

*IDP Review 2011/2012 Cycle  
(2011/2012 Review)*

( NOVEMBER 2010 )

**PART 3**

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# **MOQHAKA IDP STRATEGIC PLANNING 2011/2012 IDP REVIEW CYCLE**

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STRATEGIC PLANNING FOR THE MOQHAKA LOCAL MUNICIPALITY 2011/2012 IDP REVIEW CYCLE IN TERMS OF SECTION 34 OF  
THE MUNICIPAL SYSTEMS ACT (ACT 32 OF 2000)



Prepared by the IDP Steering Committee of the Moqhaka Local Municipality  
and the  
IDP Representative Forum

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# VISION

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## **To Be:**

- A municipality that creates
  - An enabling and Safe Environment for
    - Socio economic growth and
    - Sustainable development

## MISSION STATEMENT

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- Provision of effective, efficient and affordable services equitably
- Facilitating sustainable socio economic growth through active community participation

## SUMMARY OF PRIORITY ISSUES .1

<b>LOCAL MUNICIPALITY CORE, NON CORE AND SECTORAL PRIORITIES</b>				
<i>(CORE PRIORITIES: ALL THE OUTPUTS WHICH ARE THE PRIMARY RESPONSIBILITY OF LOCAL MUNICIPALITY)</i>				
<i>NON – CORE PRIORITIES: ALL SECONDARY RESPONSIBILITIES OF THE MUNICIPALITY AS A RESULT OF SUCH RESPONSIBILITIES BEING THOSE OF EITHER PROVINCIAL OR NATIONAL GOVERNMENT)</i>				
<b>INSTITUTIONAL</b>	<b>ECONOMIC</b>	<b>SOCIAL</b>	<b>INFRASTRUCTURE</b>	<b>SPATIAL &amp; ENVIRONMENTAL</b>
Monitoring	Local Economic Development:	Community Safety and Transport (Safety and Security)	Sanitation Provision	Future Land Use/Spatial Development Framework
Governance	- Tourism		Water Provision	
Performance Management	- Agriculture	Disaster Management	Housing	Land Reform
ITC (Information Technology & Communication)	- Mining	HIV / AIDS management	Streets and Storm Water	Environment
Ward Committees	- Manufacturing	Welfare Service Provision	Electricity Provision	
Training & Education	- Commercial Transport	Education	Environmental Management	
Learnership for Construction Finance Local Economic Development	Poverty Alleviation	Youth Development	Parks/Cemeteries	
Inter Governmental Relations	SMME Development	Gender Equity	Solid Waste Management	
Geographic Information		Improved level of Health Services	Telecommunication	
		Public Information Education Relation	Alternative Energy Sources	
		Sport & Recreation	Public Transport (Air/Rail/Road)	
		Emergency Services		

System				
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## ALIGNMENT PROCEDURES .2

### 2.1 Alignment of Priorities with Free State Development Plan

#### APPROACH

The Free State Growth and Development Strategy were reviewed and the approach adopted was as follows:

- Make use of the existing document
- Keep basic objectives, strategies and programmes
- Structure chapters in line with the national guidelines
- Links should flow from Analysis phase through the document
- Strong link between National and Provincial Trends
- Strong focus on National Policy directions to inform strategies and programmes
- IDP's should be integrated
- Integration of key concepts, e.g. Youth, Women
- Fill the gaps

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- Information was obtained from various departments
- Departments/ Municipalities received regular updates – had to sign it off
- Discussed the NSDP principles, Dept of Environment, Municipal IDP Managers, etc

The Revised Free State Growth and Development Strategy determined the priorities and implications for the 5-year development cycle in the province. These priorities were set as guidelines for the Local Municipalities to identify their respective IDP priorities. In order to achieve alignment it was necessary to measure IDP identified priorities against the priorities of the Free State Development Plan and the achieved alignment is represented as follows:



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## **2.2 Alignment of Priorities with Municipal Systems Act Key Performance Indicators**

The Municipal Systems Act provides in Section 38 for the preparation of a Municipal Performance Management System. Section 43 subsequently provides for regulations to determine general key performance indicators. These regulations were recently promulgated (Local Government: Municipal Planning and Performance Regulations, 2001, R.796 GN. 22605). The identified IDP Priorities were measured against the general key performance indicators and are represented as follows:

## **2.3 Alignment with Provincial Government Sector Department Strategic Objectives**

All the various Sector Departments compiled Strategic Plans. Where applicable, the specialised plans and programmes as part of the Integration Phase of the revised IDP have been comprehensively aligned with these Strategic Plans. The following general Strategic Objectives of the different Departments have been identified to be relevant and have been considered in the revision of the Strategies Phase of the IDP:

### **Department of Agriculture**

- Agro-Processing and production, job creation and poverty alleviation.
- Agricultural Economic and Market Development.
- Optimization of plant and livestock health, production and product safety.
- Natural resource and infrastructure utilization and management.
- Research and experimental facilities.
- Information Management, including Information Technology utilization.
- Formal and Non-Formal Training Programs.

- Good corporate and co-operative governance.

#### **Department of Education**

- To make the provincial systems work by making co-operative government work.
- To significantly reduce illiteracy levels among adults and youths by .
- To make schools centres of community life.
- To end conditions of physical degradation in South African schools.
- To further develop the skills of educators.
- To ensure the success of active learning through the use of the national curriculum statement.
- To create a vibrant further education and training system that capacitate the youth and adults to meet the social and economic needs of the 21st century.
- To deal urgently and purposefully with the HIV/AIDS emergency in and through the education and training system.

#### **Department of Health**

- Reduced the infection of HIV and AIDS, AND all other fatal illnesses including Tuberculosis.
- Effective and Efficient Management of Resources.
- Functional District Health System.
- Effective Marketing and Communication of Health Services.
- Developed and empowered personnel and stakeholders.
- Appropriate infrastructure.
- Accessible and quality service at all levels of care.

#### **Department of Cooperative Governance and Traditional Affairs**

- To provide a Provincial regulatory framework for housing delivery.
- To provide capacity intervention framework for housing delivery.
- To provide a resource management framework for housing delivery.
- To provide communication framework for housing delivery.
- To provide a stakeholder framework for housing delivery.
- To achieve internal directorate excellence.

#### **Office of the Premier**

- To promote and ensure an integrated approach towards service delivery in the Free State.
- To contribute to the creation of a public service environment conducive to the achievement of an integrated approach to service delivery in the Free State.
- Department of Public Works Roads and Transport
- Ensure the preservation of the road network
- Northern Bypass (To be followed up)

#### **Department of Public Safety, Security & Liaison**

- Monitor, oversee and assess the delivery of police services in the Free State Province.

- Promote crime prevention initiatives.
- Promote good relations between the police and communities in the Free State Province.
  
- **Department of Social Development**
- To provide and administer the payment of social assistance grants to qualifying beneficiaries.
- To provide care and support to the poor and vulnerable.
- To develop social welfare services.
  
- **Department of Sport Arts Culture and Technology**
- Promote sport advancement.
- Promote arts and culture and render effective heritage service.
- Provision of effective library and information services and technological support.
  
- **Department of Tourism, Environmental and Economic Affairs**
- Enhancing Economic Development and job creation.
- Providing and facilitating sustainable infrastructure.
- Investing in the development of people.
- Ensure a safe and secure environment.
- Good/Co-operative governance with sustainable use of resources and environment.
- (Legislation should not be applied to retrospectively, care should be taken not to derail, delay existing and ongoing projects)

#### **2.4 Alignment with the Fezile Dabi District Municipality**

The alignment procedures and mechanisms between the Moqhaka Local Municipality and the Fezile Dabi District Municipality are done by inter alia an IDP Managers Forum which sits regularly, monthly meetings with the District Steering Committee, IDP Representative Forum, etc.

## OBJECTIVES AND STRATEGIES: LOCAL GOVERNMENT CORE COMPETENCY .3

### PRIORITY: WATER PROVISION

<p><b>Objective 1 (Strategic Objectives)</b></p> <p>Provision of sustainable and adequate access to bulk water resources.</p>	<p><b>Strategies (measurable)</b></p> <ol style="list-style-type: none"> <li>1. To align water resource plan with the Water Services Development Plan (WSDP)</li> <li>2. To improve the projection ability of the Municipality for future planning by means of a proper hydrological study which will indicate the status quo of current water sources and to determine future requirements.</li> <li>3. To obtain linkage and access to the Geographical Information System (possibly to be established by Fezile Dabi District Municipality) and to ensure updated information.</li> <li>4. To consider statistics from the Department of Finance of the Municipality in determining the current and future requirements. (Statistics regarding Billing Information: Inlet and Outlet whether it corresponds)</li> <li>5. Starting from 1 May 2008 perform an access audit to ascertain how many authorized households have access to bulk water and how many still need to be connected.</li> <li>6. Install connections and related meters to authorized household needing access.</li> <li>7. To install bulk water meters at all purification plants and reservoirs to ensure effective bulk water loss control.</li> <li>8. Continuously report on water resource quality and access to the Department of Water Affairs and Council.</li> <li>9. Consider the construction of new storage dams, especially in the Steynsrus area.</li> <li>10. Engage key stakeholders and establish a working committee to investigate the possibility to get water from the Lesotho Highland Water Scheme via the "Liebenbergvlei" River <i>into an estuary of the Vals river.</i></li> <li>11. Investigate the possibility and cost to purify sewerage into drinking water.</li> </ol>
<p><b>Objective 2</b></p> <p>To introduce proper maintenance program and procedures in order to control water losses to remain within an industry acceptable normal loss process.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. The under-mentioned strategies from strategy 2 to 15 to be submitted to council for adoption as programmes for implementation.</li> <li>2. Develop a water maintenance program for adoption by council.</li> <li>3. Perform a cost analysis of the maintenance program for inclusion in the budget for approval.</li> <li>4. Perform all maintenance in accordance to the adopted program</li> <li>5. Re-arrange workflow to facilitate minimal response time to reported pipe bursts, leakages by the end of April 2009.</li> <li>6. To implement an "ownership" campaign amongst consumers to take responsibility to immediately report water losses (to be conducted as part of the comprehensive services awareness campaign – see Objective 2 under the priority Sewerage).</li> <li>7. To educate the community to be responsible for household plumbing to reduce water loss.</li> <li>8. Develop a comprehensive plan and estimated costing on major replacement of water valves, hydrants and plant.</li> <li>9. Council to approve major replacement mentioned in 8 in line with budget.</li> </ol>

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	<ol style="list-style-type: none"> <li>10. To strive towards full compliance with the Water Services Act regarding water service provision.</li> <li>11. In conjunction with Human Resources division perform job evaluations of all persons with the object of establishing the need of employment</li> <li>12. Undertake an assessment of fleet which is economical to maintain and use and that which should be disposed of.</li> <li>13. Where fleet replacement is likely, quantify the cost of replacement versus the cost of keeping fleet which is uneconomical to maintain and recommend appropriately to council.</li> <li>14. To implement a water loss and demand management programme to detect, repair and effectively monitor water losses. Further to invite the community to take an active part in the reporting process of such water losses caused by leaks and making the adopted Water Loss Management Program available to stakeholders.</li> <li>15. In conjunction with skills development unit, starting on the 1<sup>st</sup> April 2008 and continuously assess employee skills development needs and address the skills requirements.</li> <li>16. Engage key stakeholders including the district municipality, Department of Local Government and Housing, Department of Water Affairs on possible sources of water other than the current sources.</li> </ol>
<p><b>Objective 3</b></p> <p>To ensure that all rural households have access to clean water according to RDP standards.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Continuously investigate cost effective on site purification systems (researched by an accredited research institute including but not limited to CSIR) to be implemented in rural areas. <b>(Emphasis)</b></li> <li>2. To obtain funds from all available funding sources for the provision of clean water to all rural households.</li> <li>3. Seek funding dedicated for rural water supply by tranches starting with the first tranche obtained by the end of August 2008.</li> <li>4. To implement a subsidy scheme to assist farmers to provide water to rural households by continuing with the existing grant scheme by the Fezile Dabi District Municipality. (Refer 2 the District Alignment. Since LM is with effect from July 2003 an autonomous WSA the funding should be channeled directly to the LM)</li> <li>5. A structured quality control program to be managed by water works, Environmental officer and the Manager Technical Services should be compiled and approved by the end of June 2008.</li> <li>6. To ensure that water quality principles are monitored and adhered to by the Environmental Health Officer (see Objective 4 as part of Priority Sewerage). (Water treatment to be adhered to)</li> <li>7. To extend the delivery of Services to Rural Areas in Moqhaka. (Oorskiet and Northleigh Farms)</li> </ol>

<p><b>Objective 4</b></p> <p>To ensure a minimum of 48 hour water holding capacity of clean quality water to all towns.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. At every establishment of a new residential or business area or rezoning of an existing area from business to household and vice versa an intensive analysis of reservoir capacity should be undertaken.</li> <li>2. Stock holding (Water) should be undertaken daily and proper recording of acquisition and consumption should occur. On a regular basis, through some statistical approximation, a reasonable demand and supply to cover a specific term shall then be easily determined.</li> <li>3. To execute a comprehensive study regarding the current status and envisaged future bulk water holding capacity requirements and to implement a well functioning Electronic Remote Monitoring System. <b>(Part of the Water Loss Management)</b></li> <li>4. To ensure that all urban areas have sufficient water holding capacity.</li> <li>5. To improve income levels of water services and to implement strict measures to ensure effective debt collection (refer to the Integrated Institutional Plan and 5 Year Financial Plan).</li> <li>6. On the basis of prioritization of area and services needs, embark on at least one reconstruction of a reservoir and pipeline in the area which has been identified as the most needy of water which has to be completed by end of the financial period.</li> <li>7. To improve the water holding capacity in Maokeng through the construction of a new reservoir and pipeline to the high lying north-western residential areas (upper Dinoheng) with connector pipelines depending on the above-mentioned study. <b>(Report is done)</b></li> <li>8. To replace the bulk network of the Gunhill industrial area as an emergency precaution, as the current network is inadequate in cases of a fire at the oil and gas companies.( Manager Technical Services to take note and report back at next IDP Steering Committee Session)</li> <li>9. To rehabilitate the water purification works of Kroonstad to ensure adequate and quality water at all times.</li> <li>10. Ensure that all purification plants are operated optimally to produce a quality of water complying with national standards.</li> <li>11. To ensure water works sludge are disposed properly to eliminate effect on water quality.</li> </ol>
<p><b>Objective 5</b></p> <p>To look into alternative water resources – Boreholes</p>	<p><b>Strategies</b></p> <p>To conduct a study to look into the possibility of having a borehole system as an alternative source of water in Viljoenskroon</p>
<p><b>objective 6</b></p> <p>To</p>	



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	<p>a regular basis, through some statistical approximation, a reasonable demand and supply to cover a specific term shall then be easily determined</p> <ol style="list-style-type: none"> <li>3. To rehabilitate and upgrade the existing main sewer pipelines in Kroonstad due to chronic pipe failures and to upgrade the Kroonstad sewerage treatment plant.</li> <li>4. To conduct continuous community awareness by ward committees regarding on site maintenance of sewerage systems by the community to reduce blockage of systems.</li> <li>5. The lack of proper drainage systems in the townships during heavy rainfall contributes to the overloading of the sewerage system and need to be addressed through the installation of proper storm water systems.</li> <li>6. To improve the existing bulk sewerage system by the replacement of the Brentpark Extension 6 pump station with gravity sewers and the modification of existing pump stations to limit the occurrence of failures.</li> <li>7. To provide services in Northleigh (Viljoenskroon)</li> </ol>
<p><b>Objective 3</b></p> <p>To provide resources and implement measures to reduce and address sewer<sup>2</sup>blockages to an industry acceptable level.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. In conjunction with Human Resources division perform job evaluations of all persons with the object of establishing the need to employ.</li> <li>2. Re-arrange workflow to facilitate minimal response time to reported sewer pipe bursts, leakages by the end of April 2008.</li> <li>3. To ensure that adequate human resources are available to enable quick response to complaints and ensure preventative measures regarding sewer blockages and pipe breakages.</li> <li>4. To ensure that all complaints (normal day to day blockages) are attended to within 8 hours and major blockages between 24 and 48 hours as a benchmark for monitoring.</li> <li>5. To ensure that each maintenance team has a reliable vehicle and equipment and where required more advanced equipment.</li> <li>6. To improve maintenance services by implementing a two-way radio communication system and cell-phones for standby emergencies.( None currently for Viljoenskroon &amp; Steynsrus. ) (Mobile phones should be switched on and personnel available Mobile phones to be made available for Councillors.</li> <li>7. To ensure quick response to complaints by implementing, at the existing disaster management center, a central call desk and toll free system to report complaints. The center needs to be fully equipped to handle all emergency calls and ensure quick response.</li> <li>8. To measure response times by implementing the above complaints management call desk as part of the disaster management centre.</li> <li>9. To implement measures to ensure that all complaints are dealt with effectively and to invite the community to take an active part in the reporting process of such blockages and spillages.</li> </ol>
<p><b>Objective 4</b></p> <p>To educate consumers and personnel on an ongoing basis in order to minimise blockages.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Engage in consumer education on <ul style="list-style-type: none"> <li>• Possible causes of sewer blockages</li> <li>• Preventative measures that can minimize sewer blockages and</li> </ul> </li> </ol>

<sup>2</sup> The Objectives, Strategies & Projects of Water & Sanitation are included in the Water Services Development Plan of the Municipality.



	<ol style="list-style-type: none"> <li>2. Utilizing the following media as a communication tool <ul style="list-style-type: none"> <li>• Schools</li> <li>• Libraries</li> <li>• Municipal notice boards</li> <li>• MEDIA (Radios, Newspapers, Billboards)</li> <li>• Pamphlets</li> <li>• Ward meetings</li> </ul> </li> <li>3. To educate the community regarding the sensible utilization of the sewerage system by introducing an extensive education programme at all schools as a comprehensive effort involving technical and environmental health personnel.</li> <li>4. To introduce educational programmes to communities through workshops by using ward committees.</li> <li>5. To involve schools through the Department of Education and all community based organisations through the media.</li> <li>6. To educate communities on the correct use of systems, the effect of pollution and how to report complaints.</li> <li>7. To distribute pamphlets on specific issues during workshop sessions at schools and at libraries.</li> <li>8. To provide assistance and training to ward committee members on how to conduct workshops and campaigns.</li> <li>9. To make use of all available communication mediums such as Lesedi FM, Radio Oranje and Radio Overvaal, newspapers and televisions at pay points (info services that have been implemented at banks and post offices) in all the concerned languages to spread information.</li> <li>10. To upgrade and replace manholes to prevent blockages as it is a source of entry of foreign objects into the sewerage system. (To replace the cast-iron lid with concrete or similar to prevent people from taking the lids.)</li> </ol>
<p><b>Objective 5<sup>3</sup></b></p> <p>To ensure that all households in the rural area have access to a sewerage system according to national IDP standards. (VIP)</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Obtain funding from all available sources to implement a subsidy scheme for acceptable sanitation systems in the rural areas.</li> <li>2. Implement a rural registration system to determine the current situation and future needs of the rural area including the Vierfontein villages, Vaal Reefs and Renovaal regarding sanitation, water, electricity and refuse removal.</li> <li>3. Conduct education programmes on an ongoing basis to be coordinated by an Environmental Health Officer.</li> <li>4. Involve the national and provincial government and the District Municipality in the implementation of rural sanitation systems.</li> <li>5. Extend the delivery of Services to Rural Areas in Moqhaka (Oorskiet and Northleigh Farms)</li> </ol>

**PRIORITY: STREETS & STORM WATER**

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<p><b>Objective 1</b></p> <p>Restoration to usable surface all tarred roads and gravel routes and maintaining all routes continuously</p> <p>To prevent the further decaying of existing tarred and gravel streets and maintain at an acceptable and trafficable level.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Identification of routes carrying high traffic and moderate to low traffic</li> <li>2. On the basis of the identified route capacity develop a road maintenance programme depending on the volume of traffic on that route. The program should have reasonable cost estimates and should include all other road ancillaries like road signage, markings and bridges etc.</li> <li>3. For Bridge maintenance stakeholders including Spoornet/Transnet should be involved, particularly in the determination of the expected future life of the bridge.</li> <li>4. Continuously seek grants for upgrading of routes that need replacement or gravel routes whose traffic justify the need for tar on such routes including routes where public transport is dominant.</li> <li>5. Comprehensively update the existing computerized roads management system for all existing roads and to construct, repair and maintain roads together with storm water drainage systems based on a proper roads master plan.</li> <li>6. To calculate the financial implications of the proper maintenance of all streets and allow for the budgeting process to accommodate proper maintenance.</li> <li>7. To obtain emergency funding for the maintenance and tarring of collector routes and the upgrading of all gravel roads.</li> <li>8. To ensure effective maintenance by upgrading or replacing the roads maintenance vehicles, machinery and equipment as a matter of urgency.</li> <li>9. In conjunction with skills development unit, starting on the 1<sup>st</sup> April 2008 and continuously assess employee skills development needs and address the skills requirements</li> <li>10. As part of the comprehensive training programme of all maintenance staff (see Objective 1 as part of the priority Water), to improve the capacity and skills of roads maintenance personnel in all towns.</li> <li>11. Initiate community based construction projects for storm water channel construction, gravel road construction and brick paving for road construction.</li> <li>12. To ensure the timeous repair and maintenance of roads before permanent damage is occurred.</li> <li>13. To implement measures such as rerouting of heavy vehicles, proper road marking and signage and proper law enforcement to prevent damage of road surfaces by heavy vehicles.</li> <li>14. To give preference to roads regarding upgrading in areas where public transport are not presently available due to the condition of roads.</li> <li>15. To give preference to the main bridges that give access to the CBD for maintenance.</li> <li>16. To effectively rehabilitate all existing mined areas (quarries) that were excavated for the purposes of road building material.</li> </ol>
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<p><b>Objective 2</b></p> <p>To provide gravel roads to all urban areas as a minimum standard.</p> <p>Service Levels:</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Linking with local economic development, ensure that locally produced materials of appropriate standards and local labour is utilized in infrastructural projects.</li> <li>2. To investigate the possibility, by involving the CSIR, to build roads with locally produced bricks to stimulate job creation.</li> <li>3. To ensure that all urban residential areas are provided with a minimum of gravel roads to ensure that these areas are</li> </ol>
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<ol style="list-style-type: none"> <li>1. Minimum/Basic: Gravel</li> <li>2. Intermediate: Surfaced</li> <li>3. High Level: Interlocker/Tarred</li> </ol>	<p>accessible.</p> <ol style="list-style-type: none"> <li>4. To ensure a source for road construction material specifically in Rammulotsi is obtained.</li> </ol>
<p><b>Objective 3</b></p> <p>To install and maintain proper storm water drainage system according to the master plan.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To take cognisance of natural drainage systems with the planning of storm water drainage networks.(Develop proper drainage at Viljoenskroon Industrial area.)</li> <li>2. To extend and improve all storm water drainage systems according to the master plan.</li> <li>3. To consider labour intensive local community projects with the construction of storm water networks to contribute to local job creation.</li> <li>4. To ensure adequate institutional capacity for effective routine maintenance regarding vehicles, equipment, personnel etc.</li> </ol>
<p><b>Objective 4</b></p> <p>To provide sufficient collector and access roads according to a roads master plan.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Perform a stock take of all possible collector routes in Moqhaka that are not tarred.</li> <li>2. Determine the most equitable priority of tarring these routes</li> <li>3. Quantify the cost of tarring all these routes</li> <li>4. Determine whether some can be funded internally or should external funding be sought</li> <li>5. To obtain emergency funding for the tarring of main collector routes in all towns.</li> <li>6. Make provision for street trees and landscaping with the construction of streets.</li> <li>7. Ensure that all areas are provided with sufficient collector and access roads according a roads master plan.</li> <li>8. Channel existing vlei areas and proper pedestrian and vehicular bridging with the provision of storm water networks in particular at the Dinoheng residential area and between Seeisoville, Marabastad and Gelukwaarts residential areas.</li> <li>9. Upgrade the access road into the Constantia residential area to improve accessibility of the area.</li> <li>10. Construct a proper access and collector road at the most recent extension of Rammulotsi (Rammulotsi Ext. 5).</li> <li>11. Consider alternative means of road construction such as paving with locally manufactured bricks.</li> <li>12. Plan, survey and construct the new road that will link Brits Street and the Smaldeel Road as proposed in the SDF.</li> <li>13. Discuss/Plan the alteration of Smaldeel Road into a double road in collaboration with the Roads Section (PAO)</li> </ol>
<p><b>Objective 5</b></p> <p>To ensure that all streets are provided with road markings and street names.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To investigate the possibility of improving pedestrian movement at street corners in Kroonstad CBD and the effectiveness of removing concrete blocks serving as street names, in collaboration with stakeholders concerned.</li> <li>2. To activate a "look after your own street" system regarding signage to prevent vandalism and ensure effective maintenance to be coordinated by the ward committees.</li> <li>3. Conduct awareness with communities regarding vandalism and to implement a reward system for communities to report vandalism, at the same time consider the ability to have a standing maintenance budget as the reward system may subject the council to logistical constraints and is likely to be abused.</li> <li>4. Develop a signage maintenance program and continuously replace or repair items that may have worn out or items</li> </ol>

	<p>that may have been vandalized.</p> <ol style="list-style-type: none"> <li>5. Consider alternative material and methods of construction of street names (consider prescribed policy and legislation of Provincial Government).</li> <li>6. Proper street signage and marking is erected/painted in all areas that are imperative for emergency, policing and tourism services and sites.</li> </ol>
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## PRIORITY: ELECTRICITY PROVISION

<p><b>Objective 1</b></p> <p>To upgrade and maintain the electricity network to provide continuous and quality electricity.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. In conjunction with skills development unit, starting on the 1<sup>st</sup> April 2008 and continuously assess employee skills development needs and address the skills requirements.</li> <li>2. Ensure that adequate tools, equipment and vehicles are available to all maintenance teams to ensure effective maintenance.</li> <li>3. Implement a preventative maintenance programme to minimise sudden and unexpected breakdowns.</li> <li>4. Upgrade all bulk networks, substations and transformers where supply and quality problems are experienced.</li> <li>5. Replace all broken concrete electricity poles in phases.</li> <li>6. Assess on the basis of a feasibility analysis, whether sufficient capacity exist within Moqhaka to generate its own electricity and maintain the entire necessary infrastructure at a reasonably less cost than ESKOM supply.</li> <li>7. Fast track negotiations to take Electricity from Eskom as supplier.</li> <li>8. <i>Investigate possibilities of "energy-saving Area lighting"</i></li> <li>9. <i>Investigate alternative sources of energy</i></li> </ol>
<p><b>Objective 2</b></p> <p>To provide sufficient pay points for the effective usage of the pre-paid electricity systems.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Provide additional pay points in particular in the Steynsrus, Rammulotsi and Brentpark residential areas according to the current need.</li> <li>2. Assess whether current vending machines are at least breaking even with their cost of acquisition.</li> <li>3. To apply for funding from all available funding sources to obtain adequate vending machines.</li> </ol>

<p><b>Objective 3</b></p> <p>To ensure that electricity is provided to households in the whole area of jurisdiction of the Municipality including urban, peri-urban and rural areas.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Quantify the number of households and / or businesses that need to be supplied with electricity</li> <li>2. Quantify the cost of supplying the necessary infrastructure</li> <li>3. Seek funding from custodians of electricity supply, including the National Electricity.</li> <li>4. To obtain funds from the NER and the Fezile Dabi District Municipality (FDDM) for the installation of electricity networks and resume power distribution from Kroonstad’s electricity station.</li> <li>5. To ensure that all rural areas will be covered with electricity network so that all households are provided with electricity through the continuation of the current subsidy scheme of the Fezile Dabi District Municipality as an alternative.</li> <li>6. As part of the comprehensive services study (see Objective 4 of the priority Sewerage), to do a proper needs assessment of the current and future needs regarding electricity in all rural areas with the involvement of the ward councilors / committees and farmer associations.</li> <li>7. Provide all the small holdings and residential villages in the entire Moqhaka region with an electricity network.</li> <li>8. Supply pre-paid meters in all households in new extensions.</li> <li>9. To ensure that future residential and industrial developments are scheduled on the Eskom planning cycle. (Alignment with Eskom)</li> <li>10. All communities should be encouraged to change as far as possible from conventional meters to pre-paid meters although it will not be mandatory.</li> <li>11. Electrification of RDP houses as part of the package and not after completion of structure.</li> <li>12. To install infrastructure services to new Residential Extensions .</li> <li>13. Investigation of Alternative Energy Sources.</li> <li>14. To extend the delivery of Services to Rural Areas in Moqhaka (Oorskiet/Northleigh/Lovedale Farms)</li> </ol>
<p><b>Objective 4</b></p> <p>To provide adequate area lighting in all urban areas to ensure a more safe environment.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To apply for funding from all available sources and ensure the provision of adequate area lighting in all urban areas.</li> <li>2. Provide high-mast and street lighting in the Matlwangtlwang, Maokeng, Brentpark, Rammulotsi, Koekoe Village, Marabastad and Kroonstad residential areas.</li> <li>3. To install high mast lights on a pro-rata bases, to be decided on by the Councilors, in phases as funds come available to the above areas.</li> </ol>
<p><b>Objective 5</b></p> <p>To facilitate the ongoing community awareness campaigns regarding vandalism of the electricity network and the effective utilization of electricity.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure the communities are made aware of the danger of electricity and how to utilise electricity effectively with the involvement of the Electrical Engineer (to be conducted as part of the comprehensive services awareness campaign – see Objective 2 under the priority Sewerage).</li> <li>2. To distribute pamphlets on above issues on a continuous basis to ensure that all communities are informed.</li> <li>3. To exploit the electronic media such as the radio to form an integral part of community awareness.</li> <li>4. To conduct community education by implementing training programmes in schools by utilising Eskom resources and to make use of various community based organisations such as church organisations to assist with awareness.</li> </ol>

<p><b>Objective 6</b></p> <p>To ensure that adequate bulk supply systems are available in order to provide cost effective electricity to the community.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To investigate the refurbishment and re-commissioning of the dormant power station to provide electricity at reduced rates.</li> <li>2. To enter into a private-public partnership and/or a joint venture to enable the commissioning and operation of the power station.</li> <li>3. To investigate the implementation of a load control system in all areas in order to reduce the electricity bill of the Municipality from Eskom and to provide electricity at reduced rates.</li> <li>4. To ensure the availability of sub-stations for bulk provision to business areas.</li> <li>5. To ensure provision is made for adequate bulk electricity capacity to cater for future growth of all towns.</li> </ol>
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**PRIORITY: SOLID WASTE MANAGEMENT**

<p><b>Objective 1</b></p> <p>To ensure that effective waste management in all areas are done in accordance with national standards.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Identify and implement a system of dumping stations for the informal occupation at Vaal Reefs and if required at Vierfontein and Renovaal.</li> <li>2. Provide an interim dumping station facility for the informal occupation at Vaal Reefs.</li> <li>3. Manage all dumping sites by continuous rehabilitation, compacting, fencing and access control in particular at Steynsrus and Kroonstad.</li> <li>4. Involve landowners in the rural area and private town managers to identify suitable sites or transfer stations in rural areas.</li> <li>5. Conduct community education and awareness on environmental and health issues.</li> <li>6. To investigate public / private partnerships regarding waste management combined with a containerised system.</li> <li>7. Rehabilitate all used landfill sites considering urban greening and to reinstate and upgrade portions of landfill sites where required.</li> <li>8. To determine the need for the provision of services in this regard to the private towns e.g. Vierfontein two villages, Renovaal etc.</li> <li>9. To invite comments on and representations from stakeholders regarding the possibility of a PPP in establishing a containerized system and the cleaning of Kroonstad CBD.</li> <li>10. Comply with relevant policies and By-laws</li> </ol>
<p><b>Objective 2</b></p> <p>To deliver a cost effective removal service</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure effective waste management and waste removal services by training personnel on basic skills on waste handling, removal and management as part of the comprehensive training programme of all maintenance staff (see</li> </ol>

<p>to all erven.</p>	<p>Objective 1 as part of the priority Water).</p> <ol style="list-style-type: none"> <li>2. Refuse workers to be subjected to regular health checkups and are equipped with safety equipment.</li> <li>3. Provide regular waste removal and effective waste management service by obtaining adequate equipment and vehicles and to appoint the required personnel.</li> <li>4. Consider the implementation of the refuse bag removal system in all areas where buckets and various containers are utilised that need to be emptied costly.</li> <li>5. Provide skips throughout areas.</li> <li>6. To ensure an effective waste removal service by means of proper supervision of the refuse removal teams and workers.</li> <li>7. Initiate cleaning campaigns in cooperation with voluntary CBOs to assist the Municipality.</li> <li>8. Maintain daily street cleansing through proper supervision and provision of appropriate tools and equipment.</li> <li>9. Improve removal of illegally dumped waste.</li> <li>10.</li> </ol>
<p><b>Objective 3</b> To conduct ongoing awareness regarding waste management, littering and environmental pollution.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Institute a community educational and awareness programme (to be conducted as part of the comprehensive services awareness campaign – see Objective 2 under the priority Sewerage) with the involvement of the Department of Environmental Affairs and Tourism.</li> <li>2. Institute education and awareness programmes with the cooperation of ward committees.</li> <li>3. To approach the Department of Environmental Affairs and Tourism to compile a programme to be broadcasted through the electronic media.</li> <li>4. Participate in cleaning campaigns for the cleanest town competitions with communities co-ordinated by environmental health officials</li> <li>5. Maintain landfill sites utilizing suitable equipment</li> <li>6. Introduce and encourage communities to recycle waste and create incentive schemes for in-house Recycling</li> <li>7. Formulate Medical Waste Stream Management.</li> <li>8. Investigate the feasibility to establish Composting Facility.</li> </ol>

**PRIORITY: SPORT, ARTS AND CULTURE & RECREATION**

<p><b>Objective 1</b> To provide sport terrains (multi purpose) according to detailed needs assessment.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Upgrade existing sports facilities as required to host training and public viewing area to a standard of FIFA requirements, as in compliance to non-hosting cities.</li> <li>2. Renovate and upgrade all current sport grounds in the entire area.</li> <li>3. Provide evenly spaced play grounds in urban and rural areas to accommodate all sectors of the community.</li> <li>4. Utilise available sport terrains for the establishment of multi-purpose sports centres.</li> <li>5. Provide multi-purpose courts (combi-courts) at the existing sport terrain in the Matlwangtlwang &amp; Rammulotsi &amp; Ext 5</li> </ol>
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	<p>in Rammulotsi residential area.</p> <ol style="list-style-type: none"> <li>6. Upgrade informal sport fields to a higher standard, for practicing of various sport codes.</li> <li>7. Properly develop the refurbished Seeisoville sport terrain in the Maokeng residential area to the level of a well developed neighborhood sport stadium and upgrade Loubser Park and the Rammulotsi stadium</li> </ol>
<p><b>Objective 2</b></p> <p>To upgrade and manage community/Town halls and other public facilities to be user friendly and fully equipped.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Renovate and improve the community/Town halls in particular at the Seeisoville, Steynsrus, Constantia, Viljoenskroon and Rammulotsi residential areas as well as in rural areas.</li> <li>2. Establish a regional cultural center in Kroonstad and consider the existing show grounds for these purposes.</li> <li>3. Conduct community education and awareness to encourage communities to take care of community facilities.</li> <li>4. Ensure proper security at community facilities and sport complexes.</li> <li>5. Renovate the existing civic theatre in Kroonstad, including the provisioning of an air conditioning and sound system and other existing halls to acceptable standards.</li> <li>6. Upgrade the Kroonstad Theatre for dual purposes as well as an international conference facility in the long term. (Arts Festivals, Music Festivals, <i>recording studio</i> etc.) To be utilized to its fullest potential and run efficiently &amp; effectively)</li> <li>7. Upgrade the amphitheatre at Kroonpark.</li> <li>8. To ensure that all community/Town halls are well equipped with proper facilities and equipment to also be utilized for indoor sport and recreation purposes. (Ensure proper Management &amp; Maintenance)</li> </ol>
<p><b>Objective 3</b></p> <p>To develop and maintain parks and open areas according to a plan.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Implement an urban greening plan in all areas, existing parks and open areas and upgrade the municipal nursery.</li> <li>2. Effectively maintain and develop all open spaces to be purposefully be utilised for sport and recreation purposes.</li> <li>3. Maintain all swimming pools and provide adequate and qualified life savers during peak holiday seasons.</li> <li>4. Properly trained personnel and sufficient equipment and vehicles – fill existing vacancies of general workers. Replace dilapidated lawnmowers, tractors and bush cutters.</li> <li>5. Educate the community regarding environmental health, nature conservation and community involvement with maintenance and development of parks.</li> <li>6. Investigate the possibility of a PPP to establish and manage a Pound system in Moqhaka to effectively control stray animals, as prescribed by law.</li> <li>7. Upgrade and reconstruct the Nyakallong resort and to manage and operate the resort as a profitable entity. (Fencing should first be done to protect the assets prior to the upgrading of the Nyakallong Resort)</li> <li>8. Establish a Pound system in Moqhaka.</li> </ol>
<p><b>Objective 4</b></p> <p>To create an enabling environment for the practicing of different sporting codes.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To investigate the establishment of a regional soccer academy in Moqhaka that could form part of a youth centre.</li> <li>2. To employ a Receptions Manager/officer and personnel to promote all sporting codes.</li> </ol>



	<ol style="list-style-type: none"> <li>3. To establish a sport council to investigate, amongst other, the establishment of an Olympic Committee.</li> <li>4. To identify the needs of the community regarding the specific recreational facilities and sporting codes to be practiced.</li> <li>5. To commercially and effectively market the area regarding available facilities and to appoint a public relations officer in this regard.</li> <li>6. To effectively maintain and develop all open spaces and sport terrains by implementing an entrance fee system.</li> </ol>
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**PRIORITY: CEMETERIES**

<p><b>Objective 1</b></p> <p>To provide sufficient cemeteries in all areas to ensure adequate burial space.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Investigate other methods of disposing of human remains considering the raining cultures, traditions and beliefs.</li> <li>2. Investigate the possibility of a uniform service structure for all cemeteries.</li> <li>3. Investigate the need for combined accessible cemeteries for all cultural beliefs in the rural area.</li> <li>4. Consider the implementation of a crematorium for the entire area.</li> <li>5. Conduct public participation and awareness regarding the maintenance of cemeteries.</li> <li>6. To investigate the extension of the municipal security personnel to assist in curbing vandalism regarding cemeteries and other community facilities.</li> <li>7. Investigate alternative ways and means to optimize the land available for burial purposes.</li> <li>8. To introduce the debate of cremation of all unknown and paupers.</li> <li>9. Involve the Churches in the process of identifying alternative measures of burial.</li> <li>10. <i>Identify areas not environmentally sensitive eg. Vleis, areas close to or above water sources.</i></li> <li>11. <i>Identify areas of low agricultural potential.</i></li> </ol>
<p><b>Objective 2</b></p> <p>To ensure the regular maintenance of all cemetery sites whereby all cemeteries are fenced and provided with ablution facilities.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Construct ablution facilities at cemeteries, fence, and install irrigation systems where feasible.</li> <li>2. To ensure effective and regular maintenance of cemeteries by obtaining adequate vehicles and equipment, appointing sufficient personnel and to obtain assistance, if required, from the Department of Correctional Services on an ad hoc bases.</li> <li>3. Implement alternative fencing methods to minimize vandalism of cemeteries.</li> <li>4. To involve the commonage community groups to restrain cattle in cemetery sites.</li> </ol>
<p><b>Objective 3</b></p> <p>To conduct public awareness campaigns to</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Conduct community education and awareness to encourage the community to lodge community cleaning and</li> </ol>

prevent vandalism in cemeteries.	<p>maintenance campaigns and to protect all cemeteries and other community facilities.</p> <p>2. Involve ward committees and community based organisations with community education and awareness.</p>
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## PRIORITY: HOUSING

<p><b>Objective 1</b> To accelerate training of housing officials</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Register training needs with the Skills Development Facilitator.</li> </ol>
<p><b>Objective 2</b> To acquire and develop sufficient land to provide in the current backlogs and future needs regarding residential development.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Perform Stock take of persons needing housing or land to be used for the construction of a residential dwelling. This procedure should be performed regularly preferably annually.</li> <li>2. Quantify the area needed and cost of acquisition and development where necessary.</li> <li>3. Apply for grants from the Department of Land Affairs to acquire land for residential development in Moqhaka or obtain other external finance in line with 1 and 2 above.</li> <li>4. Investigate alternative sources of funding of land for residential development.</li> <li>5. Apply for funding from the Department of Cooperative Governance and Traditional Affairs to establish adequate sites to address the current backlogs and future needs.</li> <li>6. Identify land for middle to high-income groups for housing development.</li> <li>7. Identify land for high density settlement (social housing/rental housing) for those who only reside within Moqhaka for employment purpose only.</li> <li>8. <i>Areas of low agricultural potential to be identified for development</i></li> <li>9. To establish low cost residential sites by means of planning, township establishment and pegging in the following town areas: <ul style="list-style-type: none"> <li>- Kroonstad: Maokeng, 2846 erven on Dawid Malan Smallholdings</li> <li>- Maokeng 2900 erven adjacent to Boitumelo Hospital 326 erven – Brentpark 1964 erven – Viljoenskroon (Rammulotsi) –Northleigh (phase 2) Steynsrus; Subdivision and replanning of 30 erven</li> </ul> </li> <li>10. To complete provision of bulk infrastructure services to erven in the following areas: <ul style="list-style-type: none"> <li>- Moakeng: 47 erven adjacent to Motswela Secondary School in Gelukwaarts</li> <li>- 20 erven next to Phomolong Intermediate School in Phomolong</li> <li>- 16 erven next to Seeisoville Hostel</li> <li>- Kroonstad: 200 residential erven in Tuinhof, opposite Jordania adjacent Reitz Street</li> <li>- Residential erven in Heuwelsig</li> <li>- Residential and business erven in Elandia</li> </ul> <p style="margin-left: 40px;">Viljoenskroon/Rammulotsi: erven in extension 14 in Viljoenskroon 37 erven at the former Rammulotsi hostel 1964 erven at Rammulotsi. (Northleigh – phase 2)</p> </li> </ol>

	<p>Steynsrus/Matlwangtlwang: 650 erven in Matlwangtlwang 30 erven in Steynsrus</p> <ol style="list-style-type: none"> <li>11. Apply for accreditation as a Developer from the Dept of Local Government &amp; Housing.</li> <li>12. Communicate with all communities regarding the vacating of the temporary structure after allocation of a House to the beneficiary, and demolish the informal housing structure or use it for purposes other than for human settlement.</li> </ol>
<p><b>Objective 3</b></p> <p>To strive to replace all temporary structures with permanent dwellings by 2014 and to provide in the future need.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Facilitate housing subsidy applications to assist the community in obtaining government subsidies.</li> <li>2. To apply for various housing subsidy schemes in order to build the maximum number of houses according to grants allocated to replace all temporary structures and to address the future need.</li> <li>3. To determine the needs for housing for farm workers (both on and off farm projects)</li> <li>4. Re-acquire, by means of repossessions, all undeveloped residential erven whose owners do not fulfill the conditions of original sale</li> <li>5. Allocate reacquired erven to persons who may be eligible for such allocation</li> <li>6. Prevent the development of informal settlements through a well defined policy/by-law which is compliant to the relevant legislation</li> </ol>
<p><b>Objective 4</b></p> <p>Acquire information technology infrastructure (hardware and software) which is commensurate with the housing activities</p>	<p>With the involvement of the information technology and communications unit of the municipality, establish the reasonable specifications for the necessary computer hardware and software to enable proper workflow</p>

**PRIORITY: INFORMATION TECHNOLOGY & COMMUNICATION**

<p><b>Objective 1</b></p> <p>To provide a secure and integrated Local Area Network (internally within each office and sub office) and Wide Area Network (linking All three towns ie Kroonstad, Steynsrus and Viljoenskroon including satellite offices in Maokeng, Matlwangtlwang and Ramulotsi) solution</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. A well structured Internet Protocol Address LAN and WAN with documentation</li> <li>2. High speed Wide Area Network</li> <li>3. Maximum availability</li> <li>4. Removal of duplicate WAN services</li> <li>5. Reduce Costs</li> <li>6. Enhanced security</li> <li>7. Reduce time to fix</li> <li>8. Maintaining standardization and consistency</li> <li>9. Enabling Moqhaka IT Management to focus on strategic planning and its core business</li> <li>10. Delivering an effective and efficient sustainable service</li> <li>11. Responding positively and in a timely manner to the needs of local communities and under serviced areas and gain access to long-awaiting and necessary expertise and resources.</li> <li>12. To remove all games from computers.</li> </ol>
<p><b>Objective 2</b></p> <p>To provide a messaging and collaboration solutions</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Develop <b>Intranet</b> to help employees and managers to do their jobs more effectively and economically, the <b>Intranet</b> which will include the following:             <ol style="list-style-type: none"> <li>a. Moqhaka news, departmental newsletters, or weekly letters from the Press</li> <li>b. Employee handbook, expense report submissions, and so on</li> <li>c. Operations policies and procedures manuals</li> <li>d. Client contracts file</li> <li>e. Addition, deletion, and change of submissions to Human Resources</li> <li>f. Information Technology Support Desk trouble ticket submission and Frequently Asked Questions (FAQs)</li> <li>g. White papers</li> <li>h. Training documentation and schedules for new employees</li> </ol> </li> <li>2. Development of well-designed <b>Website</b> to give information to the public and regular updating of the intended site. (30 July 2009)</li> <li>3. Development of a secure and reliable <b>email service</b> to the employees as a way of communication.</li> </ol>

<p><b>Objective 3</b></p> <p>To ensure the availability of adequate communication networks and media (electronic and printed).</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure effective communication between the different municipal offices in the separate towns.</li> <li>2. To provide adequate and user friendly communication facilities between the Council and the community.</li> <li>3. To facilitate the establishment of multi purpose communication centers including IT/internet facilities. (Positively pursue)</li> <li>4. To facilitate the availability of communication networks in the rural area.</li> <li>5. To investigate the need for public telephones in the urban and rural areas.</li> <li>6. To ensure effective communication networks to the envisaged disaster / control centre.</li> </ol>
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**PRIORITY: Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome**

<p><b>Objective 1</b></p> <p>To implement a system of effective volunteers to assist in HIV/AIDS programmes.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Implementation of a system of community volunteers and to facilitate the training of volunteers and involving the Hospice and Palliate Care Association (commonly known as HPCA).</li> <li>2. In conjunction with the department of social development assist groupings to register and manage Home Based Care systems as Not for Profit Organisation</li> <li>3. Support community awareness that promotes foster parenting and creates an attitude of acceptance towards HIV/AIDS.</li> <li>4. Identify projects, which generate funds to be utilized in the fight against HIV/AIDS.</li> </ol>
<p><b>Objective 2</b></p> <p>To provide adequate facilities and programmes for the care of HIV/AIDS patients.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Identify government buildings and facilities which can be used as foster homes and HIV/AIDS centres.</li> <li>2. Ensure that rebates covers foster homes, Huis Eden, Algo Ghaka, Hospices and step-down facilities.</li> <li>3. Encourage voluntary counseling and testing (VCT) at accredited facilities.</li> <li>4. Facilitate the establishment of step-down facilities and foster homes (orphan homes) in the Moqhaka region.</li> <li>5. Subsidize basic services for the foster homes in Moqhaka</li> <li>6. Assist the Health department with identifying areas where Antiretroviral drugs are needed.</li> <li>7. Liaise with all role-players to strive to improve the processing of foster grants and disability grants for sufferers and social security requests.</li> <li>8. To establish the Local Aids Council for coordination to HIV/ Aids activities</li> <li>9. To establish HIV/AIDS unit</li> </ol>

**PRIORITY: YOUTH DEVELOPMENT**

<p><b>Objective</b></p> <p>To establish a functional youth development unit at the Municipality to represent the interests of the youth..</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure the availability of multi- purpose facilities and youth advisory centre in Moqhaka that could be used for youth development programmes and activities.</li> <li>2. To train sufficient staff and volunteer workers to assist in skills development programmes and activities for the youth.</li> <li>3. To obtain funding for the establishment of a youth development center to be utilized also as a youth recreation centre that is well equipped for each community by utilizing existing community facilities.</li> <li>4. To develop youth programmes, including the disabled, to enhance life skills and capacity.</li> <li>5. To establish a youth committee for each town area or ward that will be responsible to survey the needs of the youth of that area.</li> <li>6. To engage all stakeholders such as youth commissions, local youth clubs and community structures to be involved in youth development programmes.</li> <li>7. To ensure tendering processes of government organizations at all spheres make provision for the appointment of contractors amongst the youth.</li> <li>8. To institutionalize Youth development in Local Government environment.</li> <li>9. Standing Committees on Youth Affairs as a means to sensitize Council on needs of young men and women.</li> <li>10. To nominate an elected councilor, preferably from MAYCO and a Senior member of the personnel to take responsibility for overseeing Council's youth development policies.</li> </ol>
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**PRIORITY: GENDER EQUITY**

<p><b>Objective 1</b></p> <p>To implement measures to ensure gender equity.</p>	<p><b>Strategies (To be reviewed and dealt with by the Department of Corporate Services)</b></p> <ol style="list-style-type: none"> <li>1. To ensure that adequate women are represented in the Council and influential management structures.</li> <li>2. To do an analysis and assessment of current employment equity conditions.</li> <li>3. To train and appoint women for positions in Local Government and to conduct employment training sessions for women.</li> <li>4. To engage with all relevant role-players to assist women to create business opportunities.</li> </ol>
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**PRIORITY: COMMUNITY SAFETY AND SECURITY**

<p><b>Objective 1</b></p>	<p><b>Strategies</b></p>
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*IDP Review 2011/2012 Cycle  
(2011/2012 Review)*

<p>To improve awareness in communities of Moqhaka on Safety and Law best to use systems and infrastructure.</p>	<ol style="list-style-type: none"> <li>1. To provide information, education and rapid conflict resolution response to vulnerable communities.</li> <li>2. To introduce a mobile education unit and mascot to roll-out a 'rules of the road' education programme targeting children and youth at schools and libraries.</li> <li>3. To develop a road traffic safety school programmes to educate children on road safety.</li> <li>4. To run community awareness programmes on personal and road safety issues.</li> <li>5. To hold annual Public Transport programmes with District, Province and National.</li> </ol>
<p><b>Objective 2</b> To reduce incidents of violent behavior on roads</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To initiate a major outreach programme to elicit community views on transportation priorities in Moqhaka.</li> <li>2. To counter a lack of compliance, speeding, road rage and general aggressive behaviour on the road.</li> <li>3. To run ongoing road-user awareness and education campaigns</li> </ol>
<p><b>Objective 3</b> To reduce incidents of vandalism and promote cleanliness on Taxi rank facilities</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To provide adequate lighting system at taxi ranks.</li> <li>2. To erect fencing around Taxi rank facilities.</li> </ol>
<p><b>Objective 4</b> To ensure an effective functioning of road signals</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To install new traffic signals at intersections.</li> <li>2. To upgrade and maintain traffic signs in Moqhaka.</li> <li>3. To erect speed humps in every stop sign.</li> <li>4. To upgrade 74 robots in Kroonstad.</li> </ol>
<p><b>Objective 5</b> To reduce incidents of road accidents and pedestrian fatalities</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To re-introduce points-man at key intersections to improve traffic flow.</li> <li>2. To introduce robot/speed cameras at all intersections on main roads.</li> </ol>
<p><b>Objective 6</b> To enhance economic efficiency through traffic mobility</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To design and implement "One-way traffic system" to improve traffic flow.</li> <li>2. To implement a heavy motor vehicle transport plan.</li> <li>3. To develop and roll-out a 2010 traffic law enforcement plan in Moqhaka.</li> <li>4. To ensure roadworthiness of vehicles through regular roadside check points.</li> <li>5. To promote road-safety through effective communication campaign.</li> </ol>

**PRIORITY: LOCAL ECONOMIC DEVELOPMENT AND POVERTY ALLEVIATION**

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<p><b>Objective 1</b> To facilitate active farming in all L-RAD Projects</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To provide adequate infrastructure for farming projects and technical support.(Department of Agriculture and Municipality).</li> <li>2. To establish agro-processing /value-adding and organic farming.</li> <li>3. To facilitate bi-yearly Farmers Day.</li> <li>4. To provide incentives/rebates for projects that employ people that are not owners of projects.</li> <li>5. To liase with different departments for development of farming.</li> <li>6. To assist to market farm-products on Moqhaka-Website.</li> <li>7. TO establish Fish-farming projects.</li> </ol>
<p><b>Objective 2</b> To implement measures that will contribute towards the growth of SMME's and emerging entrepreneurs.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. The Municipality to mobilise all relevant stakeholders to improve the quality of local business management and to establish a business service centre.</li> <li>2. To formulate and implement SMME friendly policies and incentive schemes aimed at the empowerment of SMME's.</li> <li>3. To identify sustainable projects to establish SMME's.</li> <li>4. To do feasibility study to utilize existing council-owned stands to assist the establishment of SMME's.</li> <li>5. To establish a Small Medium and Micro Enterprise market as a sustainable project.</li> <li>6. To ensure that existing businesses remain in business by providing business support services.</li> <li>7. To ensure that investors are attracted to Moqhaka area by means of effective marketing and incentive programmes.</li> <li>8. To prepare and implement a marketing strategy to address all manufacturing, agriculture and service sectors in the Moqhaka area.</li> </ol>
<p><b>Objective 3</b> To actively promote industrial development that contributes to economic growth of the area.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. The Municipality to make land available for industrial development.</li> <li>2. Incentives policy for the establishment of industrial based businesses to be implemented by the Council.</li> <li>3. Basic industrial skills training needs to be provided to all semi skilled industrial workers.</li> <li>4. To establish an Industrial Park in municipality due to its central location to attract industrial businesses.</li> <li>5. To investigate the establishment of a dry port (freight hub) to capitalize on the strategic location of the area in a national, regional and local level. (Verify during the Alignment Session with Provincial Government regarding this aspect) (Also liase with the National Government Department)</li> <li>6. To maximize inter municipal relations(TWINNING) with international municipalities</li> <li>7. To vigorously promote potential of the municipality for investors</li> <li>8. To acquire land for development</li> </ol>
<p><b>Objective 4</b> To support the expansion of the tourism</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. By making use of the website established by Kroonstad Business &amp; Tourism, <a href="http://www.kroonstad.org.za">www.kroonstad.org.za</a> to market and</li> </ol>



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<p>potential of the area that will contribute to continued economic growth.</p>	<p>promote the area</p> <ol style="list-style-type: none"> <li>2. To advertise at town entrances funded by businesses and also promote the town through advertisement through the electronic media.</li> <li>3. To introduce an annual African arts and culture festival.</li> <li>4. To investigate the possibility to establish a Casino.</li> <li>5. To revive steam railways including the restoration of the station for passengers and tourism.</li> <li>6. To implement a proper system of marketing the region.</li> <li>7. To investigate the feasibility of a waterfront development.</li> <li>8. The commercial expansion of Kroonpark's tourism potential, through establishment of a joint marketing strategy with Kroonstad Bussiness and tourism, needs to be investigated and implemented.</li> <li>9. To promote tourism in the area by facilitating the establishment of guesthouses in Maokeng particularly.</li> <li>10. Compell all service/product providers to utilize locals in projects.</li> <li>11. That Hawkers and Flee Markets be managed by relevant By-laws and transversal be indicated. (Also see Health and Corporate Services)</li> </ol>
<p><b>Objective 5</b></p> <p>To ensure the implementation of poverty alleviation programmes.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure the implementation of community awareness campaigns on reducing and addressing poverty.</li> <li>2. To facilitate the training of emerging entrepreneurs.</li> <li>3. To ensure and implement job creation programmes in the Moqhaka region.</li> <li>4. To negotiate with the business sectors on poverty alleviation programmes.</li> <li>5. To liaise with Government Departments regarding their poverty alleviation programmes.</li> <li>6. To identify in consultation with local business the relevant skills and resources to establish co-operatives.</li> </ol>
<p><b>Objective 6</b></p> <p>To support Mining activities in Moqhaka</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To encourage and support mining activities in Moqhaka, especially Diamond Mining.</li> <li>2. To facilitate beneficiation of mining products.</li> <li>3. To encourage and facilitate BEE-Partnerships in Sand-Mining.</li> </ol>
<p><b>Objective 7</b></p> <p>To support development of Vredefort Dome as a National Heritage Site</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To actively participate in development of Integrated Management Plans for Vredefort Dome and their implementation(Management of Structures).</li> </ol>
<p><b>Objective 8</b></p> <p>To facilitate the availability of land in order to implement food production schemes.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure that market research takes place on an ongoing basis to determine the needs of the communities with regard to poverty programmes.</li> <li>2. To facilitate a marketing programme referred to in above.</li> <li>3. To ensure the participation of local businesses in farming initiatives.</li> <li>4. To facilitate the process of land availability for food production programmes and other activities by negotiating with the relevant Government Departments for additional land and funding.</li> </ol>

<p><b>Objective 9</b></p> <p>To ensure the implementation of poverty alleviation programmes.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>7. To ensure that investors are attracted to Moqhaka area by means of effective marketing and incentive programmes.</li> <li>8. To ensure the implementation of community awareness campaigns on reducing and addressing poverty.</li> <li>9. To facilitate the training of emerging entrepreneurs.</li> <li>10. To ensure and implement job creation programmes in the Moqhaka region.</li> <li>11. To negotiate with the business sectors on poverty alleviation programmes.</li> <li>12. To liaise with Government Departments regarding their poverty alleviation programmes.</li> <li>13. To prepare and implement a marketing strategy to address all manufacturing, agriculture and service sectors in the Moqhaka area.</li> <li>14. To identify in consultation with local business the relevant skills and resources to establish co-operatives.€</li> </ol>
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**PRIORITY: COMMUNITY SAFETY AND TRANSPORT**

<p><b>Objective 1</b></p> <p>To implement a municipal policing system that is affordable and effective</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To do a comprehensive feasibility study, involving all possible stakeholders, to determine the necessity and affordability of a municipal policing system that will contribute to reducing and combating crime.</li> <li>2. To conduct community awareness and education campaigns to address vandalism and abuse of Municipal properties and to involve local communities to assist in reducing vandalism and damage of municipal property.</li> <li>3. To provide more advanced training to traffic officials to assist in crime prevention.</li> <li>4. To implement measures that will improve effective crime prevention measures within the business areas.</li> </ol>
<p><b>Objective 2</b></p> <ol style="list-style-type: none"> <li>1. To ensure the provision adequate satellite and mobile police stations and police visibility.</li> <li>2. To develop a crime prevention strategy within Moqhaka.</li> </ol>	<p><b>Strategies (As adopted from Moqhaka Community Mobilisation Conference declaration)</b></p> <p><u>Conference noted the following:</u></p> <ol style="list-style-type: none"> <li>1. This Local conference is the CSF initiative responding strictly to the MEC call on various occasions in the budget speech for community mobilization against crime.</li> <li>2. Community mobilization, security, peace and stability, is the responsibility for all of us.</li> <li>3. The lack of resources and capacity of the CPF's remained a focal point of inability to carry the crime prevention process in our communities.</li> <li>4. The MEC assured us that the discussions on the above matter at national level are at advance stage to resolve those problems.</li> </ol>

5. Crime and criminals are a source that can lead to social moral and economic decay in our community.

Community Ethos

1. The pivotal role that Moqhaka Municipality must play in crime prevention is obligatory and constitutional.
2. The integrated approach with all committed stakeholders in fight against crime is very crucial.
3. Job creation and poverty alleviation is very key to crime prevention and its reduction.

Conference resolution

1. Moral regeneration programmes with all stakeholders be developed in our Municipality to fight lawlessness and moral decay in society.
2. Re integration of ex-inmates in the society in partnership with correctional services and justice department.
3. Develop skills transfer projects in our Municipality especially for our young people in capacity building for crime prevention.
4. Formulate long and short term strategies on alcohol substance abuse parallel with illegal liquor trading programmes.
5. Establish zero tolerance on corruption in our Municipality by vetting programmes, whistle blowing, operation pimpa and all others.
6. Ward committees should demarcate the existing sector policing in line with the Municipal demarcation for the integral crime combat planning.
7. Ward Councillors, inclusive in their "ward profile", should engage with all stakeholders to develop safety audits within their wards.
8. Police station commissioners should literally lead crime prevention programmes and oversee on the monthly assessment reports on crime reduction projects.
9. Collection of the centralized data on the status of rural safety and establishment of CPF substructures in the rural communities.
10. Set up neighbourhood watch committees with crime prevention volunteers.
11. Community Safety Forum remains the fundamental strategic tool to use in partnership with business and all stakeholders to source funding for crime prevention projects, even foreign donors patriotic to the cause.
12. Moqhaka Municipality further commits itself through the IDP, to put crime prevention high on its agenda even beyond the CPF's term of office.
13. Municipal Manager should oversee the dedicated department in the organizational structure diligently implement the crime prevention programmes.
14. The Executive Mayor confirms the pledge made on the launch of the CSF to take a political lead in crime prevention projects within our communities.

**PRIORITY: INSTITUTIONAL GOVERNANCE, MONITORING, PERFORMANCE MANAGEMENT, ADMINISTRATION**

<p><b>Objective 1</b> Institutional Performance Measurement and Staff Provisioning</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Develop key performance measures for both the institution and personnel</li> <li>2. Regularly measure the achievement of set objectives of the institution and personnel and identify areas of improvement</li> <li>3. Assess the current staff establishment (Organisational diagram) and quantify the number of personnel needed per department within the municipality</li> <li>4. Perform job evaluations for all positions</li> <li>5. Develop job descriptions for the entire Municipality positions</li> <li>6. <b>PROACTIVELY SEEK FUNDING FROM SECTORAL AGENTS TO IMPLEMENT ALL ENVISAGED PROJECTS.</b></li> </ol>
<p><b>Objective 2</b> Review of institutional policies and by-laws</p>	<ol style="list-style-type: none"> <li>1. Re-assess the need for review of existing policies and by-laws</li> <li>2. Design all the necessary policies, procedure and by-laws (NEW)</li> <li>3. Engage on a Public Participation regarding revision of bylaws</li> <li>4. Advertise the revised or new bylaws</li> </ol>
<p><b>Objective 3</b> Acquisition of a telephone system that will be standardized on all municipal offices</p>	<ol style="list-style-type: none"> <li>1. Acquire and install a telephone system that uses the IT network as basis (voice over IP technology)</li> <li>2. Improve monitoring of calls</li> </ol>
<p><b>Objective 4</b> Improve service rendered by committee services to council and its subcommittees</p>	<ol style="list-style-type: none"> <li>1. Acquisition and Installation of a voice recording or sound system in the council chambers, committee room, caucus room and reception hall.</li> <li>2. Improve the capturing of minutes of meetings of council and other committees</li> <li>3. In collaboration with Technical Services Department acquire or construct office building and office equipment.</li> </ol>
<p><b>Objective 5</b> Acquire an electronic record or workflow management system</p>	<ol style="list-style-type: none"> <li>1. Acquire a record management system and a <b>Geographical Information System</b> in order to have minimum hardcopy distribution internally.</li> </ol>
<p><b>Objective 6</b> Improve employee wellness</p>	<ol style="list-style-type: none"> <li>1. Develop an employee assistance program and develop managers in employee assistance</li> <li>2. Capacitate managers on the provisions of the labour legislation including basic conditions of employment and labour relations act and occupational health and safety act</li> <li>3. Structural adjustment effected to ensure that all municipal property and facilities are friendly to persons living with disabilities</li> <li>4. Develop an institutional continuity management plan to cater for long term absences by employees including expectant ladies.</li> <li>5. In conjunction with other stakeholders in the prevention and management of contagious diseases develop a system of managing workplace illnesses and those which may affect employees including tuberculosis and HIV/AIDS</li> </ol>
<p><b>Objective 7</b></p>	

Acquire property plant and equipment	1. Increase production centre (offices), acquire machinery, tools, equipment and furniture for effective service delivery
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## OBJECTIVES AND STRATEGIES: LOCAL GOVERNMENT NON-CORE COMPETENCY .4

### PRIORITY: IMPROVED LEVEL OF HEALTH SERVICES

<p><b>Objective 1</b></p> <p>To maintain Boitumelo Hospital as Regional Hospital and the only referral hospital to provide extended services in DC20</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To extend the specialist services, such as optometrist at the hospital.</li> <li>2. To ensure that personnel and doctors are employed.</li> <li>3. To provide 24 hours first level care services or alternatively to provide a community health centre.</li> <li>4. To ensure effective health services by upgrading equipment continuously.</li> <li>5. To apply and implement a proper and effective functioning referral system, especially from the smaller towns and to implement a commuter system to support the referral system.</li> <li>6. To ensure that staff is provided according to a proper staff establishment model with serious input from Local Government and based on true factual statistics to ensure that the long waiting queues are reduced.</li> <li>7. To address the attitude of staff to be in line with the Bato Pele principles and to be more customer care orientated and also to orientate patients to utilise the suggestion boxes at the hospital.</li> <li>8. To increase the functionality of the Boitumelo Hospital by adding a full rehabilitation center as the coordinating structure for home based care for the entire region.</li> </ol>
<p><b>Objective 2</b></p> <p>To ensure effective and efficient fixed and mobile clinic services throughout the region.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To provide adequate fixed clinics and website services in all urban areas as required and where required to extend the existing clinics in terms of services and space.</li> <li>2. To ensure the availability of adequate personnel</li> <li>3. To ensure sufficient cessions are awarded to medical doctors to visit clinics on a regular basis.</li> <li>4. To ensure the availability of adequate medical supplies and sufficient storing facilities for medicines at clinics.</li> <li>5. To extend clinic hours to improve accessibility (24 hour clinics where feasible) and to extend the operating hours of the clinic at Steynsrus to ensure that all patients are treated on a daily basis.</li> <li>6. To enhance communication with the farmers through Farmers Unions, to improve health services in the rural areas and to request farmers to assist farm workers with transportation to hospitals.</li> <li>7. To utilize the centralized emergency center to report all critical and urgent health problems.</li> </ol>
<p><b>Objective 3</b></p> <p>To ensure alignment of health services</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To establish a functional Health Forum with an aggressive coordinating/suggestion function including all the clinic</li> </ol>

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<p>between local and regional services according to provincial guidelines.</p>	<p>committees.</p> <ol style="list-style-type: none"> <li>2. To align services between all spheres of Government to ensure the delivering of professional and efficient health services.</li> <li>3. To promote through an awareness campaign, the availability of clinic services through using ward committees and meetings,</li> <li>4. To provide logistical support with regard to the provision of adequate access roads to hospital and clinics, direction signs, road signs etc. in accordance with the advertising policy using community sponsors.</li> <li>5. To ensure combined effort between the Local Municipality and the Health District to promote services in the region.</li> <li>6. To investigate the incinerator at the Boitumelo Hospital to dispose of all local medical waste.</li> </ol>
<p><b>Objective 4</b></p> <p>To ensure the implementation of a functional home based care system and step down facilities.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure the continuous training of volunteers for home based care facilities and the provision of a reward system for volunteers.</li> <li>2. To provide legal protection to volunteers in an event of injuries.</li> <li>3. To support the Provincial Government effort regarding training by CANSA Kroonstad that was appointed as the official training NGO of home based care personnel.</li> <li>4. To establish at least one step down facility in all urban areas in the Moqhaka region and to utilise existing community institutions to provide step down facilities.</li> </ol>
<p><b>Objective 5</b></p> <p>To ensure the constant availability and co-ordination of existing ambulance services through a centralized dispatch centre and effective commuter services to and from hospitals and clinics.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To provide a centralized control center for ambulance and emergency services including private service providers by utilizing the existing Disaster Management Centre at Kroonstad.</li> <li>2. To ensure that the centralized control center are monitored regularly to ensure the speedy dispatch of ambulances.</li> <li>3. To ensure that the commuter services operate on a fixed time schedule by providing reports of users</li> <li>4. To implement public-private partnership to assist in providing transportation in all areas.</li> <li>5. To ensure communication between the local municipality and emergency medical services for the utilization of ambulances.</li> </ol>

**PRIORITY: EDUCATION**

<p><b>Objective 1</b></p> <p>To utilize education facilities to accommodate the needs of the local</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To do proper research to identify the need for specialized tertiary education facilities, with the intention to establish such facilities, i.e.:</li> </ol>
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<p>communities. i.e. Flavious Mareka FET College.</p>	<ul style="list-style-type: none"> <li>a. Technikon center</li> <li>b. Nursing college</li> <li>c. Training college at Boitumelo for rural specialists</li> <li>d. Establishment of a University and combination of a merged university and Technikon</li> <li>e. Technical college or training centre.</li> </ul> <ul style="list-style-type: none"> <li>• To establish a facility where practical skills such as building, bricklaying etc. could be expanded offering short courses of 2 months to 6 months at affordable prices.</li> <li>• To establish certain schools to accommodate ABET education or to extend existing facilities to include ABET and to provide sufficient ABET facilities to the rural areas.</li> <li>• To establish a Grade 12 curriculum school during holidays to attract learners from other areas and to specifically improve Grade 12 pass rates.</li> <li>• To establish a bursary system for the region that will allow gifted learners from disadvantaged areas access to further learning.</li> <li>• To establish a mayoral fund for bursaries and other worthwhile community projects. Donors from other sectors and institutions must be approached to contribute to the fund.</li> <li>• To source all government departments that offer bursaries for further education in specialized fields.</li> </ul>
<p><b>Objective 2</b></p> <p>To provide adequate primary and secondary schools throughout the region with adequate facilities and equipment.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To identify redundant and unused buildings for conversion to primary or secondary schools.</li> <li>2. To continuously identify the need and ensure the provision of adequate school sites.</li> <li>3. To ensure the provision of facilities for the disabled at all existing educational facilities and planning of required facilities for new institutions.</li> <li>4. To identify public-private partnership programmes to facilitate the provision of additional schools and facilities.</li> <li>5. To provide adequate safety and security at school facilities for learners and teachers and to provide security and alarm systems linked to a police station for all schools especially in high crime areas.</li> <li>6. To ensure the provision of municipal services to all schools, in particular rural schools that are without basic facilities such as water, sanitation and electricity.</li> <li>7. To provide caretaker facilities to all schools to ensure the continuous and effective maintenance of school buildings and facilities.</li> <li>8. To implement a competition for the best maintained and care after school and to involve children and their parents.</li> <li>9. To ensure the implementation of a process to ensure more efficient discipline and supervision at schools.</li> <li>10. To improve the management of schools to ensure the effective utilization of all facilities in particular the platooning system.</li> <li>11. To ensure the provision of secondary schools at key points in the rural areas to improve the quality of education in rural areas.</li> <li>12. To ensure the proper maintenance of all school buildings and grounds in cooperation between the Department of Education, Department of Public Works Roads and Transport and School Governing Bodies.</li> <li>13. To ensure that School Governing Bodies are representative and fully functional and effective.</li> <li>14. To establish feeding schemes at schools for disadvantaged learners.</li> <li>15. To ensure the availability of adequate education of mentally handicap children within the regular school system.</li> </ol>

	<p>16. To promote the principle to utilise rural schools as focal points in the rural areas to be more widely used as community centers regarding health, welfare and sport and recreation purposes clinics where applicable.</p> <p>17. To ensure proper landscaping of schools, in assistance with the relevant departments.</p> <p>18. To ensure the availability of mobile libraries at rural schools.</p> <p>19. To provide technical and agricultural training in the curriculum and at existing rural schools.</p>
<p><b>Objective 3</b></p> <p>To ensure proper, dependable and sustainable transportation for rural learners.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To supply busses, through the Department of Education and public-private partnerships, to rural schools for the transportation of rural learners.</li> <li>2. To establish official and formal bus routes for the transportation of rural learners.</li> <li>3. To facilitate the provision of bicycles to learners as an alternative mode of transport.</li> <li>4. To provide boarding and hostel facilities at urban schools where there is a large concentration of rural learners.</li> </ol>

**PRIORITY: WELFARE SERVICE PROVISION**

<p><b>Objective 1</b></p> <p>To ensure the functioning of effective community welfare facilities and services to address the needs of all communities.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To establish community support centers and facilities, with trained staff, to assist victims in all town areas regarding incidences of rape, child and family violence and abuse, victims of crime, substance and alcohol abuse, teenage pregnancy etc.</li> <li>2. To establish a regional therapeutic center for all addicted groups and also to serve as a regional center for youth recreation and development.</li> <li>3. To make adequate social workers available also in the municipality, through government and NGO's, to support reported cases and to handle the growing need of social problems.</li> <li>4. To integrate welfare services that is fragmented like Steynsrus that forms part of the Bethlehem office of the Department of Social Development.</li> <li>5. To do an analysis, in co-ordination with all role-players, why the crisis centers are not functioning and to take corrective action to ensure the functioning of existing crisis centers.</li> <li>6. To re-establish the Voortrekker Hospital as crisis centre as it is already fully equipped.</li> <li>7. To ensure the publishing of an information brochure regarding available resources and services available in the area pertaining to social development and facilities.</li> <li>8. To create a coordinating structure for the management of all social development and facilities involving all stakeholders e.g. the Departments of Social Development, Departments of Health, community NGO's, SAPS and schools.</li> <li>9. To improve the effectiveness of the Bioketlong old age home to accommodate more elderly people and cater for all their needs.</li> </ol>
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	<ol style="list-style-type: none"> <li>10. To establish recreation facilities for the elderly by utilizing old school hostels for senior citizens.</li> <li>11. To conduct extensive awareness programmes to encourage people to take care of the elderly.</li> <li>12. To utilize the job creation and poverty alleviation programmes of all departments to alleviate the high poverty levels and to address the associated social problems.(refer to poverty alleviation programme)</li> <li>13. To utilize the current facility at "Huis Eden" in Kroonstad to accommodate more destitute and street people.</li> <li>14. To facilitate the provision for shelters for street children in the community.</li> </ol>
<p><b>Objective 2</b></p> <p>To facilitate the provision of an effective and accessible pension pay out system.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To create sufficient payout points throughout the region that is provided with sufficient and adequate security, shelter, shade, toilets and seating.</li> <li>2. To ensure that scheduled payouts are executed according to the scheduled times and dates.</li> <li>3. To split the payment of pension and social payouts to be on separate days to relief the long waiting hours because of limited days for pension payouts and to extend payout dates for rural areas.</li> <li>4. To ensure the implementation of a cash flow back-up system to provide an effective service.</li> <li>5. To ensure the availability of "meals-on-wheels" by NGO's at pension payout points.</li> <li>6. To conduct ongoing educational programmes to educate the elderly on the system and the value of money.</li> <li>7. To continuously assess the effectiveness of a practical pension pay out system in conjunction with all role players.</li> <li>8. To arrange standby mobile clinics on payout days to assist pensioners.</li> <li>9. To interact with Pension Payout provider to erect shelter for the pensioners.</li> </ol>
<p><b>Objective 3</b></p> <p>To ensure an effective and regular home affairs service in the entire Moqhaka region.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To create linkage with other service departments that can assist in providing basic home affairs services.</li> <li>2. The Department to do more frequent and regular visits to the region and avail basic services based on a fixed schedule.</li> <li>3. To establish satellite offices in outlying areas that will be able to provide basic home affairs services. The areas that are the most affected are Viljoenskroon and Steynsrus where the local communities need to travel to Kroonstad to obtain basic home affairs services.</li> <li>4. To investigate the possibility of subcontracting the home affairs services to the Municipality on an agency basis.</li> <li>5. To investigate the possibility to establish a home affairs office in the municipality, to address rural needs.</li> </ol>

**PRIORITY: LAND REFORM**

<p><b>Objective 1</b></p> <p>To support the land reform programme of</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To obtain and investigate all available mechanisms, grants, programmes etc regarding land reform to acquire land.</li> </ol>
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<p>the government.</p>	<ol style="list-style-type: none"> <li>2. To determine the need for land of emerging farmers to be established on farm land.</li> <li>3. To identify land and obtain grants to obtain land for commonage and the establishment of emerging farmers.</li> <li>4. To involve and encourage estate agents to form part of the programmes to establish emerging farmers.</li> <li>5. To appoint a full time commonage farm manager that will be responsible for the effective management and co-ordination of the commonage including the establishment of an effective functioning commonage committee.</li> <li>6. To ensure the establishment of feasible and economical agricultural units as part of the commonage that comply to set standards.</li> <li>7. To liaise with the Department of Agriculture on a regular basis to ensure effective commonage management and skills development including the emerging farmers.</li> <li>8. Identifications of farms for land Reform to be done in conjunction with the Departments of Land Affairs and agriculture.</li> <li>9. A Commonage Management Plan must be established.</li> <li>10. A strategic relationship should also be formed with Free State Agriculture ( former Agricultural Unions)</li> <li>11. To fast track the LRAD</li> </ol>
<p><b>Objective 2</b></p> <p>To support and facilitate the provision of tenure to all inhabitants.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To implement the programme of the Department of Cooperative Governance and Traditional Affairs to fast track into individual property ownership.</li> <li>2. To apply for all available grants of the Department of Land Affairs to provide tenure to all inhabitants.</li> <li>3. To investigate all available mechanisms to provide property ownership to farm workers.</li> <li>4. Ownership of land by Municipality to meet 2014 deadline.</li> </ol>

**OBJECTIVES AND STRATEGIES: SECTORAL RELATED .5**

**PRIORITY: DISASTER MANAGEMENT**

<p><b>Objective 1</b></p> <p>To make use of the disaster management centre according to disaster management Act.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To conduct a proper survey of the area in order to determine the risks and needs in the area regarding possible disaster areas.</li> <li>2. To conduct community awareness campaigns on prevention of disasters and to promote volunteerism.</li> <li>3. To recruit and train volunteers to assist with disaster management.</li> <li>4. To liaise with National and Provincial Departments as well as NGO's to ensure their involvement.</li> <li>5. To involve all Disaster Management disciplines in order to promote coordination.</li> <li>6. To ensure the appointment and availability of skilled full time Disaster Management officials.</li> <li>7. To identify and provide the necessary emergency equipment to ensure effective disaster management in the Moqhaka region.</li> <li>8.</li> </ol>
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**PRIORITY: PUBLIC TRANSPORT**

<p><b>Objective 1</b></p> <p>To ensure an effective functioning public transport system in the Moqhaka region.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure that taxi / bus ranks are upgraded by: <ul style="list-style-type: none"> <li>- Building of ablution blocks and education of the community not to vandalize ablution blocks</li> <li>- Provision of refuse bins and education of the community not to litter</li> </ul> </li> <li>2. To ensure that the traffic authorities apply law enforcement on the roadworthiness of taxi's.</li> <li>3. To ensure that a comprehensive public transport plan is done that will include an assessment of community needs.</li> <li>4. Investigate the feasibility of using the Kroonstad Doornkop Airport as a viable business opportunity and independent income earning activity. (Freight/Gargo)</li> <li>5. <i>An additional weighbridge is proposed to the south of Kroonstad at the N1/Bethlehem intersection. (appear in SDF)</i></li> </ol>
<p><b>Objective 2</b></p> <p>To ensure adequate taxi transport facilities and arrangements to meet the needs of the community.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To involve the community in planning and implementing strategic embarking and disembarking points in Moqhaka.</li> <li>2. To negotiate with local taxi associations and to facilitate the provision of transport for rural learners and communities.</li> <li>3. To implement adequate traffic calming measures where concentrated and high speed traffic movement of taxi does exist.</li> <li>4. To facilitate establishment of Transport Forum.</li> </ol>

<p><b>Objective 3</b></p> <p>To ensure transport-services benefit from mining activities in Moqhaka.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To facilitate procurement of services by transport-services in mining sector in Moqhaka.</li> </ol>
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**PRIORITY: ENVIRONMENT**

<p><b>Objective 1</b></p> <p>To develop and maintain parks and open spaces and to promote the effective greening of the area.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To ensure effective greening of the Moqhaka region and to ensure community education and awareness regarding environmental sensitivity and conservation (not to destroy the existing plants and trees).</li> <li>2. To ensure adequate manpower and equipment to develop and maintain parks and open spaces.</li> <li>3. To ensure the improvement of the Moqhaka municipality's environmental appearance.</li> <li>4. To develop sufficient parks and open spaces in areas not provided for sport and recreational purposes.</li> <li>5. To establish Environmental Committee (<i>Department of Agriculture to be part of the committee</i>)</li> <li>6. To integrate our Provincial and National Climate Change.</li> <li>7. <i>An Integrated Declared Weed and Invader Plant Control Strategy must be developed.</i></li> <li>8. <i>Develop an Environmental Management Plan</i></li> <li>9. <i>Educate and encourage the community to plant trees (fruit, firewood etc.)</i></li> </ol>
<p><b>Objective 2</b></p> <p>To ensure the effective management of all environmental sensitive areas.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. To educate the community through the media (radio, newspapers etc.), public meetings, community workshops etc. to enhance community participation in environmental issues. e.g. cleaning programmes</li> <li>2. To facilitate the effective management of riparian and vlei areas.</li> <li>3. To enforce policies and by-laws where applicable to prevent any form of pollution.</li> <li>4. To ensure proper and effective awareness programmes about environmental issues.</li> </ol>