terms of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) and subject to the regulations of the Mines and Works Act (17 of 1956).</li> <li>▪ All activities should be congruent to the conditions of the Vaal River Complex Regional Structure Plan, 1996 (Guide Plan, 1982) where it is applicable in the region.</li> <li>▪ Sand winning and pumping also occurs frequently along the Vaal and Wilge Rivers which will continue for the medium to long term.</li> <li>▪ The present provincial licensing system for angling permits will be maintained to ensure responsible utilisation of fish resources.</li> <li>▪ The “Gallery Bush” vegetation community is unique to the Free State Riverbanks, especially where ecological sensitive ecosystems and plant communities appear. Development of these areas should be in relation to NEMA principles and the current environmental legislation.</li> <li>▪ The Liebenbergsvlei River, flowing past Tweeling and through a substantial portion of the area, comprises of a unique recreation and conservation potential; especially in view of the fact that it is a perennial stream (as a result of the Lesotho Highlands Scheme).</li> <li>▪ Where subdivisions of these areas are proposed, <i>Leisure Residential Development</i> according to the Free Sate Province, Department of Local Government and Housing, Spatial Planning Directorate’s <i>Development of Rural and Peri-Urban Areas</i> Guidelines (October 2006) will be applicable.</li> <li>▪ Future extensions and enlargement of the Franklin Creek Conservancy, especially in proximity of the Wilge River tributaries, should be supported and promoted.</li> </ul>

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK
	<ul style="list-style-type: none"> <li>▪ The inflows of the Vaal and Wilge Rivers into the Vaal Dam are considered to be sensitive especially relating to the specific ecosystems in association therewith. Development proposals in these areas should preferably be of medium density with reduced and limited impact on the riparian areas and subsequent impact on the water source.</li> </ul>

### c. Recreation and Tourism

<p>The Fezile Dabi Region is not considered as a primary tourist destination, although the area is increasingly becoming a favourite weekend destination. The hunting and guesthouse industries displayed an exceedingly rapid growth the past few years.</p> <p>The Vaal Dam is a key recreational area both for permanent residents and for weekend visitors. Power boating, angling and shoreline recreational activities are of significant economic value and as such may be influenced by water quality changes.</p> <p>Although other major recreational activities revolve around the Vaal Dam, the continuous variation in the water level hampers development thereof to a certain extent. The Jim Fouché holiday resort is located adjacent the Vaal Dam between Oranjeville and Villiers (on the R716 road). The resort provides accommodation and caters for water related recreational activities.</p> <p>The recently established <i>Franklin Creek Conservancy</i> (Between Heilbron and Frankfort on the R43 road) comprises amongst other a wine route, guesthouses and farm restaurant and is becoming an increasingly popular tourist attraction.</p> <p>Two scenic roads were identified in the region namely sections of roads R716 (north of the Vaal Dam) and R159 (south of the Vaal Dam to Jim Fouché Resort) providing relatively good access to various sections of the Vaal Dam.</p>	<ul style="list-style-type: none"> <li>▪ Development of the identified scenic route should be endeavored to enhance the tourism potential of the area. In a sense, these roads should be considered as "tourism development corridors" and land use changes adjacent thereto, relating to tourism, should favourably be considered.</li> <li>▪ In a sense, roads associated with the <i>Franklin Creek Conservancy</i> (Sections of roads R34, S160, S240 and S281) should also be considered as "tourism development corridors" with the above also applicable.</li> <li>▪ Promotion of the following tourist related developments should be enhanced on condition that applicable permits be obtained prior to any development: <ul style="list-style-type: none"> <li>- Low density tourist related activities</li> <li>- Eco/agri tourism (including hunting and guesthouse industries)</li> <li>- Leisure residential developments</li> <li>- Conservancies</li> <li>- Walking Trails</li> <li>- River Rafting</li> </ul> </li> <li>▪ The Liebenbergsvlei River, flowing past Tweeling and through a substantial portion of the area, comprises of a unique recreation and conservation potential; especially in view of the fact that it is a perennial stream (as a result of the Lesotho Highlands Scheme).</li> </ul>
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**d. Regional Infrastructure**

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK
<p><b>Railways:</b></p> <p>The main Vereeniging/Bethlehem railway line stretches through the region and plays a significant role in linking the Vaal Triangle and Gauteng with KwaZulu-Natal. This line services the industrial area of Villiers, Frankfort and Tweeling. No railway line serves Cornelia. Railway lines additionally transport most of the agricultural products, especially maize, from the area. Several silos (and smaller stations with silos) are established in the region.</p>	<ul style="list-style-type: none"> <li>▪ The significance of a proper road network is emphasised by the fact that some of the railway stations are not in operation in so far as passenger services are concerned although freight and transportation of agricultural goods services are still active.</li> <li>▪ A need has been identified for the operation of the Villiers railway station for specifically freight transportation.</li> <li>▪ The possible establishment of an Ethanol plant at Frankfort will necessitate the upgrading of the existing railway network.</li> </ul>
<p><b>Airfields:</b></p> <p>Apart from the well-maintained Frankfort airfield, no other airfields or landing strips are available in the area.</p>	

**Roads:**

Roads in the rural areas are the jurisdiction of the Provincial Government (Department of Public Works, Roads and Transport) who is also responsible for maintenance and upgrading. Table 22 indicates that 77% (1 298km) of the primary and secondary roads in the region are tarred and the remaining 23% (379km) are gravel. The figures exclude the vast number of tertiary gravel roads serving the farming community in the region. Sections of certain tertiary roads, parallel to the Vaal River, were identified as significant in view of their scenic nature and tourism potential. The major provincial road network is generally tarred and provides sufficient accessibility within the region. However, the deteriorating condition of particularly tarred roads, as a result of irregular maintenance, is a tangible concern. Studying the major road network will indicate that primary arterials, both from a national and provincial perspective, run through the region and thus also play a significant role with regard to development.

**Regional Network:**

The well-developed character of the region is a direct result of it being serviced by means of a strategically important road network. The most significant of these arterials are identified as the:

- N3 National road, stretching through the eastern section of the area.
  - R34 serves as link road from Kroonstad via Heilbron and Frankfort with the eastern areas of Gauteng (Heidelberg, Nigel, etc.).
- The existing national and primary road networks provide effective access in the study area. A well maintained road network is imperative to stimulate development and to ensure effective access and linkage in the district.
  - The deteriorating condition of tar and gravel roads, as a result of irregular maintenance, is a tangible concern in the area. All the gravel secondary roads are specifically in a deteriorating condition and have been identified for upgrading.
  - It is proposed that all available funds be utilised to maintain as many gravel secondary roads as possible instead of constructing new roads.

e. **Future Urban & Regional Road Requirements : Mafube Region** (Source: LMV, 2007)

Urban Area	Road Requirements	Access Requirements
Frankfort	<p>Completion of the tar road between Frankfort and Petrus Steyn to allow for a more direct and shorter access to Bloemfontein.</p> <ul style="list-style-type: none"> <li>▪ Upgrading of the road between Frankfort and Cornelia.</li> <li>▪ Trucks, in the event of avoiding tollgates on the N3, introduce unusual pressure on tar roads, linking Frankfort with other towns (R103, R26 &amp; R 34) in the region, which resulted in roads being in an exceedingly poor condition.</li> </ul>	<ul style="list-style-type: none"> <li>▪ An additional access is proposed between Frankfort and Namahadi.</li> <li>▪ An access between the road from Oranjeville and Namahadi is proposed to improve access to Namahadi from the main road network.</li> <li>▪ The most recent extension of Namahadi (Frankfort Extension 23) is isolated from the existing Namahadi and accesses are proposed between the residential areas.</li> <li>▪ An additional access between the southern part of Namahadi and the future extensions thereto to the north is required.</li> <li>▪ An access is also proposed between the industrial area and Frankfort Extension 23.</li> <li>▪ An access for heavy vehicles was required by the Directorate of Roadspinning during the provision of a new community facility at the main entrance to Frankfort.</li> <li>▪ Additional access to the Oranjeville Road will become evident should long term residential developments continue to occur further north-west of the existing urban areas.</li> </ul>
Villiers	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>
Cornelia	<ul style="list-style-type: none"> <li>▪ Upgrading of the Tafelkop Road (link with the R34), being the current access to Frankfort.</li> </ul>	<ul style="list-style-type: none"> <li>▪ An additional access to Ntswanatsatsi should be considered with future residential extension.</li> <li>▪ Additional access from the main road network to Ntswanatsatsi will be required from the Standerton road with future extensions to ensure improved access to Ntswanatsatsi.</li> </ul>

Tweeling	<ul style="list-style-type: none"><li>▪ Future access points on Road S1430 are proposed linking the latest residential extension of Mafahlaneng with the existing residential area.</li><li>▪ Access to Mafahlaneng is adequate for the short term. Future residential development will, however, demand additional access.</li><li>▪ Access is proposed between Mafahlaneng and Tweeling for future residential extensions. This access will also serve as an important access from Mafahlaneng to work opportunities if development of the industrial area does occur.</li></ul>
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# CHAPTER 5

## ANNUAL OPERATIONAL PLAN

The following sections will highlight the institutional balance score card and municipal wide budget plan per department: The following Key Performance Areas (KPA) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- **Municipal Transformation and Organisational Development.**
- **Infrastructure Development and Service Delivery.**
- **Local Economic Development (LED).**
- **Municipal Financial Viability and Management.**
- **Good Governance and Public Participation.**

The municipal score card is developed in line with the abovementioned key performance areas as outline in the Mafube Local Municipality Integrated Development Planning (IDP).

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Municipal Transformation and Organisational Development</b>	15	<ul style="list-style-type: none"> <li>Performance Management System (PMS) aligned to the IDP, developed and implemented.</li> </ul>	100%	25%	25%	0%	0%
		<ul style="list-style-type: none"> <li>An organisational structure aligned to the IDP established and operationalises</li> </ul>	70%	15%	15%	20%	20%
		<ul style="list-style-type: none"> <li>Effective administrative and institutional systems, structures and procedures including: human resources, financial policies, by-laws and communication systems established and implemented</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>The interface between Management and Council to align administrative and political priorities of Council</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>Integrated human resource management systems introduced and operationalised</li> </ul>	65%	15%	15%	15%	20%
		<ul style="list-style-type: none"> <li>Customers service systems implemented.</li> </ul>	70%	15%	15%	15%	20%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Infrastructure Development and Service Delivery</b>	30	<ul style="list-style-type: none"> <li>Infrastructure development and investment model implemented (there should be dynamic relationship between population growth projections, services delivery backlogs, revenue generation capacity and institutional capacity)</li> </ul>	60%	20%	20%	15%	15%
		<ul style="list-style-type: none"> <li>Reduction in reticulation losses for water and electricity (Rand-Value)</li> </ul>	70%	40%	20%	5%	5%
		<ul style="list-style-type: none"> <li>Reduction in number of complaints from residents</li> </ul>	80%	20%	40%	10%	10%
		<ul style="list-style-type: none"> <li>% increase in response time and resolution of complaints</li> </ul>	80%	20%	40%	10%	10%
		<ul style="list-style-type: none"> <li>% increase in payment of municipal services</li> </ul>	70%	30%	20%	10%	10%
		<ul style="list-style-type: none"> <li>Asset register for all infrastructure and municipal property rehabilitated periodically and maintained</li> </ul>	100%	25%	25%	25%	25%

### INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Infrastructure Development and Service Delivery	30	<ul style="list-style-type: none"> <li>The provision of basic municipal services to the satisfaction of residents (that is, clear delivery programmes and projects to progressively achieve national service delivery targets in terms of):</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>Water</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>Sanitation</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>Electricity</li> </ul>	70%	20%	20%	15%	15%
		<ul style="list-style-type: none"> <li>Refuse Removal</li> </ul>	80%	15%	20%	25	20%
		<ul style="list-style-type: none"> <li>Municipal access roads and public transport</li> </ul>	70%	20%	20%	15%	15%
		<ul style="list-style-type: none"> <li>Municipal health services, etc.</li> </ul>	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> <li>Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR structures</li> </ul>	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Infrastructure Development and Service Delivery	30	<ul style="list-style-type: none"> <li>IDP integrates sector plans including Housing, Health, Social Development, Home Affairs, DME, DWAF, DTI, DEAT, Education, Land Affairs, etc.</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land-use policies and representation of sustainable human settlement vision.</li> </ul>	100%	25%	25%	25%	25%

## LOCAL ECONOMIC DEVELOPMENT (LED)

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Local Economic Development	20	<ul style="list-style-type: none"> <li>Analysis of the local economy is undertaken and review the current LED strategy.</li> </ul>	70%	20%	15%	15%	15%
		<ul style="list-style-type: none"> <li>Comparative and competitive advantage of the municipality identified and incorporated into credible LED strategy and programmes.</li> </ul>	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> <li>Spatial Development Framework in IDP includes economic development analysis, land-use policies and spatial representation of local economic development vision.</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Institutional capacity to implement LED programmes established and a conducive environment for shared growth created to ensure that:</li> </ul>	80%	20%	20%	20%	20%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Local Economic Development	20	<ul style="list-style-type: none"> <li>Market and public confidence in municipal functioning, infrastructure development and service delivery is improved</li> </ul>	80%	25%	25%	15%	15%
		<ul style="list-style-type: none"> <li>Existing public and private resources to intensify enterprise support to local communities utilized.</li> </ul>	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> <li>Sustainable community investment programmes introduced and implemented.</li> </ul>	80%	25%	25%	15%	15%
		<ul style="list-style-type: none"> <li>Knowledge sharing networks and social partnerships facilitated</li> </ul>	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Municipal Financial Viability and Management</b>	20	<ul style="list-style-type: none"> <li>• Sound financial management practices implemented in terms of the MFMA priorities and timeframes, including but not limited to:</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>• Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs.</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>• Budget and treasury office established.</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>• Budget and revenue management is effective</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>• Financial reporting and auditing is performed</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>• Financial management policies and by-laws developed, including but not limited to: supply chain management, credit control, tariff and investment policies.</li> </ul>	100%	25%	25%	25%	25%



Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Municipal Financial Viability and Management</b>	20	<ul style="list-style-type: none"> <li>Integrated financial management systems introduced and operationalised.</li> </ul>	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> <li>Municipal financial viability targets set and achieved which will ensure that:</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Growth in service debtors is reduced</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Consumer debt exceeding 90 days is recovered.</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>% Reduction in grant dependency rate.</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Turn around time for creditor payment improved</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>% Personnel cost over the total operational budget is in line with regulatory framework.</li> </ul>	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> <li>Provision for bad debts</li> </ul>	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> <li>Financial legislation is implemented and complied with, including the Property Rate Act and Division of Revenue Act.</li> </ul>	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> <li>Facilitate/sources external funding for projects that are not covered by Municipal Budget</li> </ul>	100%	25%	25%	25%	25%

**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Good Governance and Public Participation</b>	15	<ul style="list-style-type: none"> <li>Procedures for community participation processes as set out in legislation adhered to in terms of:</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Planning</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Budgeting</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Implementation</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Monitoring and reporting</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Regular communication with communities on the achievement of targets set out in IDPs is carried out.</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Functioning of ward committees directly supported where applicable</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Capacity building of community-based organisation, ward committees to enhance effective participation is facilitated.</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Ensure community-based planning (CBP) is implemented.</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Develop policies, by-laws programmes and internal systems (Integrated Operational, HR &amp; Financial systems).</li> </ul>	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Good Governance and Public Participation</b>	15	<ul style="list-style-type: none"> <li>Ensure IDP is implemented and projects that are not budgeted, external funding is sourced for them.</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Relationship with organised business, labour and civil society built through transparent and accountable</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Prevention</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Detection</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Awareness/Communication</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Financial and performance audit committee established and functional.</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Mechanisms to ensure disclosure of financial interest in place.</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Good Governance and Public Participation</b>	15	<ul style="list-style-type: none"> <li>An effective communication strategy to promote transparency, public accountability, access to complaints are dealt with in terms of the relevant legislation, developed and implemented</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Unqualified audit report achieved and implemented</li> </ul>	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> <li>Community satisfaction survey conducted.</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Develop Council implementation plan with set targets</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Ensure there's monthly performance review meeting between Municipal Manager and the Mayor</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Installation of tracking devices to all Municipal assets and offices</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Establishment of a call centre</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>Instill discipline within the institution</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>To ensure ultimate accountability and record management practice</li> </ul>	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> <li>All unit should be physically visited at least twice quarterly</li> </ul>	80%	20%	20%	20%	20%

# CHAPTER 6

## FINANCIAL PLAN

<b>MAFUBE LOCAL MUNICIPALITY 2010/11 BUDGET INPUT FORM</b>								
<b>VOTE 1: EXCO AND COUNCIL</b>					<b>4 282 009</b>	<b>4 615 757</b>	<b>4 975 721</b>	
	<b>Department Vote No.</b>		<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>
<b>OPERATIONAL BUDGET</b>			4 237 839	137 935	216 071	4 282 009	4 615 757	4 975 721
Conferences and Workshops	1005	050000001	104 500	-	50 000	75 000	79 125	83 477
Councillors Allowances	1005	051050030	3 876 589	-	-	3 929 534	4 243 896	4 583 408
Entertainment	1005	051090955	100 000	19 802	45 000	47 475	50 086	52 841
Training	1005	051093580	52 250	14 449	35 000	600 000	650 000	850 000
Skills Levy	1005	051010581	0	0	36 071	200 000	200 000	-
Travel and subsistence	1005	051093580	104 500	103 684	50 000	230 000	242 650	255 996
<b>CAPITAL BUDGET</b>			-250 000	0	0	0	0	0
Refurbishment of council chamber	1005	6537000	-250 000					

<b>VOTE 2: OFFICE OF THE MAYOR</b>					<b>920 075</b>	<b>970 679</b>	<b>1 024 066</b>	
	<b>Department Vote No.</b>		<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>
<b>OPERATIONAL BUDGET</b>			<b>1 966 050</b>	<b>8 627 920</b>	<b>8 697 000</b>	<b>920 075</b>	<b>970 679</b>	<b>1 024 066</b>
Bursaries	1005	101090265	209 000	9 670	209 000	200 000	211 000	222 605
Donations/Contribution	1005	101090735	104 500	10 000	25 000	50 000	52 750	55 651
Entertainment	1005	101091000	52 250	11 500	28 000	21 100	22 261	23 485
HIV / AIDS	1005	101091725	200 000	6 840	20 000	150 000	158 250	166 954
Mayoral Projects	1005	101092405	522 500	515 602	60 000	55 000	58 025	61 216
Youth Contribution	1005	101090525	104 500	3 640	20 000	80 000	84 400	89 042
Publication	1005	101092880	365 750	-	75 000	79 125	83 477	88 068
Refreshments	1005	101093100	156 750	8 000	110 000	116 050	122 433	129 167
Training	1005	101093580	41 800	-	10 000	600 000	600 000	-
Operation Hlasela	9199	088010051		7 980 000	7 980 000		-	-
Travel and Subsistence	1005	101093585	209 000	82 668	160 000	168 800	178 084	187 879

<b>VOTE 3: OFFICE OF THE SPEAKER</b>										
	<b>Department Vote No.</b>		<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>		
<b>OPERATIONAL BUDGET</b>			<b>1 886 100</b>	<b>261 022</b>	<b>535 000</b>	<b>554 100</b>	<b>584 576</b>	<b>616 727</b>		
August Month Celebrations	1013	6261019	80 000	80 000	80 000	80 000	84 400	89 042		
Conferences and Workshops	1013	6248001	150 000	123 515	150 000	23 000	24 265	25 600		
Entertainment	1013	6249005	100 000	18 021	20 000	21 100	22 261	23 485		
Pauper Burials				1 750	20 000	-	-	-		
Public Participation	1013	6261020	400 000	-	60 000	200 000	211 000	222 605		
Refreshments	1013	6280001	83 600	3 000	5 000	90 000	94 950	100 172		
Training	1013	6248000	150 000	30 350	50 000	-	-	-		
Travel and Subsistence	1013	6259000	200 000		50 000	100 000	105 500	111 303		
Ward Committee Awards			200 000		50 000	40 000	42 200	44 521		
Ward Participation	1013	6261021	522 500	4 386	50 000	-	-	-		

<b>VOTE 4: OFFICE OF THE MUNICIPAL MANAGER</b>					<b>9 333 203</b>	<b>9 930 923</b>	<b>10 568 269</b>	
	<b>Department Vote No.</b>	<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>	
<b>OPERATIONAL BUDGET</b>		<b>11 209 384</b>	<b>1 087 079</b>	<b>9 651 984</b>	<b>9 333 203</b>	<b>9 930 923</b>	<b>10 568 269</b>	
Administration		<b>16 000 000</b>	1 238 534	<b>1 600 000</b>	0	0	0	
Advertisement	1054	6204000	400 000	-	150 000	158 250	166 954	176 136
Affiliation	1054	6204001	104 500	-	104 500	110 248	116 311	122 708
Agricultural Development	1054		500 000	329 442	350 000	369 250	389 559	410 984
Audit Unit	1054	6215001	800 000		800 000	844 000	890 420	939 393
Bursaries (Internal)	1054		313 500	23 333	200 000	211 000	222 605	234 848
Conferences and Workshops	1054		409 000	10 600	350 000	369 250	389 559	410 984
IT Expenses						650 000	685 750	723 466
Entertainment	1054	6246000	120 000	4 464	15 000	10 550	11 130	11 742
IDP	1054	6261017	300 000	-	300 000	316 500	333 908	352 272
LED	1054		750 000	-	500 000	158 250	166 954	176 136
PMS	1054	6261018	500 000	-	500 000	250 000	263 750	278 256
Policy and By-Laws	1054	6261022	620 000	391 124	780 000	350 000	369 250	389 559
Refreshments	1054	6246001	20 900	9 116	15 000	15 825	16 695	17 614
SALGA	1054		104 500	-	104 500	110 248	116 312	122 709
Section 57 Salaries	1054	6100002	2 997 984		2 997 984	3 375 757	3 645 818	3 937 483
Security	1054		1 500 000	-	1 500 000	810 000	854 550	901 550
SMME Development	1054		500 000	-	150 000	200 000	211 000	222 605
Tourism & Publicity	1054		300 000	-	150 000		-	-
Skills Development			-	-	-	600 000	633 000	667 815
Training	1054	6248000	209 000	209 000	300 000	-	-	-
Travel and Subsistence	1054	6259000	160 000	110 000	305 000	339 675	358 357	378 067
Marketing and Promotion	1054		300 000	-	80 000	84 400	89 042	93 939



Mobilization for Elections	1054		300 000	-	-	-	-	-
<b>VOTE 5: LAND USE AND HUMAN SETTLEMENT</b>						2 659 344	2 790 314	2 927 800
	<b>Department Vote No.</b>		<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>
<b>OPERATIONAL BUDGET</b>			<b>1 400 000</b>	<b>0</b>	<b>1 400 000</b>	<b>1 130 000</b>	<b>1 192 150</b>	<b>1 257 718</b>
Land and Housing	1014	6296008	1 000 000	-	1 000 000	550 000	580 250	612 164
Town Planning	1014	6296006	400 000	-	400 000	440 000	464 200	489 731
Travel and Subsistence	1014	6259000	0	-	-	120 000	126 600	133 563
Entertainment			0	-	-	20 000	21 100	22 261
<b>VOTE 6: FINANCIAL SERVICES</b>						<b>8 527 625</b>	<b>7 206 144</b>	<b>7 783 732</b>
	<b>Department Vote No.</b>		<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>
<b>OPERATIONAL BUDGET</b>			<b>8 660 000</b>	<b>3 199 901</b>	<b>7 275 000</b>	<b>8 158 625</b>	<b>6 816 849</b>	<b>7 373 026</b>
Audit and Accounting fees	1060	6211000	1 500 000	-	2 000 000	2 110 000	2 226 050	2 348 483
Bank Charges	1060	6260000	350 000	306 995	600 000	380 000	400 900	422 950
Computer Expense	1060	6100000	400 000	3 854	400 000		-	-
Entertainment	1060	624600	60 000	7 120	25 000	26 375	27 826	356
Financial Management	1060	6205002	200 000		750 000	1 000 000	1 250 000	1 500 000
Fixed Asset Register	1060	6205003	600 000	-	300 000	600 000	230 000	242 650
Implementation of Property Rates	1060	6205004	400 000	-	400 000		-	-
Interest paid	1060	6262000	150 000	79 637	000	100 000	105 500	111 303
Loan Repayment	1060	6262002	500 000	64 482	500 000	500 000	527 500	556 513
Printing and Stationery	1060	6220000	350 000	92 313	350 000	369 250	389 559	410 984
Rental of Machines	1060	6219001	1 500 000	-	1 500 000	1 204 000	1 270 220	1 340 082
Preparation of Financial Statements			2 500 000	2 500 000	-	1 500 000		-
Travel and Subsistence	1060	6259000	150 000	145 500	200 000	369 000	389 295	410 706

	Department Vote No.		Final Budget 2009/10	31-Dec-09	Adjustment Budget	Total Budget 2010/11	Total Budget 2011/12	Total Budget 2012/13
<b>OPERATIONAL BUDGET</b>			<b>42 650 048</b>	<b>23 622 993</b>	<b>42 248 048</b>	<b>44 512 292</b>	<b>47 480 015</b>	<b>50 999 097</b>
Advertisement	1055	6204000	250 000	47 878	150 000	158 250	166 954	176 136
Employee Related Costs	1055	6100000	36 798 048	22 749 353	36 798 048	39 741 892	42 921 243	46 354 943
Entertainment	1055	6246000	60 000	2 274	20 000	35 000	36 925	38 956
Vehicle Licencing	1055	6212000	300 000	87 500	300 000	350 000	369 250	389 559
Legal Costs	1010	6258000	1 567 500	52 455	1 500 000	850 000	896 750	946 071
Protective Clothing			500 000		500 000	550 000	150 000	85 000
Insurance	1055	6277000	1 000 000	-	600 000	633 000	667 815	704 545
Postage	1055	6256000	300 000	72 848	360 000	379 800	400 689	422 727
Repairs and Maintainance	1055	6337002	400 000	-	400 000	-	-	-
Repairs and Maintainance : Buildings			-	-	-	250 000	263 750	278 256
HR Policies and By-Laws	1055	6248002	350 000	232 494	450 000	250 000	220 000	140 000
Telephone Expenses	1055	6238001	1 020 000	302 488	1 020 000	1 076 100	1 135 286	1 197 726
Travel and Subsistence	1055	6259000	104 500	75 703	150 000	158 250	166 954	176 136
Reference Books	1055	6206000	0	-	-	80 000	84 400	89 042

<b>VOTE 8: COMMUNITY SERVICES</b>									
		<b>Department Vote No.</b>		<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>
<b>OPERATIONAL BUDGET</b>				<b>1 374 355</b>	<b>40 227</b>	<b>951 500</b>	<b>1 056 733</b>	<b>915 294</b>	<b>865 185</b>
Cleaning Material	1015	6252000	80 465	1 325	3 000	80 465	84 891	89 560	
Awareness Programme	1015	6241024	90 000	-	35 000	25 000	26 375	27 826	
Contribution Aged	1015	6261003	200 000	-	45 000	47 475	50 086	52 841	
Contribution Youth	1015	6261004	-	-	-	-	-	-	
Entertainment	1015	6248000	60 000	179	10 000	10 550	11 130	11 742	
Gender : Special Programmes	1015	6261015	22 990		11 500	12 133	12 800	13 504	
Pauper Burials	1015	6207000	60 000	-	45 000	35 000	36 925	38 956	
Special Programmes : Children	1015	6261006	20 900		22 000	23 210	24 487	25 833	
Sport Arts and Culture	1015	6261014	500 000		250 000	263 750	278 256	293 560	
Travel and Subsistence	1015	6259000	40 000	38 723	80 000	84 400	89 042	93 939	
Disaster Assistance			-	-	100 000	105 500	111 303	117 424	
Waste Management Plan	1015	6296005	300 000	-	350 000	369 250	190 000	100 000	
									-
									-

<b>VOTE 9: INFRASTRUCTURE SERVICES</b>										
	<b>Department Vote No.</b>		<b>Final Budget 2009/10</b>	<b>31-Dec-09</b>	<b>Adjustment Budget</b>	<b>Total Budget 2010/11</b>	<b>Total Budget 2011/12</b>	<b>Total Budget 2012/13</b>		
<b>OPERATIONAL BUDGET</b>			<b>37 954 500</b>	<b>16 129 615</b>	<b>47 278 700</b>	<b>54 571 779</b>	<b>64 678 714</b>	<b>77 103 693</b>		
Consumables (Stores)	1050	6220011	800 000	22 609	800 000	844 000	890 420	939 393		
Entertainment	1050	0	30 000	535	30 000	31 650	33 391	35 227		
Electricity	1050	6223000	21 109 000	14 159 458	29 500 000	36 816 000	45 946 368	57 341 067		
New Connections	1050	6201000	900 000	-	600 000	700 000	738 500	779 118		
Repairs & maintainance	1050	6337002	8 000 000		8 500 000	9 244 000	9 752 420	10 288 803		
Repairs & maintainance: Vehicles				-	-	650 000	685 750	723 466		
Repairs & maintainance:Tools & Equipment	1050	6286000	1 000 000	850 000	2 300 000	1 500 000	1 582 500	1 669 538		
Travel and Subsistence	1050	6259000	40 000	1 934	55 000	58 025	61 216	64 583		
Fuel/Lubrication			2 131 800	297 256	1 800 000	2 040 000	2 152 200	2 270 571		
Waste Water Management	1050	6216001	500 000	159 703	250 000	500 000	527 500	556 513		
Water Chemicals			3 000 000	382 708	3 000 000	1 720 000	1 814 600	1 914 403		
Water	1050	6223001	443 700	255 412	443 700	468 104	493 849	521 011		
<b>CAPITAL BUDGET</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>25 712 000</b>	<b>8 000 000</b>	<b>5 000 000</b>		
PMU	1050	6529000				885 600				
Villiers: Water Purification Plant						6 396 786				
Namahadi: Upgrading of Roads & Stormwater Drainage						5 395 374				
Mafahlaneng: Upgrading of Roads & Stormwater Drainage						5 034 240				
INEP	1050	6505000				8 000 000	8 000 000	5 000 000		
<b>OPERATING EXPENDITURE BY VOTE</b>										

Total operating exp

**124 518 814**

# CHAPTER 7

## PROJECTS

**KPA: IMPROVED SERICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**PRIORITY: SANITATION PROVISION**

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source		
S1.1	Upgrade sewer works: <ul style="list-style-type: none"> <li>▪ Frankfort</li> <li>▪ Tweeling</li> <li>▪ Villiers</li> <li>▪ Namahadi Phase 1</li> <li>▪ Namahadi Phase 2 (2<sup>nd</sup> biofilter)</li> </ul>	1 000 000	1 000 000	A	DTS	FDDM/ MIG		
		4 800 000	4 800 000	A				
		9 200 000	650 000	B				
S1.2	Bucket Eradication: Cornelia	6 000 000	4 800 000	A			DTS	Municipal Budget
S1.3	Connection of 195 households to main sewer line	3 100 000	3 100 000	A			DTS	FDDM/MIG
S1.4	Bucket Eradication:	220 000 000	2 000 000	A	DTS	FDDM		
S1.5	Obtain Emergency Equipment (Power sharing – 4 towns, Phase 1-4)	500 000	R 500 000	A	DTS	External Loans		
S1.6	Upgrading of other existing pump stations	1 500 000	1 500 000	A	DTS	MIG DWAF		
	Frankfort	850 000	850 000	B			FDDM	

	Villiers Tweeling Cornelia	500 000 150 000	300 000 150 000	B		
S1.7	Security fencing at sewer pump stations Cornelia Villiers	950 000	250 000 700 000	A B	DTS	MIG DWAF FDDM
	<b>Sub Total</b>	<b>R29 280 000</b>	<b>20 530 000</b>			

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
S2.1	Water borne sewerage networks and toilet structures to address backlogs: <ul style="list-style-type: none"> <li>▪ Namahadi: (Frankfort Ext 23) erven Phase 1 (1000 erven)</li> <li>▪ Namahadi Phase 2 (1105 erven)</li> <li>▪ Qalabotjha: 1 840 erven Phase 1 (364 erven)</li> <li>▪ Qalabotjha: Phase 2 (701 erven)</li> <li>▪ Qalabotjha: Phase 3 (200 erven)</li> <li>▪ Cornelia : approximately 100 erven</li> <li>▪ Ntswanatsatsi 400 erven</li> <li>▪ Mafahlaneng: 400 Sites</li> <li>▪ Building of Toilets in ward 6 Namahadi (Old Township)</li> </ul>	11 000 000 7 700 000 5 200 000 4 100 000 120 000	11 000 000 7 700 000 5 200 000 4 100 000 120 000	B B A A C C A C C A	DTS	MIG DWAF FDDM  Dept of Premier

IDP ref	Project Description & Critical Steps		Financial Forecast	*Priority	Depart	Funding Source
S2.2	Provision of toilet structures in : <ul style="list-style-type: none"> <li>▪ Qalabotjha Ext 3 (20 erven)</li> <li>▪ Namahadi New extention</li> </ul>	R 220 000	220 000	A	DTS	Municipal Budget
	<b>Sub Total</b>	<b>28 220 000</b>	<b>28 220 000</b>			

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
S3.1	Obtain adequate vehicles and equipment <ul style="list-style-type: none"> <li>▪ High pressure cleaning equipment for 4 town area units</li> <li>▪ Vehicles for four town area units (tractor and wagon)</li> </ul>	820 000 600 000	R 820 000 R 600 000	A A	DTS	FDDM External Loans
	<b>Sub Total</b>	<b>1 420 000</b>	<b>1 420 000</b>			
S4.1	Comprehensive services awareness workshops	R 30 000 / annum R 150 000	150 000	A	DTS	Mun Budget
	<b>Sub Total</b>	<b>150 000</b>	<b>150 000</b>			
S5.1	VIP toilets to all household in rural area based on investigation	1 000 000	R 1 000 000	A	DTS	DWAF
	<b>Sub Total</b>	<b>1 000 000</b>	<b>1 000 000</b>			

IDP Ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
			<b>51 170 000</b>			
	<b>TOTAL FOR SANITATION</b>	<b>51 290 000</b>				

**PRIORITY: WATER PROVISION**

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
W1.1	Upgrading of tele-metering pumping system in Cornelia	150 000	R 150 000	A	DTS	FDDM/MIG
W1.2	<u>Phase 1</u> : Upgrading of purification plant and raw water pump station of Tweeling at Liebenbergsvlei River	4700 000	R 4 700 000	A	DTS	FDDM/MIG
	<u>Phase 2</u> :Upgrading of purification plant and raw water pump station of Tweeling at Liebenbergsvlei River	4300 000	R 4 300 000	A		
W1.3	Villiers: Water Purification Plant	13 224 000	4 182 413	A	DTS	MIG
W1.4	Qalabotjha: Upgrade of Waste Water Treatment Plant	17 500 482	17 500 482	A	DTS	MIG
W1.4.1	Namahadi: Upgrade of Waste Water Treatment Plant	35 213 197	5 000 000	A	DTS	MIG
W1.5	Frankfort – Pressure tower and 4.5ml Water Reservoir	14 000 000	14 000 000	A	DTS	MIG
W1.6	Frankfort – security fence at	250 000	250 000	A	DTS	FDMM



	purification plant					
W1.7	Increase water storage capacity <ul style="list-style-type: none"> <li>▪ Villiers 250 000</li> <li>▪ Cornelia 250 000</li> <li>▪ Frankfort (Phase 1 and 2) 500 000</li> </ul>		1 000 000	A A B	DTS	FDDM/MIG DWAF
W1.8	Upgrade the water pumps for pressure tower: Frankfort	500 000	500 000	A	Municipal Budget	FDDM/MIG DWAF
W1.9	Construction of Reservoir for new location in Mafahlaneng & poultry farm	3 500 000	3 500 000	A	FDDM/MIG DWAF	FDDM, MIG and external loan
W1.10	Lime dozing machine (Tweeling and Villiers)	300 000	300 000	A	Municipal Budget	Municipal Budget FDDM/MIG DWAF
	<b>Sub Total</b>	<b>91 487 679</b>	<b>55 382 895</b>			
<b>IDP ref</b>	<b>Project Description &amp; Critical Steps</b>	<b>2010/2011</b>	<b>Financial Forecast</b>	<b>*Priority</b>	<b>Depart</b>	Municipal Budget
W2.1	Water network plus Water meters to 500 erven in Cornelia and Ntwanasatsi	R 600 000	R 600 000	B	DTS	
W2.2	Water networks plus water meters for new erven –Namahadi 1714; Phase 1 Qalabotjha 1200)	3 700 000	2 200 000 1 500 000	A	DTS	FDDM/MIG/ DWAF
	Water Reticulation to 1000 sites: Mafahlaneng	12 000 000	12 000 000	A		MIG
	Water Reticulation 400 erven: Ward 1: Magashule Location	6 000 000	6 000 000	A		MIG
W2.3	Upgrading of water networks Frankfort (Skou ave and Zeuner street) Cornelia Villiers	500 000	500 000	A C A	DTS	FDDM and MIG
W2.4	Upgrading of water network in Villiers	200 000	R 200 000	A	DTS	FDDM

W2.5	Replace existing stand communal taps in Qalabotjha, Namahadi and Mafahlaneng	100 000	R 100 000	A	DTS	FDDM
W2.6	Phase 1 : Replacement of 100 old water meters in Mafube area Phase 2 : Replacement of 300 old water meters in Mafube area (ongoing)	600 000	R 200 000 R 200 000 200 000	A B	DTS	FDDM, Municipal Budget
	<b>Su Total</b>	<b>5 700 000</b>	<b>5 700 000</b>			
W3.1	Provision of water to all rural households not provided	600 000	<b>R 600 000</b>	A	DTS	DWAF
	<b>Sub Total</b>	<b>6 300 000</b>	<b>6 300 000</b>			

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
W4.1	Replacement of water valves	100 000	<b>R100 000 / annum</b> (R 375 000) R 25 000	A A	DTS	FDDM Municipal Budget
W4.2	Provision of fire hydrants and adequate stop valves in Namahadi, Qalabotjha, Ntswanatsatsi and Mafahlaneng	<b>125 000</b>	<b>R 125 000 /</b>	B	DTS	FDDM Municipal Budget
W4.3	Implementation of measuring / metering system to measure bulk supply and determine water loss areas	120 000	R 120 000	A A	DTS	FDDM Municipal Budget
W4.4	Replacement of old vehicles (Frankfort and Vi=lliers)	<b>290 000</b>	<b>R 290 000</b>	A	DTS	Municipal Budget
W4.5	Metering system for administrative usage like parks, halls etc	120 000	R120 000	C	DTS	FDDM
W4.6	Mafahlaneng :Upgrading: Oxidation dam, Pump Station & Purification Plant	3 000 000	3 000 000	B	DTS	FDDM & MIG
	<b>Sub Total</b>	<b>755 000</b>	<b>755 000</b>			

IDP Ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
	<b>TOTAL FOR WATER PROVISION</b>	<b>1 14 192 679</b>				

**PRIORITY: ELECTRICITY PROVISION**

<b>IDP ref</b>	<b>Project Description &amp; Critical Steps</b>	<b>2010/2011</b>	<b>Financial Forecast</b>	<b>*Priority</b>	<b>Depart</b>	<b>Funding Source</b>
E1.1	Upgrading and maintenance of MV network of Tweeling ward 8 and refurbishment thereof	1 200 000	R 1 200 000	B	DTS	FDDM
E1.2	Bulk supply towards Frankfort Extension 23	287 000 85 000	R 287 000 R 85 000	A A	DTS	FDDM Municipal Budget
E1.3	Electricity Connection to New Extensions in Namahadi 2 100	11 558 000	4 000 000	A	DTS	FDDM, MLM & DoE
E1.4	Connection of Electricity in Mafahlaneng 420 erven	1 392 000	1 392 000	A		
E1.5	Upgrading of the existing network in Frankfort	1 000 000	1 000 000	B	DTS	FDDM, DME
E1.6	Connections of New Extensions in Qalabotjha	3 682 800	3 682 800	A	DTS	FDDM, DME
E1.7	Upgrading of network of Cornelia, Frankfort & Tweeling	514 108.00	R 514 108.00	A	DTS	FDDM, DME
E1.8	Installation of a New Transformer in Qalabotjha & Villiers	R 3 337 609.00	R 3 337 609.00	A	DTS	DoE

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
E1.8	Mafube Infrastructure Master Plan	1 828 993	1 828 993	A		FDDM, MIG
E1.9	Upgrade of main substation in Cornelia	1 000 000	R 1 000 000	B	DTS	FDDM, DME
E1.10	Support for green electricity (solar panels)	500 000	2 000 000			DTI, DME
E1.11	Frankfort small holdings – 2 <sup>nd</sup> transformer	300 000	300 000			FDDM, DME
E1.12	Upgrading of Electricity transformers in ward 8, Tweeling	4 000 000	4 000 000	A	DTS	DoE,FDDM
	<b>Sub Total</b>	<b>28 920 993</b>	<b>28 942 000</b>			
E2.1	Provision of electricity network and house connections: <ul style="list-style-type: none"> <li>▪ Frankfort ext 23: 769 erven (Phase 1 : 685 erven)</li> <li>▪ Frankfort 2105 erven</li> <li>▪ Phase 1: 1000</li> <li>▪ Phase 2: 1105</li> <li>▪ Cornelia: 465 erven</li> <li>▪ Villiers/Qalabotjha Phase 1: 465</li> <li>▪ Phase 701 erven</li> <li>▪ Phase: 200 erven</li> <li>▪ Tweeling: 365 erven</li> </ul>	1 300 000 180 000 5 000 000 5 000 000 5 000 000 3 500 000 5 600 000 5 600 000 2 920 000	R 1 300 000 R 180 000 5 000 000 5 000 000 3 500 000 3 720 000 5 600 000 1 600 000 2 920 000	A A B B A B B B C	DTS	FDDM, DoE & ESCOM
E2.2	Provision of pre-paid meters and connections: <ul style="list-style-type: none"> <li>▪ Qalabotjha: 100 connections</li> <li>▪ Ntswanatsatsi: 100 connections</li> <li>▪ Namahadi: 200 connections</li> </ul>		R 290 000 R 290 000 R 580 000	A A A	DTS	FDDM, DME

E2.3	Investigate the viability to take over the electricity supply by the Municipality from Eskom for Namahadi		None	A	DTS	ESKOM, DoE
E2.4	Improvement of pre-paid system : R 300 000 / annum	300 000	R 900 000	A		FDDM Municipal Budget
E2.5	Auditing of house connection for Mafube	300 000	1 200 000	B		FDDM Municipal Budget
	<b>Sub Total</b>	<b>34 700 000</b>	<b>32 080 000</b>			
E.3.1	Provision and upgrading of area and street lighting: <ul style="list-style-type: none"> <li>▪ Frankfort</li> <li>▪ Namahadi Phase 1 (7 High Masts)</li> <li>▪ Namahadi Phase 2 (7 High Masts)</li> <li>▪ Namahadi Phase 3 (7 High Masts)</li> <li>▪ Mafahlaneng (3 High masts)</li> <li>▪ Cornelia (3 High Masts)</li> <li>▪ Qalabotjha (phase 1) – 4 High Masts</li> <li>▪ Phase 2 – 7 High Masts</li> </ul>	1 580 000 1 800 000 1 500 000 420 000 400 000 400 000 500 000 900 000	R 1 580 000 R 1 800 000 R 1 500 000 R 420 000 R 400 000 R 400 000 500 000 900 000	B C C A C B A C	DTS	DBSA FDDM
E3.2	Replace 4 x cherry pickers (4 ton trucks)	7 500 000	7 500 000	B	DTS	External loans
	<b>Sub Total</b>	<b>15 000 000</b>	<b>15 000 000</b>			

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
E4.1	Continue subsidy scheme to rural households	R 500 000 / annum (R 2 500 000)		B	DTS	FDDM, DME
	<b>Sub Total</b>	<b>2 500 000</b>				

IDP Ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
	<b>Total Estimate per year</b>					
	<b>TOTAL FOR ELECTRICITY</b>	<b>81 120 993</b>				

**PRIORITY: STREETS AND STORM WATER**

IDP Ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
SS1.1	Construction of streets and storm water drainage systems according to Master Plan <ul style="list-style-type: none"> <li>▪ Namahadi Phase 1</li> <li>▪ Namahadi Phase 2</li> </ul>	1 500 000	750 000	A	DTS	MIG FDDM
	<b>Construction of streets and storm water drainage systems according to Master Plan:</b>			B	DTS	MIG/FDDM
SS1.2	Namahadi Roads & Storm Water Drainage Upgrading.	R 11 222 160	2 577 816	A	DTS	MIG/FDDM
SS1.3	Ntswanatsatsi: Roads & Storm Water Drainage Upgrading ( 2.1Km)	R5 034 240	5 034 240	A	DTS	MIG/FDDM
SS1.4	Mafahlaneng: Roads & Storm Water Drainage Upgrading ( 2.1 Km)	R 5 034 240	R 5 034 240	A	DTS	MIG/FDDM
SS1.5	Qalabotjha: Roads & Storm Water Drainage Upgrading	R 5 034 240	R 5 034 240	A	DTS	MIG/FDDM
SS1.6	Resealing of roads and street (Frankfort) Phase (5km )	3 900 000	3 900 000	B	DTS	MIG/FDDM

SS1.7	Paving of roads in Mafahlaneng, Tweeling	13 452 000	6 500 000	A	DTS	MIG/FDDM
SS1.8	Repair of potholes (phase 1-5)	250 000	250 000	B	DTS	MIG/FDDM
	<b>Sub Total</b>	<b>45 426 880</b>	<b>45 426 000</b>			
SS2.1	2 x LDV's and tow truck	500 000	500 000	B B	DTS	MIG FDDM
SS2.2	Upgrading of workshops	1 500 000	1 500 000	B	DTS	External loans Municipal budget
	<b>Sub Total</b>	<b>2 000 000</b>	<b>2 000 000</b>			
IDP Ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
SS3.1	Obtain adequate equipment and vehicles Cornelia (1 x grader) Low bed Grader (Villiers) Other equipment	1 300 000 1 500 000	R 1 500 000 1 300 000	A B C C	DTS	FDDM & MIG External Loans Municipal Budget
SS3.2	Upgrading and maintenance of all existing streets and public facilities in Mafube according to the master plan	500 000	R 500 000	A	DTS	FDDM & Municipal Budget
SS3.3	Upgrading of Namahadi Roads	11 222 160	2 577 816	A	DTS	MIG/ FDDM
SS3.4	New Foot Bridges for Namahadi; Frankfort	8 401 800	8 401 800	A	DTS	MIG/FDDM
SS3.5	New and Upgrading of Taxi ranks facilities for Ntwanatsatsi;Cornelia.	9 862 140	9 862 140	A	DTS	MIG/FDDM
SS3.6	New and Upgrading of Taxi ranks facilities for Namahadi, Frankfort	9 862 140	9 862 140	A	DTS	MIG/FDDM
SS3.7	New and Upgrading of Taxi ranks facilities for Mafahlaneng, Tweeling.	9 862 140	9 862 140	A	DTS	MIG/FDDM
SS3.8	New and Upgrading of Taxi ranks facilities for Qalabotjha; Villiers.	9 862 140	9 862 140	A	DTS	MIG/FDDM
	<b>Sub Total</b>	<b>71 976 104</b>	<b>71 976 104</b>			



SS4.1	Provision of street names and signage to indicate the various extensions / suburbs in a town area	1 150 000	R 150 000	A	DTS	Municipal Budget
	<b>Sub Total</b>		<b>150 000</b>			
SS5.1	Provide traffic calming measures such as humps and safe pedestrian crossing along high speed traffic routes <ul style="list-style-type: none"> <li>▪ Phase 1</li> <li>▪ Phase 2</li> <li>▪ Speeding apparatus 1 x Vehicle</li> </ul>	500 000	R 50 000 R 200 000 R 50 000 250 000	A B A A	DTS	Municipal Budget
SS5.2	Replacement of Sewerage pipe at Mamello next to erf 1373	300 000	300 000	A	DTS	Mun Budget & MIG
	<b>Sub Total</b>	<b>500 000</b>	<b>500 000</b>			

	<b>TOTAL FOR STREETS AND STORM WATER</b>	<b>120 052 984</b>	<b>120 052 984</b>	
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**PRIORITY: REFUSE REMOVAL**

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
RR1.1	Identify and establish proper licensed sites in all four town areas and rehabilitation of all existing refuse dumping sites <ul style="list-style-type: none"> <li>▪ Frankfort</li> <li>▪ Tweeling</li> <li>▪ Villiers</li> <li>▪ Cornelia</li> <li>▪ General upgrading of dumping sites</li> </ul>	15 000 000	1 200 000	A A A A A	DCS	COGTA Municipal Budget
	<b>Sub Total</b>	<b>1 200 000</b>	<b>1 200 000</b>			
IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	Priority	Depart	Funding Source
RR2.1	<ul style="list-style-type: none"> <li>▪ Provision of refuse bins Fankfort</li> <li>▪ Provision of refuse bins Villiers</li> <li>▪ Provision of refuse bins Cornelia and Tweeling</li> </ul>	<b>R 2 000 000</b>	<b>R 2 000 000</b>	A	DCS	Municipal Budget
RR2.2	Maintanance of vehicles and equipment	350 000	R 350 000	A	DCS	FDDM
	<b>Sub Total</b>	<b>580 000</b>	<b>580 000</b>			
RR3.1	<ul style="list-style-type: none"> <li>▪ Draft a waste management plan</li> </ul>	<b>150 000</b>	150 000	A	DCS	Municipal Budget DEAT
RR3.2	<ul style="list-style-type: none"> <li>▪ Palisade Fence in Old Dumping Sites in Mafahlaneng</li> </ul>	<b>200 000</b>	200 000	A	DCS	Mun Budget & FDDM
RR3.3	<ul style="list-style-type: none"> <li>▪ Acqusition of Buckets in Newly developed towns in all areas</li> </ul>	<b>1 000 000</b>	1 000 000	A	DCS	Mun Budget & FDDM
	<b>Sub Total</b>	<b>150 000</b>	<b>150 000</b>			

	<b>TOTAL FOR REFUSE REMOVAL</b>	<b>2 930 000</b>	<b>R 2 930 000</b>
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**PRIORITY: CEMETERIES**

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
C1..1	To identify and establish new cemeteries in the following areas: <ul style="list-style-type: none"> <li>▪ Extension of Frankfort and Villiers cemetery</li> <li>▪ Centrally situated in Frankfort / Namahadi, in Cornelia / Ntswanatsatsi, in Villiers / Qalabotjha, and in Tweeling / Mafahlaneng</li> </ul>	100 000	100 000	A	DCS	Mun Budget MIG
C1.2	Upgrading of Grave yards facilities for Qalabotjha; Villiers.	10 670 400	400 000	A	DCS	MIG/FDDM
C1.3	Upgrading of Grave yards facilities for Namahadi;Frankfort.	13 896 600	400 000	A	DTS	MIG/FDDM
C1.4	Building of Toilets Structures in All Cemeteries	100 000	1 00 000	A	DCS	Municipal Budget FDDM
C1.5	Upgrading Of Community Hall for Qalabotjha; Villiers	5 540 440	300 000	A	DTS	MIG/
C1.6	Upgrading of Community Hall for Ntswanatsatsi; Cornelia	4 867 800	300 000	A	DTS	MIG /
C1.7	Villiers: Wear in the Vaal Rivier	9 000 000	350 000	A	DTS	MIG
	<b>Sub Total</b>	<b>44 175 240</b>	<b>44 175 240</b>			
C2.1	Obtain adequate equipment to do regular maintenance of cemeteries (lawn mowers and brush cutters)	300 000	300 000	A	DTS	Mun Budget FDDM
C2.2	Fencing of Cemeteries in all Towns	2 000 000	2 000 000	A	DTS	Mun Budget
	<b>Sub Total</b>	<b>300 000</b>	<b>300 000</b>	<b>300 000</b>		

	<b>TOTAL FOR CEMETERIES</b>	<b>45 475 240</b>	<b>45 475 240</b>		
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**PRIORITY : SPORTS AND RECREATION**

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
SR1	Upgrade of Tweeling & Qalabotjha Sports Ground.	1 500 000	1 500 000	A	DCS	Municipal Budget & MIG
SR2	Upgrade of Namahadi Netball, Volley Ball and Tennis Court	700 000	R 70 000	A	DCS	Municipal Budget & MIG
SR3	Upgeading of Cornelia Tennis Court and sports grounds	4 450 000	R 450 000	A	DCS	Municipal Budget & MIG
SR4	Upgrading of Tennis Courts in Tweeling	500 000	1 500 000	B	DCS	MIG & Municipal Budget
SR5	Upgrading of Namahadi Soccer Ground	5 000 000	382 000	A	DCS	Municipal Budget & MIG
SR6	General maintenance of sports facilities	150 000	150 000	A	DCS	Municipal Budget
SR7	OR Tambo Games	50 000	50 000	A	DCS	Municipal Budget
SR 8	Erection of MPCC Halls ward 7/2	29 000 000	5 000 000	A	DCC	MIG & Lotto
SR10	Upgrading of Social Dev Office: Namahadi	-	-	A	DCC	Dept. Social Dev.
SR11	New and Upgrading of Recreation and Sports facilities for Ntwanatsatsi	20 406 000	5 000 000	B	DCC	MIG/FDMM
SR 12	Building of Clinic in Ward 5- Namahadi	1 000 000	1 000 000	A	DCS	Dept. Education
SR 13	Building of School in Ward	5 000 000	5 000 000	A	DCS	Dept. Education
	<b>Sub Total</b>	<b>61 756 000</b>	<b>14 732 000</b>			

<b>TOTAL FOR SPORTS AND RECREATION</b>	<b>72 756 000</b>	<b>21 732 000</b>
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**Priority. : Establishment of an Integrated Human Settlement**

<b>IDP ref</b>	<b>Project Description &amp;Critical Steps</b>	<b>2010/11</b>	<b>Financial focus</b>	<b>Priority</b>	<b>Department</b>	<b>Funding</b>
H2.1	Acquisition of Land For Housing Development.	3 000 000	3 000 000	A	LU & HS	COGTA-HS
	▪ Frankfort: Low cost houses 500 erven .	1 850 000	1 850 000	A		
	▪ Frankfort: Medium houses 400 erven	7 400 000	7 400 000	B	LU & HS	HS
	▪ Frankfort: High Cost houses 130 erven	850 000	850 000	A		
	▪ Villiers: High Cost houses 100 erven	400 000	400 000	B		
	▪ Villiers: Low cost houses 500 erven	800 000	800 000	A		
	▪ Villiers: Medium houses 200	2 500 000	2 500 000	B		
	▪ Cornelia & Tweeling: Low cost houses 150 erven	500 000	500 000	A		
	▪ Cornelia & Tweeling: Medium houses 100 erven.	300 000	300 000	B	LU & HS	
H2.2	▪ Pegging of Sites	500 000	500 000	A	LU & HS	HS
	▪ Rezoning & Subdivision	500 000	500 000			COGTA-HS
H2.3	Township registers for new areas	1 500 000	1 500 000	A	LU & HS	HS, FDDM
H2.4	Compilation of an Integrated Town Planning Scheme	R 300 000	R 300 000	A	LU & HS	COGTA-HS, Municipal Budget
	<b>Sub total</b>	<b>20 400 000</b>	<b>20 400 000</b>			

<b>OBJECTIVE 3: To establish a land planning and land use management system</b>						
H3.1	Land audit	100 000	100 000	A	LU&HS	Mun budget
H3.2	Policy documents review (including SDF)	200 000	200 000	A	LU&HS	DLGH
H3.3	Land Use Management Policy	200 000	200 000	A	LU&HS	FDM, HS
H3.4	Development of Housing Sector Plan	200 000	200 000	A	LU&HS	Mun Budget, HS
H3.5	Management of Waiting List	20 000	20 000	A	LU&HS	Mun Budget
H3.6	Township Revitalization/ Urban Renewal	20 000 000	1 000 000	B	LU&HS	Dept of Premier & COGTA-HS
	<b>Sub Total</b>	<b>20 700 000</b>	<b>1 720 000</b>			
<b>TOTAL FOR HOUSING AND TOWN PLANNING</b>		<b>41 100 000</b>	<b>22 120 000</b>			

**PRIORITY : FINANCIAL SERVICES**

<b>Objective: To create a viable institution with a clean Audit in 2014.</b>						
<b>IDP ref</b>	<b>Project Description &amp; Critical Steps</b>	<b>2010/2011</b>	<b>Financial Forecast</b>	<b>*Priority</b>	<b>Depart</b>	<b>Funding Source</b>
F1	Low payment rate: Awareness to eradicate the level of non-payment for services and to substantially increase the payment rate	20 000	20 000	A	DF	Municipal Budget
F2	Review of the Valuation Roll	700 000	700 000	A	DF	Municipal Budget
F3	Training and Review of Procedure Manual	70 000	70 000	A	DF	Municipal Budget
F4	MFMA Compliance and Turnaround Strategy	3000 000	50 000	A	DF	FDDM
F5	Revenue Management and Enhancement	400 000	400 000	A	DF	FDDM and income
F6	Supplier database management system	200 000	200 000	A	DF	Income
F7	Clearing of Audit Queries	200 000	200 000	A	DF	Municipal Budget
F8	Acquisition of Municipal Office Space	1000 000	1000 000	A	DF	Mun Budget, DBSA
F9	Provision of Offices for Ward Committees	100 000	100 000	A	DF	Mun Budget
F10	Maintenance of a Living Indigent List & review of Indigent Policy	30 000	30 000	A	DF	Mun Budget
	<b>Sub Total</b>	<b>5 690 000</b>	<b>5 440 000</b>			

<b>TOTAL FOR FINANCE</b>	<b>5 690 000</b>	<b>5 340 000</b>
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**PRIORITY : INSTITUTIONAL TRANSFORMATION, FACILITATING DEPARTMENT: CORPORATE SERVICE**

<b>IDP ref</b>	<b>Project Description &amp; Critical Steps</b>	<b>2010/2011</b>	<b>Financial Forecast</b>	<b>*Priority</b>	<b>Depart</b>	<b>Funding Source</b>
COR 1	Compilation of a comprehensive human resource policy, condition of services, fringe benefits etc	30 000	30 000	A	DCS	COGTA
COR 2	Formulate a language policy for the Municipality – no cost implication			A	DCS	Mun Budget
COR 3	Time Management System	500 000	500 000	A	DCS	Mun Budget
COR 4	Compilation of standard by-laws	20 000	20 000	A	DCS	Municipal Budget
COR 5	To formulate and implement a system to promote and support community participation	5 000	5 000	A	DCS	Municipal Budget
COR 6	Compilation of a performance management system	50 000	35 000	A	DCS	COGTA
COR 7	Compile a comprehensive AIDS policy	35 000	35 000	A	DCS	Municipal Budget
COR 8	Compile and implement procurement (tender) policy – no cost implication			A	DCS	
COR 9	Compile a employment equity plan	200 000	150 000	A	DCS	Municipal Budget
COR 10	Maintenances of Municipal Buildings	500 000	500 000	A	DCS	Municipal Budget
COR 11	Installation of Internet to all Municipal Offices	500 000	500 000	A	DCS	DLGH (MST)
	<b>Sub Total:</b>	<b>1 940 000</b>	<b>1 855 000</b>			
<b>Total for Corporate : R1 9 40 000</b>						



**PRIORITY 2: LOCAL ECONOMIC DEVELOPMENT**

<b>OBJECTIVE: To create a conducive environment for job creation and Economic development.</b>						
<b>IDP ref</b>	<b>Project Description &amp; Critical Steps</b>	<b>2010/2011</b>	<b>Financial Forecast</b>	<b>*Priority</b>	<b>Depart</b>	<b>Funding Source</b>
LED 1	Promotion and marketing of all tourism opportunities	350 000	350 000	A	LED	Municipal Budget
LED 2	Extend current festivals and events into regular annual events i.e. canoe marathon, Wilge/Sam Tshabalala Marathon, Wilge Mokiti agricultural show and establish water intensive events	200 000	R 200 000	A	LED	Municipal Budget
LED 3	Fish Breeding Industry	10 000 000	R 10 000 000	A	LED	Municipal Budget/ Private
LED 4	Establish bank facilities and ATM's in all towns		No cost	A	LED	
LED 5	Extend functioning of the Chamber of Commerce to all towns		No cost	A	LED	
LED 6	Establish LED forum for the Mafube region	20 000	R 5 000	A	LED	Municipal Budget
LED 7	Develop industrial sites in all towns (services connections)	50 000	R 20 000	A	LED	FDDM
<b>IDP ref</b>	<b>Project Description &amp; Critical Steps</b>	<b>2010/2011</b>	<b>Financial Forecast</b>	<b>*Priority</b>	<b>Depart</b>	<b>Funding Source</b>
LED 8	Incentive policy for industrial development		150 000			Municipal Budget
LED 9	Provide training courses for entrepreneurship development	250 000	R 250 000	A	LED	FDDM
LED 10	Establish formal trading areas for informal traders	200 000	R 200 000	A	LED	LED, DETEA, FDDM
LED 11	Provide infrastructure and operational support to Villiers and Cornelia Youth Advisory centres and extend Centres to Frankfort and Tweeling	800 000	800 000	A	LED	Municipal Budget Umsombomvu Youth Fund
LED 12	Mafube SMME development funding	300 000	100 000		LED	Municipal Budget
LED	Stalls for SMME,s in Towns five per Town.	1 000 000	1 000 000		LED	Municipal Budget

13						SEDA
LED 14	Acquisition of farms	3 000 000	3 000 000	A	LED	D o Agric, Land Affairs
LED 15	Tourism Sector Plan	500 000	500 000	A	LED	Municipal Budget and FDDM, COGTA, DETEA
LED 16	Development of Tourism Brochures	400 000	400 000	A		Budget & FDDM
LED 17	By-Laws that Regulate Informal Traiders	80 000	20 000	B	LED	FDDM& Mun B
LED 18	SMME,s Development	300 000		A	LED	Mun Budget, FDDM, COGTA & DETEA
LED 19	Brick Manufacturing Plant	1 500 000	1 500 000	A	LED	Mun Budget, Social Development & HS
LED 20	Piggery	50 000	50 000	A	LED	Prov Dept of Agric, Mun Budget
LED 21	Development of Tourism Signage's in All Towns.	300 000	300 000	A	LED	Mun Budget, FDDM & DETEA
LED 22	Development of Agricultural Sector Plan	300 000	300 000	A	LED	FDMM
LED 23	Establishment of Retail Centre/ Shopping Complex	3 000 000		A	LED	Private
LED 24	Sport Canooing	100 000	100 000	C	LED	FDDM, Mun Budget
LED 25	Establishment of Pharmaceutical Plant	20 000 000		B	LED	Private
LED 26	Storage for Pre-packed Fodder	100 000		B	LED	PRIVATE
LED 27	Bus Depo & Diesel Mechanic	50 000		B	LED	Private
LED 28	Oil Factory	100 000 000		A	LED	Private
LED 29	Tyre Munufacturing Plant	50 000		A	LED	Private

LED 30	Development of Truck Inn	50 000		A	LED	Private
LED 31	Chicken Abattoir	5 000 000		A	LED	Private
LED 32	Development of Tourism Routes	200 000	200 000	B	LED	Mun Budget& FDDM
LED 33	Pounding	30 000	30 000	A	LED	
LED 34	Development & Maintenance of Kraals	30 000	30 000	A	LED	Mun Budget & Dept o Agric.
LED 35	Hdrophonic Project	30 000 000		A	LED	Private
LED 36	LED SECTOR PLAN	500 000	500 000	A	LED	Mun Budget
LED 37	LED Summit	2 00 000	200 000	A	LED	Mun Budget
LED 38	Devevelopment of Buissness Incentive Scheme	50 000	50 000	A	LED	Mun Budget
	<b>Total for Local Economic Development:</b>	<b>R 178 720 000</b>	<b>R19 625 000</b>			
	<b>R 148 720 000</b>					

## OPERATION HLA SELA PROJECTS

**OBJECTIVE: To create jobs and fight poverty and Unemployment.**

IDP REF	PROJECT DESCRIPTION & CRITICAL STEPS	2010/2011	FINANCIAL FORECAST	PRIORITY	DEPARTMENTS	FUNDING SOURCE
OP1	Renovation of Municipal Offices in Cornelia	R296 000		A	DTS & LED	Dept. PW& RDev
OP2	Paving of 11 Km roads in Ntswanatsatsi	R11 000 000		A	DTS & LED	Dept. PR&T
OP3	Establishment of Centre for Targeted Group	R1 000 000		A	LED	Dept.COGTA
OP4	Multi P/S	R114 000		A	DCS &LED	Dept.SAC&Rec

OP5	Extention of Phekolong Clinic	R 2000 000		A	LED & DCS	Dept.Health
OP6	Building of Administration Block in Ntswanatsatsi Primary School	R3 000 000		A	LED & DCS	Dept. Education
OP7	Township Registration in Magashule Location	R 1 000 000		A	LU & HU	Dept. COGTA
OP8	Building of Tswelopele Chreache	R 150 000		A	LED	Dept. Soc Dev.
OP9	Township Revitalization in Ntswanatsatsi Old Location	R4 300 000		A	LU& HS	Dept. Human Settlement
OP10	Supply of Nguni Cattle in Ntswanatsatsi	R350 000		A	LED	Dept. Agric
OP11	Greenhouse Tunnels in Ntswanatsatsi	R400 000		A	LED	Dept. Soc Dev.
OP12	Acquisition of Catering & Bakery Equipment in Ntswanatsatsi	R80 000		A	LED	Dept. Soc. Dev
OP13	Establishment of Brick Manufacturing Plant in Namahadi	R550 000		A	LED	Dept. Soc. Dev
OP14	Funding of Car Wash: Qalabothja, Namahadi & Mafahlaneng	R 150 000		A	LED	Dept. Soc. Dev
OP 15	Acquisition of Catering & Hiring Equipment for Mafahlaneng Youth	R250 000		A	LED	Dept. Soc. Dev
OP16	Establishment of Kgatholoha Guest House for Namahadi Woman	R1 500 000		A	LED	Dept. Soc. Dev
OP17	Acquisition of Sewing Equipment for Mafube Youth: Sewing Centre – Mafube Fashion	R1 000 000		A	LED	Dept. Soc. Dev
OP18	Township Revitalization in Mafahlaneng Old Location: 50 Houses	R2 300 000		A	LU& HS	Dept. Human Settlement
OP 19	Acquisitions of Wheelchairs to the Disabled people	R50 000		A	LED	Dept. Soc. Dev.
OP 20	Establishment of Piggery in Ntswanatsatsi	R150 000		A	LED	Dept. Soc. Dev
OP21	Installation of 4 mobile Classroom in Uitzen Combined School in Ntswanatsatsi, Library and Laboratory	R500 000		A	DCS	Dept. Education
OP 22	Renovation of the school hall, classes and refurbishment of the school fence	R500 000		A	DCS	Dept. Soc. Dev.
OP23	Phekolong Clinic in Ntswanatsatsi-Acquisition: 1 Nurse : 1 Cleaner : Porter & Home Based Care : Docter	Salaries		A	DCS	Dept. Health

OP 24	Acquisition of Ambassadors: Youth Tree Maintenance	R144 000		A	DCS	Dept. Soc. Dev
OP 25	Mafahlaneng Youth Coffin & Carpentry	R500 000		A	LED	Dept Soc. Dev.
OP 26	Shine The Way Poultry & Vegetables: Mafahlaneng	R500 000		A	LED	Dept. Soc. Dev.
OP 27	Bakery	R80 000		A	LED	Dept. Soc. Dev.
OP 28	Masibambane Home Based Care & Batho Centre	R360 000		A	LED	Dept. Soc. Dev.
OP 29	Sekhula Sonke Hair Saloon	R50 000		A	LED	Dept. Soc. Dev.
OP 30	Mafube Music Group- Thabo Mofokeng	R20 000		A	LED	Dept. Soc. Dev.
OP 31	Qalabothja Woman,s Project	R250 000		A	LED	Dept. Soc. Dev.

DP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
	<b>Sub Total</b>			<b>500 000</b>		

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
	Education of the community on environmental issues – awareness programmes	50 000	5 000	A	DCS	Municipal Budget
G7	Implement measures for the effective care of animals & apply law enforcement to eradicate roaming animals in townships and provide a pound for stray animals	150 000	150 000	A	DCS	FDDM
G 8, 9	Implement the Free State Environmental Health Strategy and Guidelines	400 000	45 000	A	DCS	DEAT
G10	Supply of Blankets to the Old Aged	200 000	200 000	A	Office of the Mayor	Mun Budget
G11	Cleaning of Cemeteries in All Towns	200 000	200 000	A	Office of the Mayor	Mun Budget
G12	Mayoral Imbizo	100 000	100 000	A	Office of the Mayor	Mun Budget
G13	Acquisition of Wheel Chairs for Disabled	50 000	50 000	A	Office of the Mayor	Mun Budget
G14	Training of Ward Committees	500 000	500 000	A	Office of the Speaker	Mun Budget
G15	Celebration of Woman’s Month	30 000	30 000	A	Office of the	Mun Budget

					Speaker	
G16	Distribution of Food Parcels to the Needy	100 000	100 000	A	Office of the Speaker	Mun Budget
	<b>Total</b>	<b>960 000</b>	<b>6 361 800</b>			

### GENERAL PROJECTS

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
G1	Annual revision of IDP	360 000	360 000	A	Office of the MM	FDDM, Municipal Budget, DPLG
G2	Upgrading of Town Hall and offices		R 1 160 000	A	DTS	Municipal Budget, MIG
G3	New chamber and offices		R 2 200 000	A	DCS and DTS	Municipal Budget,
G4	Equipment for maintenance of parks		R 384 700	A	DTS	Municipal Budget,
G5	Upgrading of auction kraals		R 30 000	A	DCS and DTS	Municipal Budget
G6	Obtainment of vehicles and equipment in general (fleet service)		R 227 100	A	DCS	Municipal Budget
G7	Training	1 000 000	1 000 000	A	MM	Mun Budget
	<b>TOTAL FOR GENERAL PROJECTS</b>	<b>360 000</b>	<b>4 361 800</b>			

## CHAPTER 8

# INTEGRATED PLANNING PROGRAMMES

In order to set up close link between planning and budgeting as well as between planning and implementation, a number of internal planning programmes are required. These plans, however, do not only serve as a framework for managing finances, but it also sets the ground work for regular management information in reset of monitoring progress and performance.

Finally, it also demonstrates compliance of the IDP with spatial principles and strategies and which serves as basis for spatial coordination of activities and for land se management decisions.

### **8.1 THE FOLLOWING ARE THE PLANS AND PROGRAMMES HAVE BEEN DEVELOPED AND INTEGRATED THEM INTO THIS IDP AS PER IDP GUIDELINES AND METHODOLOGY, THAT IS;**

- (i) Capital Investment Programme
- (ii) Three (3) year Financial Plan
- (iii) Integrated Monitoring and Performance Management System
- (iv) Integrated Local Economic Development Strategy
- (v) Integrated Spatial Development Framework (SDF)

- (vi) Integrated HIV/AIDS Programme
- (vii) Integrated Environmental Management Plan

## **8.2 THE STATUS OF RELEVANT INTERNAL PLANNING PROGRAMMES IS INDICATED FROM THE FOLLOWING PROGRAMMES:**

**The following plans have been developed but have not been approved by Council**

- Integrated Environmental Management Plan
- HIV/AIDS Sector Plan
- Local Economic Development Strategy
- Integrated Performance Management System
- Fraud, Corruption and Prevention Strategy

## **8.3 Brief Overview of all Sector Plans/Programmes**

### **INTEGRATED ENVIRONMENTAL MANAGEMENT SECTOR PLAN**

#### **(a) Introduction**

Environmental management is a field that is rapidly growing in importance. It is the “process of administering, supervising or handling the environment in order to achieve a desired outcome” (Fuggle and Rabie, 1999). Today environmental issues and concerns form an integral part of development thinking and decision making in South Africa.

Mafube LM is faced with many development related issues and problems such as the need to readdress the past inequities caused by apartheid, the backlog in basic services and housing and consequent informal development, pollution caused by industry, business and communities, unemployment and poor service delivery. The growing needs of the ever-increasing population results in a rapid increase in the



demand for housing, water, and sanitation. Uncontrolled development will compromise the environment. It is therefore imperative that a balance be maintained between the environment and development.

**(b) Integrated Environmental Management Plan Objectives (IEMP)**

The main objectives of the **Integrated Environmental Management Plan** can be summarized as follows:

- To assess and document the environmental attributes of Mafube LM.
- To identify environmental management priorities and sensitive environmental zones within Mafube;
- To formulate a plan for the management and control of undesirable activities and land uses.
- To identify environmental interventions in order to ensure sustainable development of the existing natural resources.
- To integrate all existing environmental plans into one workable document.
- To identify areas where more detailed specialist studies would be required.

**(c) Methodology**

An Integrated Environmental Management Plan (IEMP) was drafted in consultation with the relevant departments as well as a public participation process. In the compilation of the IEMP the following process was implemented:

**Phase 1: Data Collection**

- The information used to collate the document was obtained and captured from different sources.

### **Phase 2: Compilation of the Integrated Environmental Plan**

- The IEMP incorporates existing policies and plans. The current relevant environmental legislation was used as guideline in the formulation of the IEMP.
- Existing projects and environmental plans within the district were incorporated into the document. The IEMP was drafted with inputs from the relevant officials and departments within the municipality to ensure that their specific requirements and needs were incorporated in this plan.

### **Phase 3: Sensitivity Zones**

- From the analysis done in Phase 1 & 2, specific sensitive environmental zones were identified, that indicates the environmentally sensitive areas within Mafube the so as to encourage the formulation of sound environmental policies and practices within each zone, to ensure sustainable environmental and economic development throughout the municipality.
- Through environmentally sound developments, the municipality would contribute to the establishment of a safe, secure and healthy living environment for all residents of Mafube.
- Within each zone interventions were identified to guide the municipality towards sound environmental and economic development.

### **(e) Stakeholder Interaction**

- Stakeholder participation is the corner stones of any plan as it serves as an information gathering tool. It is important that the information and proposals contained.

**(f) Phase 5: Handover of the Integrated Environmental Plan to the municipality.**

- Public comments were integrated into the IEMP an final report was presented to the municipality.

**(g) The Integrated Environmental Plan is divided into 6 sections:**

**(i) Introduction**

**(ii) Status Quo Analysis**

**(iii) Key Environmental Issues and Strategies**

**The following environmental problem areas were identified:**

- **Demographics,**
- **Economy,**
- **Land Uses**

**The following land uses identified has most significant impact on the environment;**

- Industrial activities Formal and informal residential activities;
  - Formal and informal residential activities
  - Landfill sites
  - Sewer works
  - Agricultural activities such as a monoculture crop farming and associated activities
  - Sand mining within the riparian zone of the major rivers.
- 
- Tourism, Cultural and Historical Features
  - Infrastructure and transportation
  - Topography and Hydrology

**The following significant environmental issues, concerns and environmental hot spots were identified**

- **Biodiversity**
- **Pollution**
- **Environmental Hot spots**

**(iv) Integration: Statutory & Policy Foundation**

The management of the natural and man-made environment in an integrated and sustainable manner is regulated by various acts and policies, that is;

- National Environmental Management Act, Act 107 of 1998 (NEMA)
- Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983 (CARA)
- National Heritage Resources Act, Act 25 of 1999

- Environmental Impact Assessment Regulations, effective from 21 April 2006.

**(v) Objectives, Programmes and Projects**

**Environmental management objectives, programmes and projects were formulated for the following areas identified**

- Urban Open Space
- Industrial area
- Informal settlements
- Major national and provincial roads
- CBD's and other historical, cultural and archaeological sites
- Agricultural Holdings
- Commercial Agricultural areas
- Areas characterized by alien vegetation, such as wattle, blue gum and poplar
- Aquatic and wetland
- Natural grassland areas
- Solid Waste Management

**(vi) Monitoring and Evaluation**

The IEMP will be monitored closely, using performance management tools and reviewed annually.

## **8.4 HIVAIDS SECTOR PLAN**

Mafube LM has acknowledge the impact and consequences of HIV/AIDS on its community and has responded to this needs by developing a HIV/AIDS sector plan for the municipality which is responsive to the unique local conditions and circumstances of the Mafube community, and which is based on the principle of consultation and participation.

### **(a) Analysis of legislative and policy frameworks**

**National legislation that was analysed on the basis of its applicability to a municipal HIV/AIDS sector plan includes the following:**

- Constitution of the Republic of South Africa
- Local Government Municipal Structures Act, 117
- Local Government Municipal Systems Act, especially Chapter 4 which regulated community participation and Chapter 5 which regulates Integrated Development Planning.
- The Local Government Municipal Planning and Performance Management Regulations. R796, 2001 which serve to supplement Chapter r of the Municipal Systems Act.
- The Local Government Municipal Property Rates, Act 6 of 2004.
- Labour Relations Act, 66, 1995
- Employment Equity Act, No.55, 1998.
- Compensation for Occupational Diseases and Inquiries Act, 130 of 1993
- Occupational Health and Safety Act, No. of 1996.
- Promotion of Equality and Prevention of Unfair Discrimination Act, No.4 of 2000.

- Intergovernmental Relations Framework Act, Act No.13 of 2005.

**National Policy Frameworks and initiatives that were analysed on the basis of their applicability to a municipal HIV/AIDS sector plan include the following:**

- HIV/AIDS and Sexually Transmitted Infections (STI) Strategic plan for South Africa 2007-2011 (9<sup>th</sup> Draft) 2006.
- Framework for an Integrated Local Government Response to HIV/AIDS.
  - SALGA Country plan for local government on HIV/AIDS
  - South African National AIDS Council.

The Free State Growth and Development Strategy 2005-2014 was analysed as the predominant provincial policy framework as it identifies one of the 11 key areas that need to be addressed by 2014 as being the stabilization of the prevalence rate of HIV/AIDS and the reversal of the spread thereof. The IDPs of Fezile Dabi District Municipality and Mafube LM were also analysed.

**(b) Mafube LM HIV/AIDS Sector Plan Brief Overview**

- (i) **A profile of study area**, this includes an analysis of the nature of the wards (urban/rural)
- (ii) **A profile of HIV/AIDS related health care facilities and interventions**

- This profile includes the geographic dispersion and utilisation of facilities and it was generally found that although there are sufficient primary health care facilities in the urban centre, rural areas are still dependent on mobile clinics which only visit every 4 to 6 weeks.
- The services levels of health care facilities were evaluated by identifying and evaluating service interventions. It was generally found that service rendering was of high standard, but that the extent of the service was limited. HIV assessment and treatment is largely inaccessible to a lot of facilities in the municipal area.
- The general state of treatment, prevention and care was also analysed and gain found to be good in terms of quality but poor in an extent and access.
- Community based care projects and support groups with willing volunteers who render effective services. They feel however that they lack the resources to adequately address the pandemic.

**(iii) A profile of those affected and infected by HIV/AIDS**

- This profile analysed the impacts of HIV/AIDS on personnel of the primary health care facilities, primary health care institutions, the community, individual households and the most vulnerable groups in society. The most prominent effect on the latter three was found to be poverty.
- The predominant causes of HIV/AIDS were analysed and unprotected sexual intercourse was considered to be the most prevalent cause.

**(iv) A profile of socio economic trends as contextual factors attributing to the spread of HIV/AIDS.**

- Poverty was rated as the single highest contributing factor in all areas of the municipality

**(v) A profile of the role players and their existing and assumed role in the development of HIV/AIDS sector plan.**

- Specific attention was given to the role of the municipality

**© HIV/AIDS development objectives**



- Mobilisation of the community to fight the spread and impact of HIV/AIDS
- Prevention of HIV/AIDS and treatment and care of people living with HIV/AIDS.
- Empowerment and integration of identified group in society who are most vulnerable to HIV/AIDS
- Community Development
- Moral Regeneration of the Mafube community.

## 8.5 LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

### 8.5.1 Scope and Purpose of Mafube Local Municipality's Local Economic Development (LED) Strategy

#### (i) Scope

The Mafube Local Economic Development (LED) Strategy is not intended to cover all elements of a comprehensive development plan for the municipality, but will rather comprise a limited set of high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Thus, the 5-Year IDP Strategic Programme and the various departmental planning instruments will continue in tandem with the LED Strategy.

#### (ii) Purpose

**The LED Strategy is set out to address a set of challenging issues over the Short, Medium and Long term.**

- **Enabling Policy and Legislative Environment:** The development and implementation of an enabling policy and legislative environment within which the various targeted LED strategies and projects will be implemented.
- **Sector Strategies:** Identification of the sectors of the Mafube economy with the highest potential for impact within the short term and which are able to meet the shared growth objectives of the municipality. Strategies that can be implemented immediately will be developed for these priority sectors.

- **Transformational Programmes:** Development of strategies for the immediate implementation of the following transformational programmes:-
  - (i) Broad-Based Black Economic Empowerment (BBBEE)
  - (ii) Expanded Public Work Programme (EPWP)
  - (iii) Employment Equity
  - (iv) Preferential Procurement
- **Socio-Economic Strategies:** Development of specific strategies with high potential impact in the short term on the socio-economic advancement of the youth, women and people with disabilities.
- **SMME Support Strategies:** Identification/development of interventions designed to significantly impact on conditions and opportunities for small, medium and micro-enterprises and will also ensure the successful transition of such SMME's from new start-ups to sustainable enterprises.
- **Socio-Economic Benchmarking:** Socio-Economic growth indicators for the municipality need to be benchmarked nationally, regionally and globally and the municipality's current status also needs to be measured against a selected group of cities internationally. Fast-track strategies need to be developed to address lagging indicators.
- **HIV/AIDS:** The impact of HIV/AIDS on socio-economic growth needs to be assessed and strategic interventions need to be proposed.
- **Infrastructure Development:** Special projects that will have a major impact on accelerating and sharing growth need to be proposed. These projects will be selected for their impact on employment, poverty reduction and growth, including sustainability and the leveraging of private sector funding. The maximization of the benefits of the Expanded Public Works Programme (EPWP) will form part of strategies and projects developed for this element.
- **Human Resource Development:** Issues concerning Education, Technical Skills, Management Skills and Leadership Skills will be analysed and possible high-impact strategies that could be implemented in the short term will be proposed.

### (iii) Opportunities and Benefits

- **The first benefit** of accelerated and shared economic growth is an increase in the standard of living of our citizens. However this may not necessarily be the case if the wealth accumulation within a municipality is not distributed fairly i.e. one particular section of society reap the benefits while other parts do not see the effects.

The counter argument, that if economic growth is very low, there will be nothing to distribute, is however also true. The strategies included in the LED Strategy will all contribute towards bridging the gap between the **First and Second Economies**.

- **The second benefit** is that it will stimulate higher employment and in so doing, reduce poverty and unemployment in the Municipality.
- **Thirdly, accelerated growth** will provide the Mafube Municipality with a fiscal dividend. Economic growth will boost tax revenues and provide the municipality with extra money to finance developmental projects.
- **Fourthly** a significant increase in economic growth will increase the accelerator effect. This means rising demand will encourage domestic investment in new capital machinery which will help to sustain further economic growth.
- **Lastly** accelerated and shared growth will boost business confidence, have a positive effect on firms' profits, and boost the Mafube Municipality's image as a destination for foreign direct investment.

The LED Strategy is primarily holistic in its approach as it does not confine itself to a parochial local government strategy. Instead, the LED Strategy is intended to be an inclusive and build on a common vision and objective across all traditional barriers between government, the private sector civil society, faith-based entities, and the labour movement.

### National LED Framework

- The national LED Framework aims to support the development of sustainable local economies through integrated government action. Therefore the framework directs the municipalities in its goal to address economic development at local level.
- The framework also gives guidance and direction in the development of strategies.

**The objectives of the framework give an indication of what the LED goals are in the South African context:**

- To support local economies in realizing their optimal potential and making local communities active participants in the economy.
- To fight poverty through effectively functioning local strategies and actions.
- To improve community access to economic initiatives, support programmes and information.
- To improve the coordination of economic development planning and implementation across government and between government and non-government

## **8.6 FRAUD, CORRUPTION PREVENTION STRATEGY**

### **8.6.1. AIM OF THE FRAUD, CORRUPTION PREVENTION STRATEGY**

The aim of this strategy is to set up prudent mechanism that will respond to fraud when it strikes, in an organised and efficient manner. The strategy would enable Council to develop policy aimed fighting fraud and corruption. The activity based anti fraud plan forms part of the annexure of this report.

### **8.6.2. OBJECTIVE OF THE FRAUD PREVENTION STRATEGY**

**The purpose of the fraud prevention strategy is to enable Council to take prompt and effective action to:**

- (a) Put into place immediate and appropriate damage control measures;
- (b) Investigate and secure the evidence so that any subsequent internal disciplinary or civil or criminal action in the courts will succeed;
- (c) Minimize the risk of subsequent losses;
- (d) Improve the chance and scale of recoveries;
- (e) Reduce any adverse commercial effects;
- (f) Make a clear statement that Council is not a soft target for crime
- (g) Minimize negative or adverse publicity;
- (h) Identify any lessons for the future in respect of improving Council's defence against fraud;
- (i) Make recoveries from otherwise unattainable sources such as pension monies due to the perpetrator;
- (j) Consider the insolvency alternative in order to take advantage of the insolvency investigation, interrogation and, other extra-ordinary powers granted to liquidators.

**The STRATEGY will assist in demonstrating to staff, customers and the public that Council remains in control of its affairs in a crisis situation. This STRATEGY includes details of:**

- the immediate action on a crime being discovered or suspected;
- how and by whom the crime will be investigated within Council;
  
- how and by whom the immediate subsequent action (in line with Council's policy) will be handled;
- whether, and under what circumstances, contact should be made with the media;
- which sources of external assistance should be used.

### **8.6.3. STEPS TO FOLLOW IN SETTING UP FRAUD PREVENTION STRATEGY**

#### **(i) ESTABLISH AN ETHICAL CULTURE**

**In order to establish an ethical culture, Council, management, employees and public together must believe:**

- that the institution is honest and ethical in its business dealings, including dealings with customers, suppliers and employees;
- that their employer treats them with respect, rewards them fairly, imposes discipline fairly, and, where regrettably redundancy becomes necessary, exists them fairly;
- that fraud prevention is a common objective throughout Council at all levels, that they have been trained to play their part in the fight, and that their efforts are acknowledged;
- that if fraud is suspected, the perpetrator can expect the most rigorous investigation and if found guilty, a severe sentence. It is vital that Council demonstrates its honest, ethical intent.

**(ii) ESTABLISH THE STRUCTURE FOR DEALING WITH FRAUD**

- Council should devise and implement a security policy. Moreover, it is particularly important for each employee within Council to be absolutely clear about their duty and responsibility within the anti-corruption policy.
- It is vital that in order to be truly effective, the policy is owned by management and that it is agreed by Council. It is essential that management itself should lead the implementation of the policy.
- The aim of the policy should be to emphasize Council's commitment to rooting out fraud, to lay down Council framework, guidelines and procedures for dealing with fraud as well as the measures necessary to prevent it.
- The Municipal must set up a committee to devise the strategy and draw up the policy and once this is done, the Chief Finance Officer and Manager responsible for Public Safety and Security should be responsible for driving the policy. Individual responsibilities fraud risk management should then be identified throughout Council.

**The following responsibilities need to be recognised and assigned:**

- Personnel management need to take responsibility for implementing an effective recruitment and selection policy to prevent fraud criminals entering Council. This will be in addition to their responsibility for establishing the necessary remuneration policy', employee rules, disciplinary processes and security of employment policies which will establish the required ethical culture of Council.
- The responsibility for monitoring the integrity of key operations such as supply chain management, lending, insurance, payments etc, must be assumed by the line management concerned.
- Financial management will need to take responsibility for the broader stewardship of assets, and of course for control over financial accounting, Council's bank accounts, and the payment of suppliers.

- Heads of departments and Branches must take responsibility for the security of their own operations, and for fraud loss control through the normal setting and achieving of business objectives.
- Support services management must take responsibility for the integrity of their departmental operations. The investigations/security department must be given a clear mandate and a set of objectives as any other business function within Council. In particular, the relationships with other functions must be defined.
- A structure should be in place for the purpose of enabling all employees a confidential procedure to follow in order to report suspect fraud.
- As well as checking on systems, internal audit must take responsibility for independently checking and reporting upon Council's compliance with, and the overall effectiveness of , the strategy.
- As soon as fraud is suspected, an urgent crime response procedure should be followed to investigate secure evidence and undertake internal disciplinary action which will then be followed by recoveries of losses and criminal prosecution.

**The risk responsibilities should be reflected in job descriptions and in the setting and evaluating of annual objectives. Through the empowered management structure, every employee must be encouraged to take individual responsibility for the combat of fraud and corruption.**

### **(iii) ESTABLISH POLICY FOR DEALING WITH FRAUD**

#### **MAIN STRATEGIES OF THE POLICY**

**In order to eradicate fraud the following areas of policy need to be clearly established:**

- Council's framework for dealing with fraud
- The reporting of fraud
- **Council's approach to:**
  - (i) Investigation

- (ii) Reporting to the South African Police Service and other law enforcement agencies including forensic accounting and auditing firms
  - (iii) Internal disciplinary action
  - (iv) Prosecution
  - (v) Recovery
  - (vi) Pension, accrued leave pay, bonus and other emoluments.
- The education of staff as to their responsibilities and awareness in relation to fraud.